



CASCADIA COLLEGE BOARD OF TRUSTEES

Wednesday, September 17, 2025



September 10, 2025

Dear Trustees and Community Members:

Welcome to the 2025-26 academic year. Our September meeting will occur right before classes start. As you can imagine, the summer was spent reconciling budgets, enrolling students, updating strategic plan initiatives, and preparing for fall classes.

We expect a full year of productive efforts:

- We'll manage through on-going enrollment growth.
- We expect to have to think about and potentially change some programmatic aspects of the college as we get more guidance from the federal government.
- We are set to launch a search for our next Vice President of Student Learning.
- We will attempt to get the State Legislature to fund CC5 in this supplemental legislative year.
- And we will complete Year Six of our accreditation cycle which requires us to submit a large assessment in the winter.

As we roll into fall, we'll also provide Year End reports for all of the major areas of the college. These will come during regularly scheduled Board meetings.

I appreciate the planning that was accomplished at all of the summer retreats: Cascadia's executive team, the Trustees, and the association of College President in Washington (WACTC). We are looking forward to the year ahead and will see you next week.

Eric Murray

From the Vice President for Administrative Services, Sean Poellnitz:

FACILITIES

- Completed the remodel of the chemistry lab in CC1 to a biology lab; the Inclusion Advocacy and Community center and the lower-level vista in CC2.
- Reconfigured 5 computer classrooms with moveable desks to standard classrooms; prepared 8 faculty offices for Fall quarter.
- Updated the C100 for CC5 and prepared a C100 for the energy audit related to the Decarbonization Plan and submitted to SBCTC for the supplemental budget request

FINANCE

- Completed the year end checklist for FY25 closing. Working with SBCTC and OFM on any updates and adjustments to entries before the State closes out the year.
- Starting up our FY22 Audit with Davis Farr.
- Working with the Student Enrollment team to launch the Student Financial Responsibility Agreement (SFRA). This document will allow Cascadia to pursue collections on unpaid debt.

HUMAN RESOURCES, COMPLIANCE & PAYROLL

- **Hiring and Staffing**
Since last September, Human Resources has successfully completed 62 hires across the College. We are also pleased to welcome Stephanie Whatley as our new HR Generalist.
- **Compensation and Contracts**
A COLA adjustment was implemented for both exempt staff and faculty, alongside faculty promotion adjustments, updated sabbatical calculations, and refinements to the High-Demand pay structure. All exempt employee contracts were renewed in August 2025, achieving 100% completion.
- **Performance Evaluations**
The Classified and Exempt Performance Evaluation cycle for July 1, 2024 – June 30, 2025, concluded on August 30. The cycle emphasized meaningful goal setting, alignment with institutional priorities, and actionable feedback across departments.
- **Training and Development**
HR transitioned to a centralized training platform, **Vector Solutions**, streamlining assignment, tracking, and reporting of both mandatory and optional trainings. Supervisors now have access to compliance-focused modules, including:
 - FERPA Training
 - Hazing Awareness
 - Building Supportive Communities: Clery Act and Title IX
 - General Ethics in the Workplace
 - Preventing Harassment and Discrimination
 - Workplace Violence: Awareness and Prevention

INFORMATION TECHNOLOGY SERVICES

- Remodeled three classroom AV systems to meet Cascadia's updated technology standards, featuring ceiling microphones that enable students to listen and record sessions easily through their devices or provide audio for remote ASL interpreters.
- Migrated to a new service desk platform, offering a more streamlined and accessible IT support experience for students and staff.
- Upgraded 70% of campus computers and laptops to Windows 11, covering all student-facing devices ahead of the upcoming Windows 10 retirement.³ All campus computers and laptops are scheduled to be upgraded by October.

From the Leadership Team for Student Learning, Dr. Erik Tingelstad & Shannon Bath:

College Success Redesign

Thanks to a collaboration of the COLL 101 faculty, our library, and Academic Advising, the redesigned common assignments and resources debut this Fall. This interdisciplinary project aligns the curriculum with current student needs, Guided Pathways, and the New Student Registration and Orientation project in progress.

Accessibility Remediation

We continue to remediate course materials for accessibility through Brandy Long's (LTD) faculty collaborations for Canvas course content (Alt-tags for images, headers for pages/assignments/announcements, fixed links, etc.) Our Fall accessibility average is 82.3%, up from spring's 79.9%. Canvas accessibility enhancement continues through Fall.

ABE/ESL/EF Increasing College Transitions

Partnering with the Cascadia Foundation, College and Career Foundations implemented an advising initiative to accelerate student transitions from ABE/ESL/English Foundations programs into credit-bearing coursework. For Fall 2025, funding support will provide a pathway for four new students enrolling in Mathematics 146 and 151, Psychology 100, Spanish 121, Computer Science 115, and College Success 101. We will be tracking students' success as they pursue their education at Cascadia.

IT Pathway Building

As part of Dr. Brian Bansenauer's Mentorlink grant, Cascadia hosted IT/Computer Science teachers from all four primary Northshore high schools for a full-day session on August 25th to discuss IT teaching trends and challenges. Tyler Menezes (Code Day) presented information about industry trends related to hiring and skill demand. Faculty members Mike Panitz and Anna Batra, along with staff member Erika Miller, co-facilitated the session with Brian.

King County Chomp! Cascadia's Sustainable Practices office provided stormwater education and children's berry identification activities at this August 16th festival at Marymoor Park. **City of Seattle Parks and Recreation** Cascadia hosted 30 staff members and gardeners for their annual meeting, showcasing our pesticide-free management, edible spaces, and no-mow zones as inspiration for city parks.

Worker Retraining Program The State Board requested Cascadia's feedback on a new desk aid for Training Benefits applications, which extends unemployment benefits for students in education programs. After ten years of advocacy, Cascadia's input is helping improve this statewide program.

AI Policy and Implementation

Faculty members met in summer and more will meet this year to work on implementation of the AI policies in instructional areas.

STEM

The STEM Transfer Partnership with UWB continues and expands to biological and chemical science this year. Our chemistry lab conversion to a biology lab over spring and summer is ready for occupancy. Student demand opened two additional sections of General Chemistry, which is 40% more than expected.

From the Vice President for Student Success Services, Erin Blakeney

Activities & Recreation Center (ARC)

- **899 student check-ins** at the fitness center (266 Cascadia students).
- Facility improvements over summer break: painting, new carpet, and updated flooring.

Enrollment Management

- Outreach & Admissions connected with the community at events such as the **Bothell 4th of July Parade, Kenmore Pride, Music in the Park, and CHOMP**.
- Hosted multiple on-campus events: Information Sessions, Running Start sessions, campus tours, and a visit from **20 AVID students** (Canyon Park MS).
- **670 new students** welcomed through Cascadia Orientation and Registration Experience (CORE).

International Programs

- Hosted Summer New International Student Orientation: **6 new students** from China, Morocco, Vietnam, and Turkmenistan.
- July: Partner agent visits in **Seoul, South Korea**.
- August: Attended UK agent networking conference, meeting partners from **Asia, Europe, Africa, and the Middle East**.
- Summer events included:
 - **Ice Cream Social** with 20 students.
 - **Kayaking & pizza picnic** at Bothell Landing with 10 students.

Student Accessibility Services (SAS) & CARE Team

- SAS welcomed **31 new students** registering for accommodations (240 students last year, up from 218 the year before).
- Partnering with faculty member **Tasha Walston** on the **Neurodiversity Navigators Pilot Program**, offering executive-functioning support, workshops, and peer cohort meetings.
- CARE Team expects **high emergency grant demand** this fall due to reduced SNAP and public benefits.
- **\$156,000 available** for students experiencing urgent housing, food, transportation, or academic expenses.

Student Advising & Success Services

- Advisors attended:
 - **Washington Council 2025 Transfer Advisor Workshop** (transfer program updates).
 - **Addressing the Hidden Curriculum** (reducing barriers for first-gen, URM, and non-traditional students).

Student Financial Services (SFS)

- Current award processing time: **~10 days** from students' file completion date
- Exceeding **Washington College Grant (WCG) awards**:
 - 2023–24: \$1M awarded.
 - 2024–25: **\$1.33M already awarded**.
- Collaborating to support **Passport to College students** with funding opportunities.

Student Life

- Preparing to welcome **400 new students** at **Jumpstart Orientation (Sept. 18–19)**.
- New student leaders in training and ready to launch fall programming.
- Kickoff events: **Ice Cream Social** and **Involvement Fair**.

From the Executive Director of the Foundation: Brittany Caldwell

BOARD OF DIRECTORS UPDATE:

Welcome to our new Foundation Board members!

- Jessika Groce - EvergreenHealth, Chief Human Resources Officer
- Scarleth Lever Ortiz - King County, Operations Specialist & City of Bothell, Planning Commissioner

A full list of current Foundation Board members can be found on our [website](#).

2025-26 PROGRAM FUNDING ALLOCATIONS:

Working together with Cascadia's executive team and department leaders to better understand priorities across campus, the Foundation Board of Directors and staff developed and approved our 2025–26 budget.

This collaborative effort directs more than \$390,000 toward student success, including \$134,200 for scholarships and \$257,207 for vital college programs.

Funded initiatives include emergency grants, Cascadia Scholars, the Kodiak Cave Food Pantry, College & Career Foundations, Running Start textbook support, International Programs, and faculty development. The Foundation is honored to support these valuable programs throughout the college to best serve our students.

SCHOLARSHIPS:



Our [Fall Scholarship Cycle](#) is currently accepting applications through Friday, October 10, 2025.

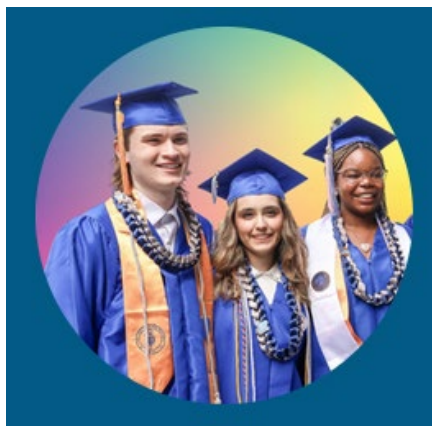
We look forward to awarding 27 scholarships valued at \$49,600.

As you work with students and prospective students over the coming weeks, please encourage everyone to [apply](#)!

Awards will be disbursed during Winter and Spring quarters.

SAVE THE DATE!

JOIN US FOR OUR SCHOLARSHIP RECEPTION ON NOV 13!



Join us for a special event dedicated to celebrating the achievements of our outstanding students and honoring the generous community who invests in their success.

Register now to enjoy an evening of inspiring stories, networking, and community as we come together to celebrate the power of education and the impact it has on our students' futures.

Scholarship Reception Event

November 13, 2025

4:00 - 5:30pm

[Event Details / Registration](#)

From the Executive Director of Marketing & Communications: Meagan Walker

PAID ENROLLMENT CAMPAIGNS

- Both the general and professional-technical enrollment campaigns continued in July and August on a variety of social media channels.
- All of the creatives were designed in-house.
- Highlight #1 – analytics show for August 20-31 general enrollment campaign
 - Google Ads: 58,442 impressions; 1,144 clicks with 67 conversions (filled out form or placed phone call)
 - Meta Ads: 364,853 impressions; 1,365 clicks with 17 conversions
 - Although there is no way to directly correlate ads to web visits we can see that visits to our ctcLink page (where students register) increased by 77.2% during that same time period
- Highlight #2 - a Prof-Tech mailer was sent to 20,000 households



WEBSITE

- Published several new pages and developed components that would allow us to display our organizational chart and our policies online instead of relying on PDFs (which are not fully accessible).

CRISIS COMMUNICATIONS

- Met with UWB and UWS to align our crisis communications processes
- Updated and documented all protocols to guide the evaluation of incidents, prompt and accurate communications, and compliance with the federal Clery Act

PREP FOR FALL QUARTER

- Developed slate of new branded flyers for outreach events
- Designed PR plan to promote sustainability concentration



Board of Trustees Meeting Agenda

Dr. Colleen Ponto, Chair
Dr. Meghan Quint, Vice Chair
Mr. Alex Lee
Mr. Shahryar Qadri

**Regular Meeting Wednesday,
September 17, 2025 4:00 p.m.**

Cascadia College
18345 Campus Way N.E.
Bothell, WA 98011
CC2-260
or [via Zoom](#)

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

**Wednesday, September 17, 2025
4:00 p.m.**

AGENDA

1. PUBLIC MEETING CALL TO ORDER

2. CONSENT AGENDA

- A) Meeting Agenda
- B) Minutes from the last meetings – June 18, 2025 and September 9, 2025

3. PUBLIC COMMENTS

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

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

4. NEW EMPLOYEES/PROMOTIONS

- A) Introduction of Events & Advocacy Board (EAB)
- B) Introduction of New Employees

5. INFORMATION ITEMS

- A) Risk Register (SP)
- B) Policy Homework Overview (EM)

- C) Accreditation Update (EM)
- D) 2025-26 Strategic Plan Initiatives (EM)

6. DISCUSSION & PRESENTATION ITEMS

- A) Mission Fulfillment Moment: UWB Transfer Report (EB)
- B) Year-in-Review: Inclusion, Advocacy, and Community (CD)
- C) Year-in-Review: Administrative Services (SP)

7. ACTION ITEMS

- A) Election of 2025-26 Board Chair and Vice Chair
- B) Determination by Consensus of Sub-Committee Membership & School Board Liaisons
- C) Title IX Regulations Rules Adoption

8. OTHER REPORTS

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

9. OTHER BUSINESS OR ANNOUNCEMENTS

10. NEXT MEETING

The next meeting of the Board will be Wednesday, October 15, 4:00PM.

ACCESSIBILITY & NON-DISCRIMINATION

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.

Cascadia College is committed to creating a supportive environment for a diverse student, faculty, and staff population. Individual differences are celebrated in a pluralistic community of learners.

Cascadia does not discriminate on based on, but not limited to race, color, national origin, citizenship, ethnicity, language, culture, age, sex, gender identity or expression, sexual orientation, pregnancy or parental status, marital status, actual or perceived disability, use of service animal, economic status, military or veteran status, spirituality or religion, or genetic information in its programs, activities, or employment, and is prohibited from discrimination by college policy and state and federal law.

Cascadia College Board of Trustees

Regular Meeting Minutes – June 18, 2025

Location: 18345 Campus Way NE, Bothell, WA 98011

Time: 4:00 PM – 5:24 PM

BOARD OF TRUSTEES

Present: Dr. Colleen Ponto, Chair; Dr. Meghan Quint, Vice Chair; Alex Lee, Shahryar Quadri

EXECUTIVE STAFF

Chari Davenport, Dr. Kerry Levett, Erin Blakeney, Sean Poellnitz, Dr. Eric Murray, Dr. Ellen Evans, AAG.

Susan Thomas (recorder)

Thais Lima (presentation assistant)

AUDIENCE

Audience members via Zoom included: See Addendum A

1. Public Meeting Call to Order

Chair Dr. Colleen Ponto officially called the regular meeting of the Cascadia College Board of Trustees to order at 4:00 PM. She welcomed attendees and noted that the board would enter an executive session to discuss confidential matters.

2. Executive Session

At 4:02 PM, the Board entered Executive Session as permitted under RCW 42.30.110 to discuss personnel issues and legal matters.

3. Return to Public Meeting

The Board reconvened in Public Session at 4:33 PM.

4. Consent Agenda

Chair Ponto presented the Consent Agenda for approval. No modifications were proposed.

MOTION: Vice Chair Quint

SECOND: Trustee Qadri

OUTCOME: Approved unanimously.

5. Public Comments

There were no public comments submitted or made during the meeting.

6. New Employees / Promotions

Sean Poellnitz introduced the following new employee:

- **Maye Kaur** – HR Generalist

Mike Fong introduced the following new employee:

- **Eric Holdaway** – Instruction & Classroom Support Technician III

The Board welcomed the new employees and expressed appreciation for their commitment to student success.

7. Information Items

A. Superintendent Michael Tolley provided a report in the board packet on the *Northshore School District State of Our Schools*.

8. Discussion & Presentation Items

A. Mission Fulfillment Moment: Students' Pathways

Dr. Kerry Levett and Michael Horn presented the Pathways Selection slide deck "Areas of Interest and Pathways Analysis".

- **Dr. Levett** described the overview of Guided Pathways, including the four pillars, the seven Areas of Interest, and subplans. She noted that the analysis helps identify where improvements are needed.

- **Dr. Horn** shared a detailed data analysis of students who have and have not selected an Area of Interest. He reviewed breakdowns by progression, subplans, and grouped totals.
 - **Dr. Levett** introduced and played a new student onboarding video: *Social Sciences, Human Services & Education Area of Interest (AOI)*.
 - **Trustees** engaged in discussion regarding undecided students and pathway outcomes. They expressed appreciation for the video and the clarity of the presentation.
-

9. Action Items

A. Trustees' Self-Assessment

Boards of Trustees are required to conduct an annual self-assessment process to guide their work and development. Cascadia uses a consistent instrument, administered by Dr. Michael Horn, Director of Institutional Effectiveness.

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

Self-assessment due date: Friday, July 11, 2025

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

MOTION: Trustee Quadri

SECOND: Vice Chair Quint

OUTCOME: Approved unanimously

B. Awarding of Faculty Emeritus Status

The Faculty Council and College leadership recommended Faculty Emeritus Status for Lelia Olson & David Bucci.

Dr. Levett announced that Lelia Olson has agreed to remain at the College for another year, therefore her nomination will be deferred.

"Based on the recommendation of the College President and the Faculty Union, I move that the Trustees approve the status of Faculty Emeritus, effective immediately, to David Bucci."

MOTION: Trustee Quadri

SECOND: Vice Chair Quint

OUTCOME: Approved unanimously

C. Trustees Meeting Calendar

The calendar in the packet outlines the standard meeting schedule for the 2025–26 academic year. The College President recommended approval.

The date of the Trustees’ Summer Retreat was also finalized for **Tuesday, September 9, 2025, from 9:00 AM – 1:00 PM.**

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

MOTION: Vice Chair Quint

SECOND: Trustee Quadri

OUTCOME: Approved unanimously

D. Ratification of the CCCFT Collective Bargaining Agreement, 2025-2028

The CCCFT and the Administrative bargaining teams completed negotiations in June 2025. The CCCFT membership ratified the draft collective bargaining agreement 2025-2028 contract on June 17, 2025, with 33 in favor and 1 opposed.

David Shapiro discussed the negotiation process and thanked the College for its collaborative approach and reasonable budget support. He also expressed appreciation to Dr. Levett and the bargaining team.

Resources: 2025-2028 CBA Ratification Vote

CCCFT Members in Favor = 33

CCCFT Members in Opposed = 1

Recommendation:

- The Administration Bargaining Team recommends that the Trustees approve the faculty-ratified version of the 2025-2028 CCCFT contract

MOTION: Vice Chair Quint

SECOND: Trustee Lee

OUTCOME: Approved unanimously

10. Other Reports

A. Cascadia Events & Advocacy Board (EAB)

Student Representative **Olivia Kent-Horton** shared highlights in her final report as EAB Chair:

- Events: SpringFest was an amazing week and drew the highest student attendance ever.
- Advocacy: Common Hour summary report has been completed.
- The Trustees thanked Olivia for her service and leadership as EAB Chair.

B. Cascadia Community College Federation of Teachers

Dave Shapiro

- Congratulated Olivia on earning a 4.0 GPA in his class and acknowledged her service as EAB Chair.
- Congratulated newly tenured faculty: Victor Begay, Khai Button, and Kimia Ghanbeigi.
- Thanked the Board for approving tenure and recognized Dr. Levett and TRC Chair Sadie Rosenthal for their leadership.

C. Cascadia Classified Union (WPEA)

Ryan Higgins

- Not present

D. Reports from Board Chair and Trustees

- None

E. President's Report – Dr. Eric Murray

- Extended thanks to Becky Riopel and the Deans and Directors for organizing a successful graduation ceremony.
- Shared that he participated in interviews for the finalists for the City Manager position in Kenmore.
- There are no school district notes.
- Noted potential challenges in the College budget due to fall enrollment and indicated continued monitoring.

- Thanked Dr. Levett for her leadership and contributions over the years serving at the College.
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11. Other Business or Announcements

No additional business or announcements were introduced.

12. Next Meeting

Date: Wednesday, **September 17, 2025**

13. Meeting Adjournment

Chair Dr. Colleen Ponto adjourned the meeting at **5:24 PM**.

Approval of Minutes

Approved and Adopted on: September 17, 2025

Dr. Colleen Ponto, Board Chair

Attest:

Dr. Eric Murray, President

Addendum A

Board of Trustees Meeting Attendance	Present
Eric Murray, President	X
Colleen Ponto, Chair	X
Meghan Quint, Vice Chair	X
Alex Lee, Trustee	X
Shayryar Qadri, Trustee	X
Ellen Evans, AAG	X
Erin Blakeney	X
Kerry Levett	X
Chari Davenport	X
Sean Poellnitz	X
Olivia Kent-Horton	X
Dave Shapiro	X
Thais Lima	X
Susan Thomas	X
Deann Holliday	X
Erik Tingelstad	X
Michael Horn	X
Mike Fong	X
Eric Holdaway	X
Samantha Liu	X
Shannon Bath	X
Shawna Pitts	X
Maia Wood	X
Ana Nina	X
Kristina Young	X
Becky Riopel	X
Gergina Cazaroua	X
Jacinth Nurse	X

Cascadia College Board of Trustees

Board Summer Retreat Meeting Minutes – September 9, 2025

Location: 18345 Campus Way NE, Bothell, WA 98011

Time: 9:00 AM – 11:20 AM

BOARD OF TRUSTEES

Present: Dr. Colleen Ponto, Chair; Dr. Meghan Quint, Vice Chair; Alex Lee, Shahryar Quadri

EXECUTIVE STAFF

Dr. Eric Murray, Dr. Ellen Evans, AAG.

AUDIENCE

Dr. Michael Horn

1. Public Meeting Call to Order

Chair Dr. Colleen Ponto officially called the Board meeting of the Cascadia College Board of Trustees to order at 9:00 AM.

2. Public Comments

There were no public comments submitted or made during the meeting.

3. Yearly Board Planning (no Executive Team, no action)

- **Board Appointment Dates:** Reviewed, no changes.
- **Trustee Recruitment:** Awaiting Governor's appointment of a new trustee.
- **Chair & Vice Chair, Sub-Committee Planning, School Liaisons:** Tentative assignments discussed; formal approval scheduled for September 17 meeting.
- **Policy Review for 2025–26:** Dr. Murray will review assignments at the September 17 meeting.
- **Tenure Processes 2025–26:** None scheduled.
- **Board Self-Evaluation:** Reviewed self-assessment; Board expressed satisfaction. No changes adopted.

4. Discussion Items

Dr. Michael Horn joined the meeting.

- **Strategic Plan Initiatives 2025–26 & Accreditation Update:**

Dr. Murray presented on Accreditation and Strategic Planning. Materials will be included in the September 17 board packet. Discussion is scheduled for that meeting.

5. Working Lunch and Continued Discussion

- A transition to the Campus Dining Hall (Terrace Hall) was planned but did not occur
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6. Next Regular BOT Meeting – Wednesday, September 17, 2025 @ 4:00 pm

7. Meeting Adjournment

Chair Dr. Colleen Ponto adjourned the meeting at **11:20 AM**.

Approval of Minutes

Approved and Adopted on: September 17, 2025

Dr. Colleen Ponto, Board Chair

Attest:

Dr. Eric Murray, President

Cascadia College Board of Trustees
NEW EMPLOYEES and/or PROMOTIONS

Subject: New Employees and/or Promotions

Background:

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

Details:

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

Gus Heddal, Program Coordinator – IT Services

Jenny Piper, Assistant Director of Marketing & Communications

Jenny brings 15 years of marketing and communications experience from Sno-Isle Libraries, where she led strategic planning, crafted multi-channel campaigns, and oversaw the production of everything from flyers to full-scale promotional projects. Before that, she was a media specialist with The Seattle Times Company. While at the Sno-Isle Libraries, Jenny also started an emergency preparedness consulting and subscription-based kit company and is already trained as a Public Information Officer.

She earned her B.A. From Ithaca College in Drama. Jenny enjoys reading, painting, and playing the harp (when she's motivated). She spends a good portion of her time watching her son play Little League and has been the haircut test model for her daughter, who just completed cosmetology school.

Kayla Williams, Cascadia Scholars Program Lead

Kayla has lived all over the US, including Wisconsin, Connecticut, and Texas and called the PNW home for the last eight years. Kayla has a background in teaching; primarily working with students who were in the process of learning English, and later in her career, she facilitated a sexual health education program for teens. In her free time, Kayla enjoys creating mixed media art and collage, trying her hand at cooking new recipes, and just relaxing at home with her cat, Mason.

"Thank you for welcoming me to the campus and I look forward to connecting with you!"

Stephanie Whatley, HR Generalist

I'm so excited to be joining the team here at Cascadia. My previous work consists mostly of working with non-profit and legal offices, so I'm thrilled to be making the switch to academics. Lifelong learning is something I'm very passionate about. In my spare time, I'm usually baking, taking care of my plants, or reading. I pride myself on being reliable and friendly, so feel free to reach out! My office is room CC2-280E.

Liberty Krieger, Instruction & Classroom Support Tech 2 (Cyclic)

Liberty brings an impressive blend of research experience, laboratory expertise, and a genuine passion for science education. At Utah Tech University, she spent three years as an undergraduate researcher in the Functional Genomics Laboratory, where she explored the genetic basis of Wolfram Syndrome using CRISPR/Cas9 genome editing in model organisms. She also pursued enzymology research, investigating plastic-degrading enzymes and their potential environmental applications.

Her curiosity extends beyond the lab as well. During a research internship with Pelagios Kakunjá in La Paz, Mexico, Liberty contributed to shark conservation efforts by assisting with shark tagging, tissue sampling, and behavioral observations!

Liberty is especially dedicated to making science accessible, engaging, and inclusive. As an autistic scientist, she brings a unique perspective and a strong commitment to fostering curiosity, precision, and belonging in the sciences. She is eager to collaborate with Cascadia's Natural Science faculty and to support students as they develop their skills in hands-on lab environments.

Outside of work, Liberty enjoys exploring the outdoors, immersing herself in water, celebrating her recent engagement, and spending time with her dachshund, Shiva.

Full-Time Tenure Track Faculty Members (starting Fall 2025)

Anna Batra, Computer Science/Information Technology

Justin Carlson, Computer Science/Information Technology

Sofia Marshak, College & Career Foundations

Andrew Dicus, English

Anhiti Patnaik, English

Devin Ensz, Media Design

Cascadia College Board of Trustees
Information Item 5.A

Subject: Risk Register

Justification:

The Trustees are required to be informed annually of the college's assessment of high priority risks.

Background:

Per the Cascadia College ERM Policy (attached), the Executive Team reviewed the list of risks identified for the College. Those risks were discussed and re-evaluated based on the current status of the College and environment.

The updated list of risks was submitted by September 1, 2025 to the Department of Enterprise Services (DES) within the Origami system.

In this year's assessment, there were no adjustments to the current list of risks. Two new risks were added due to the current administrative climate.

- A. Federal Government Administrative Policy Changes
- B. International Programs- Decline in international student programs enrollment

Mitigation plans are in process for the above identified risks.

Cascadia College

Enterprise Risk Management Policy

Subject:	Enterprise Risk Management
Information contact:	Meagan Walker, Risk Manager mwalker@cascadia.edu 425.352.8491
Authorizing sources:	Executive Order 16-06 RCW 43.19.760 RCW 43.19.763 RCW 43.19.781 SAAM 20.20
Resources:	ISO 31000:2018 - Risk Management Department of Enterprise Services Loss Prevention Program Risk Management Essentials Manual Origami ERM Module Training Guide
Effective date:	10/01/2022
Revised:	10/01/2024
Approved by:	Cascadia College Board of Trustees (10/19/22)
Sunset review date:	

PURPOSE

Cascadia College has established an Enterprise Risk Management (ERM) program that provides a framework to proactively identify, assess, and manage risks that may affect the agency's ability to achieve its mission, goals, and strategic objectives per the Governor's Executive Order 16-06.

Cascadia College will provide management support and commitment to safety and loss control, and develop awareness of ERM through education, training, and information sharing per RCW 43.19.760, the Governor's Executive Order 16-06 and ISO 31000.

SCOPE

This policy applies to all *Cascadia College* employees and organizational units.

POLICY

Cascadia College proactively identifies, assesses, and responds to risks that may affect our ability to provide our core mission services and the achievement of our strategic and performance-based objectives and their intended outcomes. **Cascadia College** uses Origami Enterprise Risk Management software to provide a consistent, integrated, and transparent enterprise risk management (ERM) approach to support informed decision-making and resource allocation at both the strategic and operational levels.

Cascadia College will provide training and apply ERM best practices to identify and manage internal and external risk to protect resources, employees, contract staff, and the public. ERM best practices will be used as an integral part of considering risk in the decision-making process through identifying risks and opportunities across all *Cascadia College* divisions, facilities, programs, and areas of operation. Once a risk has been identified and prioritized, the agency will develop, implement, and monitor risk treatment strategies.

ROLES AND RESPONSIBILITIES

1. Vice President for Administrative Services

- Leads, supports, and ensures commitment to implementing the ERM ISO 31000 Purpose, Principles, Framework and Risk Management Process.
- Establishes and communicates the organization's risk tolerance to all employees to support efficient and effective risk mitigation.
- Makes a commitment to adopting and integrating ERM into the organizational culture.
- Ensures appropriate allocation of resources to support risk management activities.

2. Leadership Team

- The leadership team provides management support and commitment to ERM.
- The leadership team will:
 - Support an enterprise-wide commitment to risk management across the entire organization, from front line employees to management and from management to employees.
 - Participate in risk identification and risk prioritization sessions semi-annually.
 - Risks will be prioritized at an enterprise-wide level by analyzing the likelihood and impact of each risk.
 - Identify emerging risks and any significant changes with risks.
 - Ensure the reallocation resources for managing risks
 - See page 4 of this policy for the method, timeline and scoring criteria used for identifying and prioritizing risks.
 - Create a communication channel for risk owners of the highest scored risks to report on their risks quarterly to the leadership team.
 - Include risk consideration as an integral part of the organization's decision-making process.
 - Support education, training and information sharing on ERM policies and procedures to promote enterprise-wide awareness.

3. Executive Risk Owners

- For risks that fall within their purview, the leadership team will work with risk owners to:
 - Review, approve and support the implementation of risk mitigation strategies.
 - Review mitigation strategy effectiveness for risks.
 - Ensure the reallocation resources for managing risks.
 - Create a communication channel for risk owners to report on their risks regularly.

4. Risk Manager

- The risk manager coordinates and facilitates the enterprise-wide effort necessary to identify, evaluate, mitigate, and monitor the agency's strategic/operational, legal/compliance, financial, reputational, health/safety and employment risks.
- The risk manager will:
 - Develop ERM tools, practices, and processes to identify, analyze and report enterprise-wide, strategic risks according to this policy and the ISO 31000 ERM framework.
 - The risk manager will, by using the Origami ERM module, monitor and facilitate the management of risks by:
 - Ensuring the completion of quarterly updates of the highest scored risks.
 - Ensuring the completion of the semi-annual updates of identified risks.
 - Ensuring the completion of the semi-annual prioritization of identified risks.
 - Attesting to compliance with the Governor's Executive Order 16-06 annually.
 - Managing the risk register in the Origami ERM Module.
 - Support employee awareness and understanding of ERM through education, training, and information sharing.
 - Coordinate reporting on risk treatment activities by risk owners to the leadership team as required.
 - Report quarterly to the Leadership Team on the management of risks, loss history, and emerging risks.
 - Annually review and recommend revisions to this policy.

5. Risk Owners

- Develop and implement mitigation plans and controls for assigned risks.
- Monitor assigned risks to ensure the mitigation strategies are controlling the risks.
- For risk owners with the highest scored risks:
 - Update risks quarterly using the Origami ERM module as assigned by the risk manager.
 - Report the status of assigned risks – controls, gap analysis, mitigation progress and risk metrics - to the leadership team quarterly.
- For all other risks owners:
 - Update risks semi-annually using the Origami ERM module as assigned by the risk manager.
 - Report the status of assigned risks – controls, gap analysis, mitigation progress and risk metrics - to the executive owner and/or leadership team as needed.

6. Managers and Supervisors

- Managers and supervisors apply ERM in all aspects of operations and actions.
- Managers and supervisors will:
 - Set the standards and expectations of staff with respect to addressing risks.

- Ensure internal control processes are implemented, maintained, and monitored to manage risk.
- Support ERM training for all employees.

7. All Employees

- All employees are responsible for understanding and supporting the agency's efforts to identify, eliminate or manage risk.
- Employees will identify and communicate risks to their supervisor or the Risk Manager.

PROCEDURES

METHOD, TIMELINE AND SCORING CRITERIA FOR IDENTIFY AND PRIORITIZING RISKS

1. Risk identification will occur in a brainstorming session with the executive team/leadership team. After the initial session, new risks will be identified in a brainstorming session semi-annually, prior to the semi-annual risk prioritization session.
2. Risk Prioritization will occur after risks have been identified. The Origami ERM module ERM Plan will be used to prioritize (score) the identified risks.
 - Risks are scored by determining the likelihood of each risk occurring within the next two years, and by determining the impact of the risk if it did occur.
 - Likelihood and Impact are scored as shown below:

Likelihood Scoring

Value	Description
Very unlikely (1)	1 - Very unlikely in next 2 years
Unlikely (2)	2 - Unlikely in the next 2 years
Likely (3)	3 - Likely in next 2 years
Very likely (4)	4 - Very likely in next 2 years
Certain (5)	5 - Certain in next 2 years or happening now

Impact Scoring

Value	Description
Very Little (1)	1 - Very Little
Minor (2)	2 - Minor
Moderate (3)	3 - Moderate
Major (4)	4 - Major
Critical (5)	5 - Critical

- All leaders score ALL risks. The likelihood scores are averaged, and the impact scores are averaged; then the average likelihood score is multiplied by the average impact score, resulting in a final risk rating and risk score between 1-25.

For example: $3.2 \times 4.1 =$ **Score: 13.12**
Rating: Medium

- The rating scale for risk scores is shown in the table below:

1-5	Low	
6-10	Medium Low	
11-15	Medium	
16-20	Medium High	
21-25	High	

DEFINITIONS

Enterprise risk management is the process of planning, organizing, leading, and controlling the activities of an organization in order to minimize the effects of risk. ISO 31000 is the international standard for the practice of risk management. It is an enterprise-wide approach that proactively identifies, assesses, and prioritizes strategic risks, followed by the allocation of resources to minimize, monitor, and control the likelihood and impact of risks occurring, or to maximize opportunities.

Executive owner is the executive or leadership team member who has oversight of the risk. This means that the risk resides in a division/program, etc. that the executive owner is responsible for.

Origami ERM Module is a list of identified risks, the risk rating and score of each risk, the current controls, treatment plan, risk metrics and who is accountable for managing the risk. This module, owned and maintained by the Department of Enterprise Services, allows risk managers a software solution to streamlining all ERM processes.

Risk identification means the process of identifying risks that might enable or impede the agency's ability to provide its core mission services or meet its strategic objectives, i.e., brainstorming session.

Risk owner means the person with the authority and accountability for managing a particular risk.

Risk prioritization is the process of evaluating identified risks to determine the likelihood and impact of each risk, resulting in a risk score and rating.

Cascadia College Board of Trustees
Information Item 5.B

Subject: Policy Review

Justification:

NWCCU requires that the Trustees periodically review all Board policies.

Background:

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

Cascadia College Board of Trustees
Information Item 5.C

Subject: Accreditation Update

Justification:

NWCCU requires that the Trustees are a part of the accreditation process.

Background:

The attached presentation updates the Trustees as Cascadia approaches the end of its 7-year accreditation cycle. This year (2025-26) is considered Year Six when the college's Standard 2 Report is due. This report covers college "Governance, Resources, and Capacity."

Next year (2026-27) will be Year Seven when the college's Standard 1 report is due. This report covers "Student Success, and Institutional Mission & Effectiveness."

The Trustees' role will be to stay current with the process, read the final report, and prepare for any questions from the Northwest Commission on Colleges & Universities. No visit by NWCCU is attached to the Year Six work, but we will host an evaluation team in Year Seven.



Accreditation Update

2025-2027

Overview

NWCCU process
refresher

Standard 2 Review

Standard 1 Review

Strategic Planning

Accreditation requires ...



Assessing institutional effectiveness



Employing continuous improvement



Using information to improve

Demonstrated by ...



Mission effectiveness metrics



Improvement reviews



Program & strategic data

Figure 1: NWCCU Accreditation Reporting and Review Cycle

ANNUAL REPORT

- Disaggregated Data
- Student Achievement
- Financials

- **Annual Submission**
- **Staff Review**

MID-CYCLE REPORT Standard One

- Report and Onsite Review
- Assessment
- Data Collection and Analysis
- Planning

- **Onsite** peer review in **Year 3**
- Staff review of evaluation reports for Commission
- Meeting consent agenda

POLICIES, REGULATIONS, AND FINANCIAL REVIEW (PRFR) Standard Two

- Report and Offsite Review
- Financial Performance
- Policies and Regulations

- **Offsite** peer review in **Year 6**
- Findings reported to Institutional Effectiveness Evaluation Team for Year 7

EVALUATION OF INSTITUTIONAL EFFECTIVENESS (EIE) Standards One and Two

- Report and Onsite Review of Student Success
- Institutional Mission and Effectiveness
- Student Learning
- Student Achievement

- **Onsite** peer review in **Year 7**
- Review findings from PRFR
- Commission Decision

NWCCU Standards & Reports

Standard 2

- Governance, Resources, and Capacity
- Report due **March 2026**

Standard 1

- Student Success, and Institutional Mission & Effectiveness
- Learning and Program Outcomes
- Report due **January 2027**

Standard Two: Governance, Resources, and Capacity



Standard Two

“Desk audit” Policies Review

- Review standards and Identify your stakeholders
- Draft 1 by December 10th
- Draft 2 (final) by Feb 1st
- Finance – update on audits
- Report Due: March 1st 2026



Eteam's Responsibilities

- Support standard leads in your division
 - Time
 - Resources
 - Hit deadlines
- Review content
- Mitigate risks in standards

Standard One: Student Success, and Institutional Mission & Effectiveness



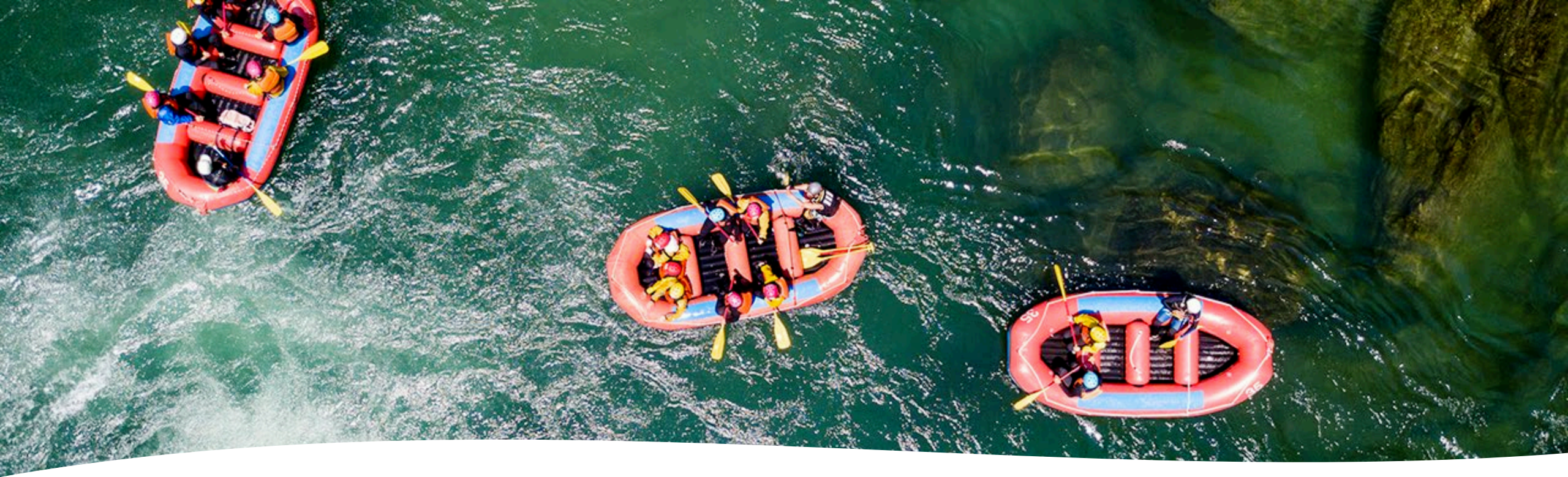
Standard One

- On-site review
- Address recommendations from last review (2020) and Standard 2
- Due Winter 2027



Eteam's Responsibilities

- Review content
- Mitigate risk



Standard One

- A. Institutional Mission (Eric, Michael)
- B. Improving Institutional Effectiveness (Michael)
- C. Student Learning (Michael, Kristina, Tori)

Standard 1 – Mission Fulfillment

➔ Responding to Recommendations

- **Improving Institutional Effectiveness (Michael)**
 - Use an ongoing and systematic evaluation and planning process to inform decision making and resource allocation, toward improving institutional effectiveness and achieving mission fulfillment (1.B.1, 1.B.2)
- **Student Learning (Kristina, Tori)**
 - Engage in an effective system of assessment to evaluate the quality of learning in its programs. These assessment efforts should be used to inform academic and learning support-planning and practices to continuously improve student learning outcomes (1.C.5, 1.C.7)
- **Student Achievement (Chantal, Veronica, Michael)**
 - Establish and share widely a set of indicators for student achievement that are disaggregated and compared to regional and national peer institutions in a manner that identifies and removes barriers to academic excellence and success (equity gaps), and promotes student achievement (1.D.2, 1.D.3)



Example: Using Peer Data for Effective Planning

Purpose

- Use peer institutions for making meaningful comparisons and informing strategies for change and measuring progress
- Publicize student achievement for transparency and accountability
- Define strategic indicators of improvement
- Identify equity gaps and inform institutional improvement

Goals

- Incorporate peer data in mission fulfillment
- Incorporate peer data in institutional planning
- Meet NWCCU Standards on data and mission fulfillment.

Applicable Standards

- 1.D.2: in comparison with regional and national peer institutions... shares widely a set of indicators for student achievement including persistence, completion, retention and postgraduation success
- 1.D.3: disaggregated indicators should be aligned with peer institutions at the regional and national levels and be used for continuous improvement to inform planning, decision-making, and allocation of resources





Standard 1 Goals

- Get Program Review to scale and complete
- Complete Learning Assessment
- Have evidence of using data for planning & resource allocation

Cycle of Improvement

STRATEGIC PLANNING



Strategic Planning

Need to clearly articulate Strategic Goals, Objectives, and Indicators

Teams need to document continuous improvement

Need to provide evidence of the involvement of governance councils



Cascadia College Board of Trustees

Information Item 5.D

Subject: Strategic Plan Overview

Justification:

The Trustees are required to stay abreast of mission fulfillment as represented by the Strategic Plan and its assessment.

Background:

The Strategic Plan is an evolving set of initiatives within the three pillars of the college's work: Equity, Access, and Superior Learning. Each year, initiatives are **sunset** (finished and wrapped up), become **operational** (they have become an on-going part of the college's daily work), or are kept **on-going** (more work is to be done).

The supporting document in this packet details the status of the initiatives as we move from 2024-25 to 2025-26. Note that these initiatives are revisited throughout the year during monthly Board meetings as Mission Fulfillment Moments when we analyze them in more detail with accompanying data.

Institutional Effectiveness Report • 2025

Office of Institutional Effectiveness | September 2025

For internal Cascadia use only, not for public release

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Equitable Education	4
Excellence in Education.....	5
Transfer Supplement	6
Strategic Initiatives.....	11
Appendix	14

The purpose of Cascadia College’s Institutional Effectiveness (IE) Annual Report is to serve as a resource for planning and decision-making.



Overview

This Institutional Effectiveness Annual Report is organized into two main sections: *Mission Fulfillment* and *Strategic Initiatives*. This year the report was designed to focus on performance against mission goals and lessons from strategic initiatives. Throughout this coming year, materials will be added and available in an evolving online report.

Mission Fulfillment

Cascadia’s Mission is to “*deliver accessible, equitable, and superior educational experiences*”. From this mission, three core themes are derived: [Accessible](#), [Equitable](#), [Excellence](#).

Information on mission fulfillment is presented herein by theme. Each theme has goal(s), objectives, and indicators which help to define mission fulfillment. Please see the list of institutional mission goals, objectives, and indicators in the Appendix.

Each theme has a Scorecard section to communicate Cascadia’s mission-fulfillment performance against goals and objectives. Success is generally defined as meeting or exceeding previous annual performance.

Strategic Initiatives

Everything we do at Cascadia, the daily work of all departments and programs, is to support mission fulfillment. However, strategic initiatives focus on promising new programs that take advantage of opportunities or respond to changing conditions. Highlights of some of these strategic initiatives are summarized, including the significant achievements and lessons learned from this past year.



Accessible Education

Mission Fulfillment Scorecard¹

More students accessed higher education through Cascadia

- The overall student count increased this year by 8.8%, more than CTCs peers² (5.8%). Full-time equivalent (FTE) enrollment increased 20.47%. Enrollment increases were largest for
 - Running Start (31.4%),
 - Transfer Intent students (16.1%),
 - International students (14.9%).
- Cascadia increased its access for students of color.
 - Increases of non-White students this year ranged from 60% to 9.9%.
 - One group saw a decrease (Am. Ind. / AK. Native), although with small groups a small change in count can be a large change in percentage.
 - An increase of 11.5% for Historically Underserved Students of Color (non-White, non-Asian) was greater than the overall enrollment increase of 8.8%.
 - The gradual decline in the proportion of White students over the past few years continues; with a lower proportion of White students this year (39%) compared to last year (41%).

Exhibit 1. Access Scorecard: Enrollment Type

	Headcount 2023-2024	Headcount 2024-2025	Cascadia % Change	CTCs Peer ³ % Change
Running Start	821	1079	31.4%	14.7%
New Students	1869	1907	2.0%	2.6%
International	215	247	14.9%	11.9%
Internl Contract	171	190	11.1%	11.1%
Transfer Intent	2287	2656	16.1%	8.7%
Basic Education for Adults	468	512	9.4%	1.5%
HUSOC	882	983	11.5%	12.5%
% Full-Time Students	39%	44%	5%	1%
Total Headcount	4204	4574	8.8%	5.8%
Total FTE	2032	2448	20.5%	9.7%

Exhibit 2. Access Scorecard: Race/Ethnicity

	23-24 count	% of TL	24-25 count	% of TL	HC Change
Am. Ind. / AK. Native	12	0.3%	8	0.2%	-33.3%
Asian	1092	26.0%	1256	27.5%	15.0%
Black / Afr. Am.	134	3.2%	159	3.5%	18.7%
Hispanic	373	8.9%	410	9.0%	9.9%
Pacific Islander	5	0.1%	8	0.2%	60.0%
White	1721	40.9%	1795	39.2%	4.3%
2+ Races	570	13.6%	614	13.4%	7.7%
Not Reported	297	7.1%	324	7.1%	9.1%
TL Headcount	4204	100.0%	4574	100.0%	8.8%

¹ Items with a green bullet ○ have improved over prior year; items with an amble bullet ○ Have changed little.

² “CTC Peers” are the other 33 community and technical colleges in Washington.
³ WA Peer colleges are all 33 other colleges in the state and represent our regional peer comparison group.

Equitable Education

Mission Fulfillment Scorecard

Equity efforts are making a difference. Cascadia’s semi-annual Climate Survey results exceeded prior results.

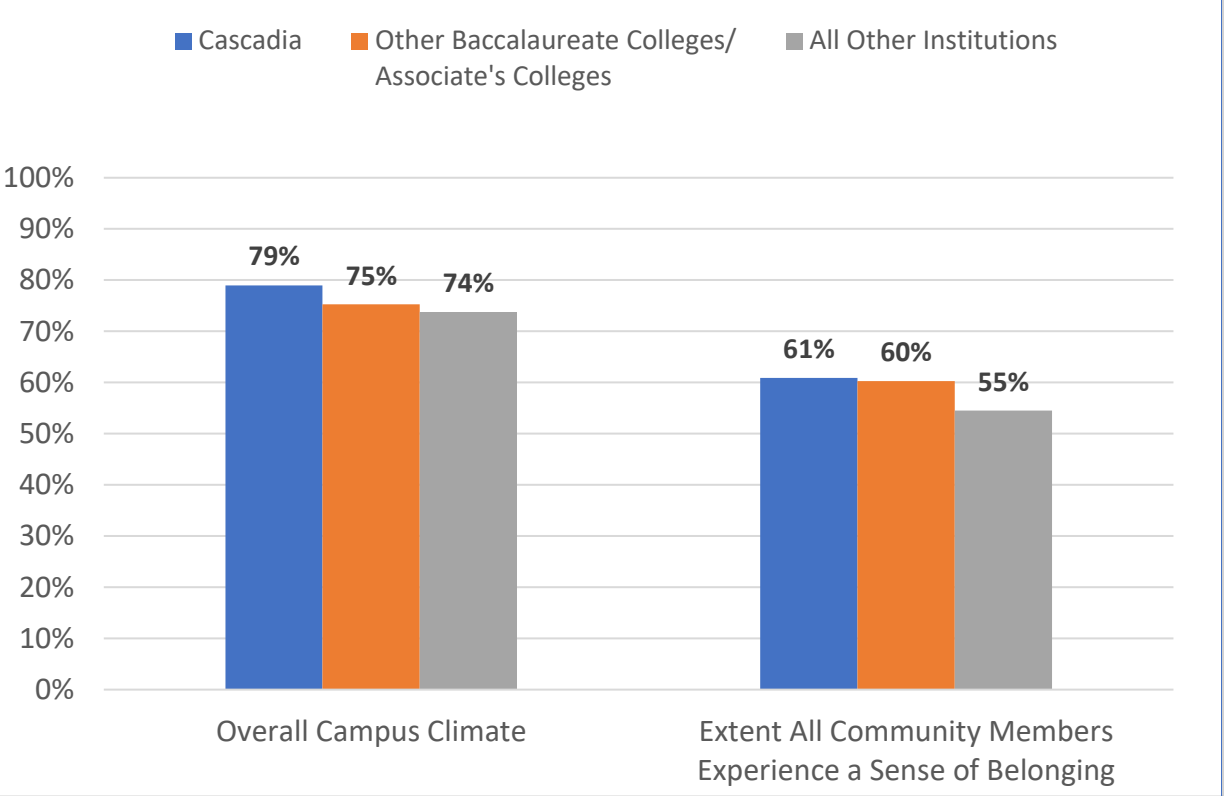
Perceived Climate of Diversity and Equity

- Satisfaction with Cascadia’s climate of diversity and equity is very high. The percentage of respondents who are generally or very satisfied at Cascadia was 79%, compared nationally to 75% for other colleges and 74% for all other higher education institutions.
- Also, 70% of Cascadia students were “Very Comfortable” with sharing views on Diversity and Equity (also higher than national colleges and other institutions).

Perceived Sense of Belonging

- Cascadia’s students rated their sense of belonging as high. The Climate Survey ask students to rate “The extent to which you experience a sense of belonging or community at your institution”. For this question, 61% of Cascadia students endorsed Very Satisfied or Generally Satisfied. This is an improvement over the prior result of 54%, from the 2022-23 survey.
- For this year, other colleges rated “belonging” at 60% while other higher educational institutions were rated at 55%.

Exhibit 3. Percent of Respondents who are Generally or Very Satisfied with Characteristics of the Campus Climate



Excellence in Education

Mission Fulfillment Scorecard

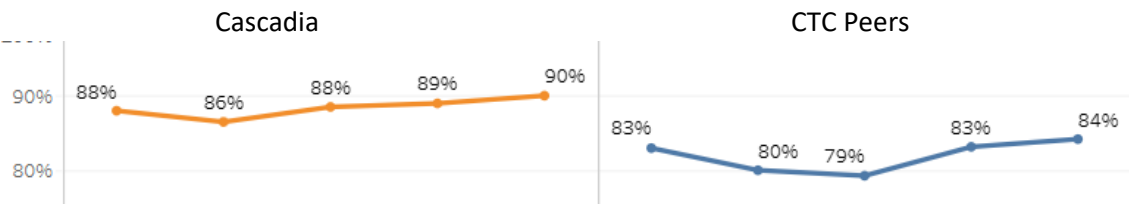
In a Pathway by 30 Credits

- By the end of this past academic year, of students new to Cascadia in Fall of 2024, 70% of the of students had a plan. However, 45% of those plans were “undecided”, which is designated by Advising as a placeholder. Fall of 2024 began the process of recording students’ pathway choices.⁴

Retained Fall to Winter

- Fall to Winter retention modestly increased over the past 4 years (2021 to 2025), including last year (89%) to this year (90%).⁵
- Retention was slightly lower for Historically Underserved Students of Color (non-White, non-Asian) for last year 84% and this year 88%.⁵
 - Cascadia’s retention rate is much higher than CTCs peers.
 - Data are students with transfer or professional-technical training intent.

Exhibit 4. Fall to Winter Retention Rates



⁴ Analysis of ctcLink Subplan data, IE office.
⁵ 1st fall to winter, fall cohort, all students, SBCTC.

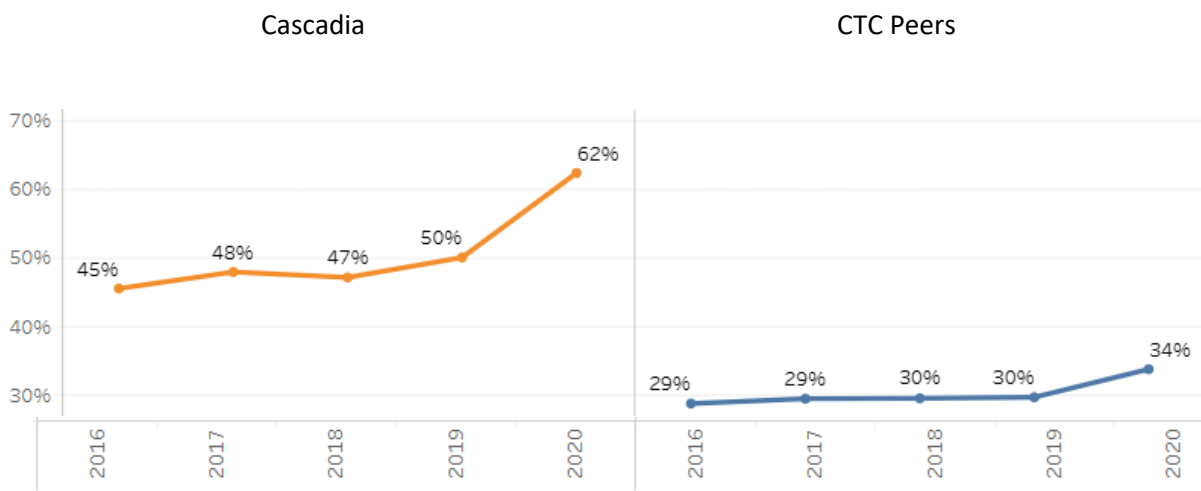
Degree Completion

- Degree completion rates increased for the most recent completion data, from 27% (2020) to 33% (2021). Data were of students with a transfer or prof-tech educational intent.
- Degree completion rates for Historically Underserved Students of Color (non-White, non-Asian) increased dramatically from 16% in 2020 to 26% in 2021.

Transfer to University

- Pre-pandemic, overall transfer rates were increasing for both Cascadia and CTC peers. Transfer rates rose to 62% for Cascadia.⁶ Significantly higher than other CTCs. Transfers increased in 2024 but not as much as other CTCs (see “Supplement” section.)
- Transfer rates for Historically Underserved Students of Color (HUSOC) were lower than for students overall. HUSOC transfers were 50% in 2020 then decreased to 45% in 2021.⁴

Exhibit 5. Overall 4-yr Post-Cascadia Transfer Rate, Pre-Pandemic



⁶ Post-college 4-yr trend, all students, completed and not completed, SBCTC. These students had attended Cascadia for up to three years before transfer to a 4-year institution. The Transfer Rates exhibit below shows the percentage of each cohort who transferred in 2016 through 2021.

Transfer Supplement

This subsection presents more information about transfer, as the transfer of students from Cascadia to a 4-year institution is a particularly important outcome.

Pandemic Years

- For Cascadia and other CTCs, there was a dramatic decline in applications to 4-year institutions, from 2019-20 to 2023-24. A “rebound” of applications appeared in 2024-25.
- However, Cascadia’s increase was less dramatic than other CTCs. This “rebound” difference requires more analysis to better understand why the rebound was weaker for Cascadia.

UW Transfers

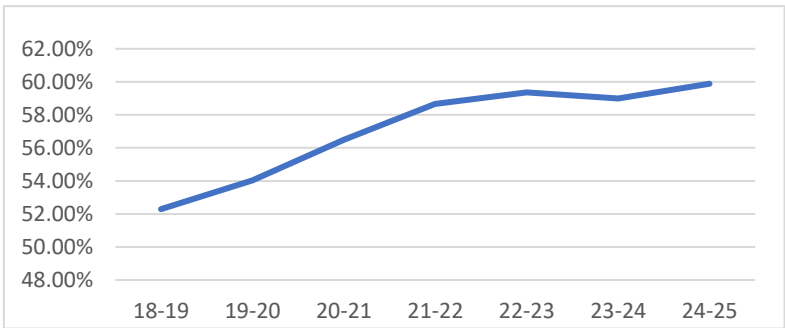
- Cascadia and other CTC peers⁷ have similar trends for applications and admissions to the UW Bothell.
- Cascadia consistently has the highest enrolled *Yield Rate* for UW-Bothell, which is the % of admitted students who enroll at UW-Bothell. This reflects both the commitment of Cascadia students to attend UW Bothell and the support of the UW and Cascadia staff to facilitate enrollment.
- The *Admission Rate* for Cascadia and other CTC colleges was very high, ranging from 95% to 100% (this is the percentage of students admitted divided by the total number of applications).

Transfer Intent

- For Cascadia’s students, transfer intent remains strong. The percentage of full-time students with transfer intent continues to gradually increase over time.

More students with academic Intent are attending full-time. The exhibit below shows the percentage of full-time students with transfer intent, from fall 2018 through fall of 2024.⁸

Exhibit 6. Transfer Intent, Cascadia students 2018-2025



⁷ A group of other CTCs were selected as an appropriate comparison group, for example, excluding technical and including those in the Seattle metro area.

⁸ Enrollment data, SBCTC.

Exhibit 7.
Applications to UW Bothell and UW Seattle,
with Scaled vertical axis to facilitate comparison

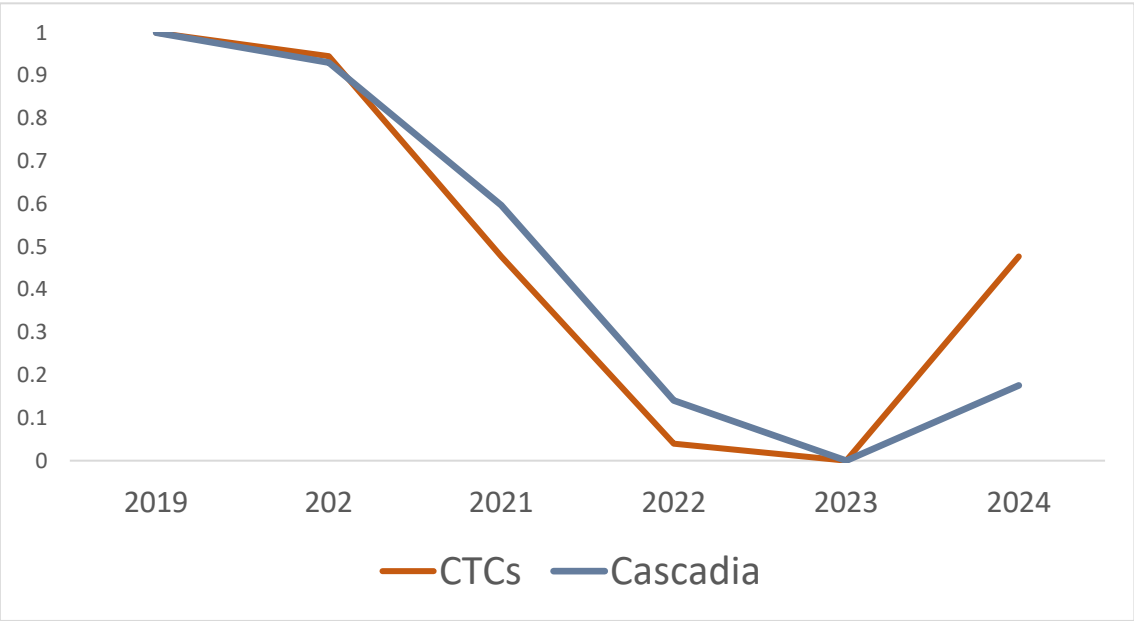
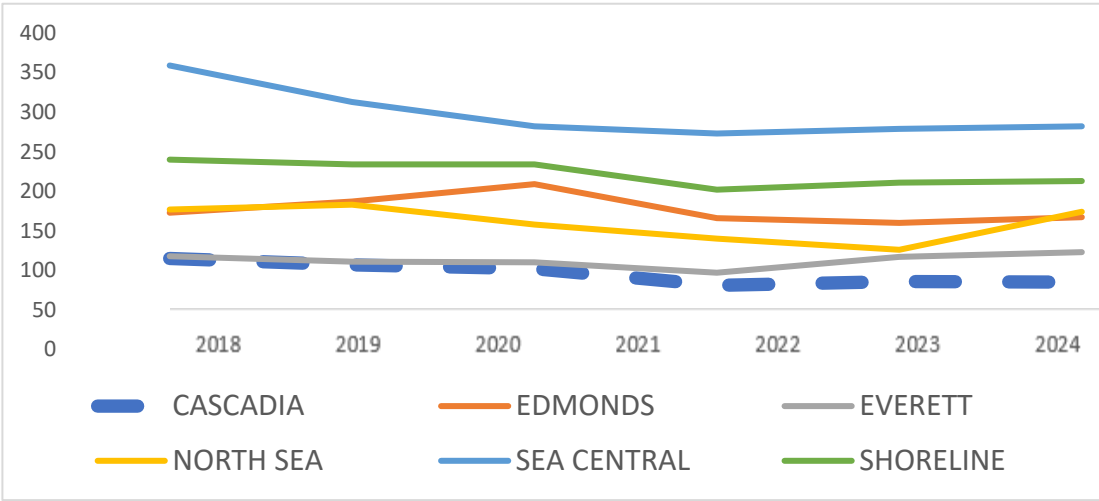


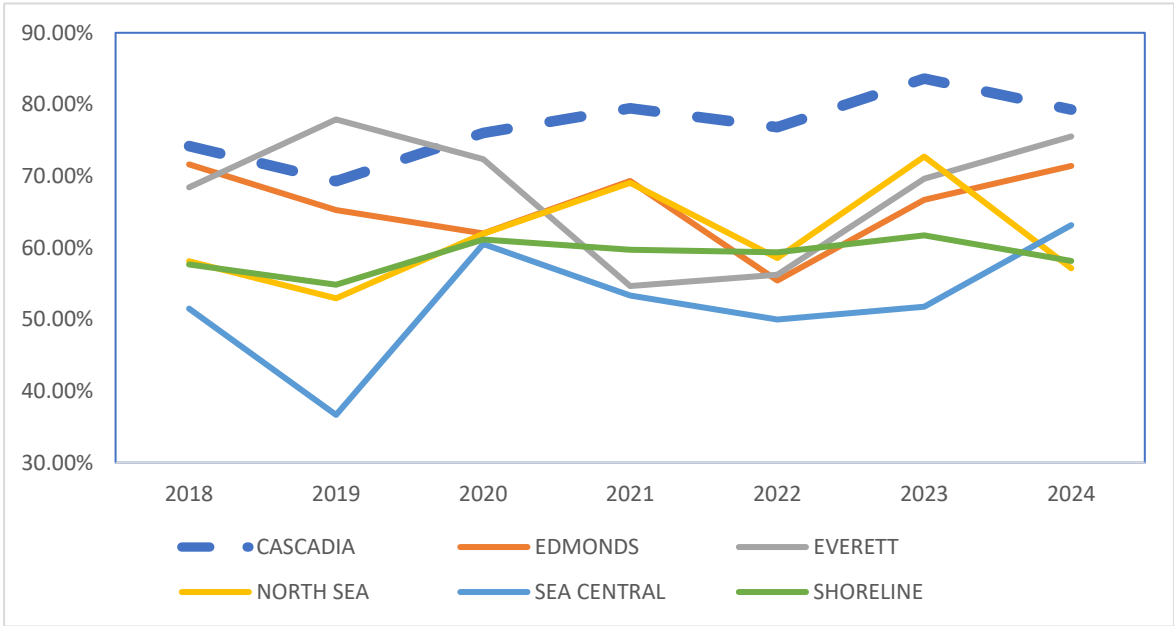
Exhibit 8.
Applications to UW Bothell



Applications to the University of Washington Bothell have been shown for the most recent 7 years. The samples are of students who started college in the fall of the academic year.

Select CTC data from UW Planning and Budgeting, analysis by Institutional Effectiveness.
Select CTCs: Cascadia, Edmonds, Everett, North Seattle, Seattle Central, Shoreline

Exhibit 9.
UW-Bothell Yield Rate,
% of admitted students who enroll (enrolled / admitted).



Select CTC data from UW Planning and Budgeting, analysis by Institutional Effectiveness.
Select CTCs: Cascadia, Edmonds, Everett, North Seattle, Seattle Central, Shoreline



Status After Transfer⁹

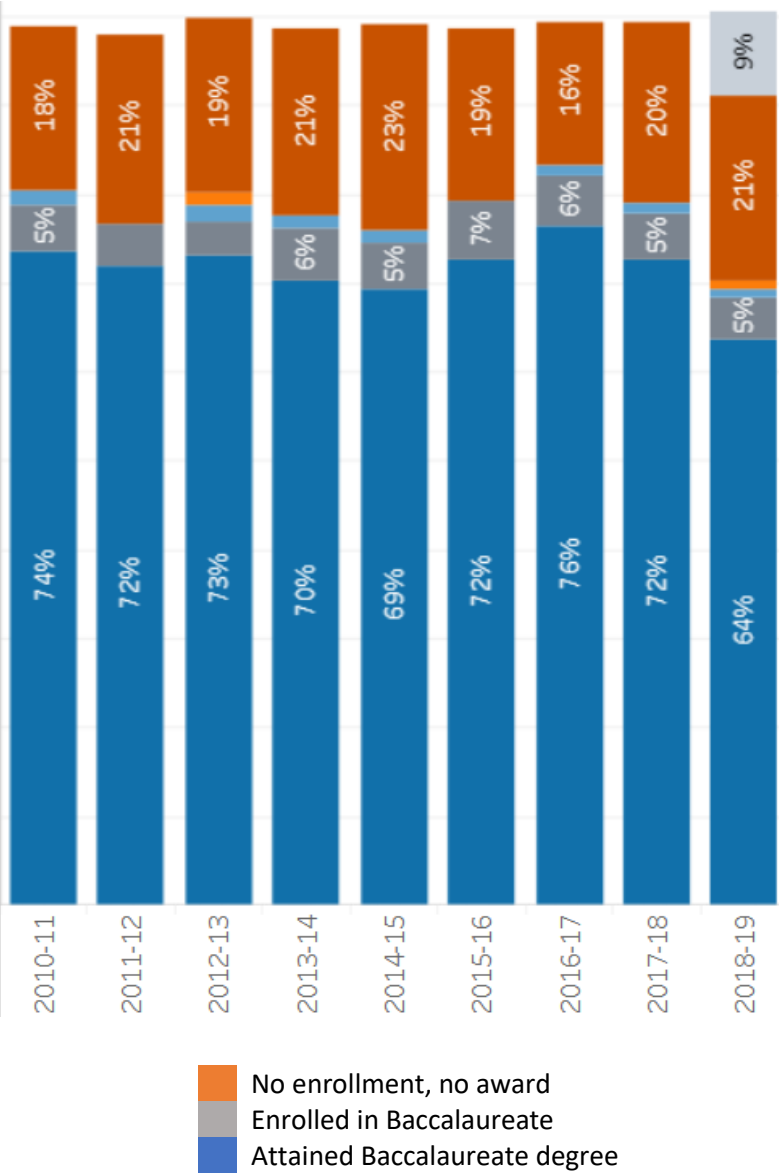
Enrollment or award percentages for Cascadia cohorts, 6 years after transferring out of Cascadia, are shown in two exhibits to the right. Nine academic year cohorts are reported (2010-2019). The results by Cascadia cohorts are exhibited on the right side of the page.

Enrollment or award status after transfer is represented in the exhibit to the right. The exhibit shows the percentages of all Cascadia student cohorts, 6 years after transfer out of Cascadia, who were enrolled, not enrolled, or had received an award, from any 4-year institution.

Results for all Cascadia Student Cohorts

- Award completions across cohorts ranged from 64% to 76% for transferred students. The last column, year 2018-19, mostly reflects the effects of the pandemic on completions.
- About 5% remained enrolled in a 4-year institution.
- No enrollment or award ranged 16% to 23%.

Exhibit 10. Status After Transfer



⁹ Transfer Outcomes Dashboard, SBCTC.

(Status After Transfer Continued ¹⁰)

Historically Underserved Students of Color

- (HUSOC) Award completions ranged from 59% to 78% of transferred students. CTC peer ¹¹colleges ranged from 51% to 61%.
- No Enrollment or Award ranged from 14% to 30%. CTC peer colleges ranged from
- Both ranges are wider than for all Cascadia cohorts.
-

Need Based Aid (NBA)

- For Need Based Aid (NBA) cohorts, award completions ranged from 52% to 76%. This lower end of this range was lower than for all Cascadia cohorts. CTC peer colleges ranged from 55% to 68%.
- No Enrollment or Award ranged from 17% to 29%, was higher than for all Cascadia cohorts. CTC peer colleges ranged from

Summary

Students are increasing interested in transfer, as the data for Cascadia’s full-time students indicates. Most of Cascadia’s transfer cohorts achieved higher award completion rates than CTC peer colleges. Cascadia’s HUSOC transfer student award completion rates were comparable to Cascadia’s overall cohorts and tended to be higher than CTC peer college rates. Cascadia’s transfer students who received need based aid were slightly lower than overall cohorts, but were comparable or slightly higher than CTC peer colleges. There are many possible explanations for these findings. Some issues that affect transfer and post-transfer success including students changing fields of study, shifting economic and personal conditions, and larger social and economic trends. Further analyses are needed to better understand these results.

Exhibit 11. Historically Underserved Students of Color

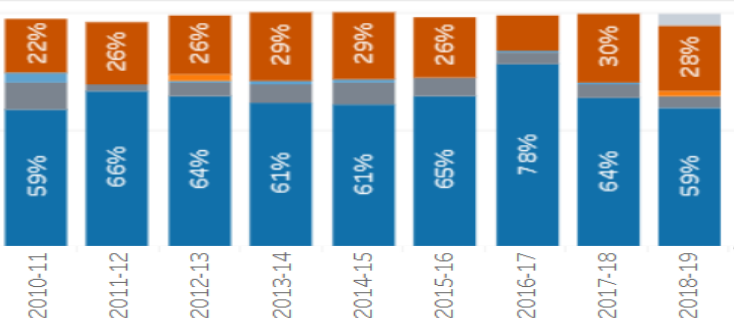
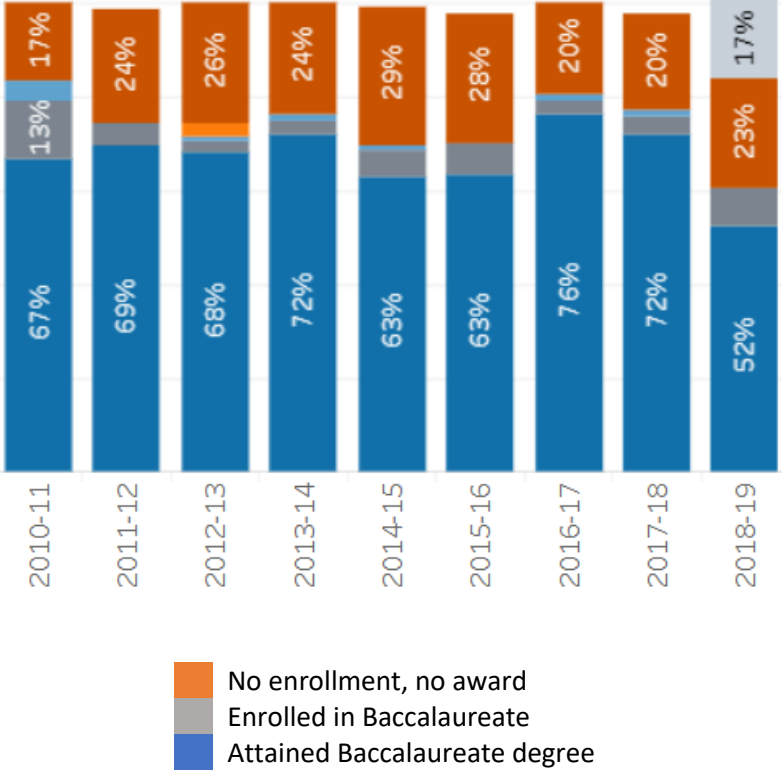


Exhibit 12. Received Need Based Financial Aid



¹⁰ Transfer Outcomes Dashboard, SBCTC.

¹¹ Edmonds, Everett, North Seattle, Seattle Central, Shoreline

Strategic Initiatives

Initiative Snapshots, 2024-25

Re-Imagining the Student Onboarding Experience

Dr. Chantal Carrancho; Veronica Corral

Improvement Effort (Plan)

This initiative is a key component of our Guided Pathways work, focusing on Pillar 1: Finding a Path, and Pillar 2: Getting on a Path. It aims to tackle the obstacles and gaps that new students face navigating our systems during their onboarding process, helping them understand their degree options and fostering a sense of belonging at Cascadia College.

Implementation Actions (Do)

The Enrollment Management/Guided Pathways Committee is transforming the student onboarding process at Cascadia to create a more streamlined and engaging First Year Experience. Our focus is on ensuring that students are well-informed about their programs early on, can easily connect with peers, and are thoroughly prepared for their educational journey. We have streamlined various processes, including the integration of tools like ctclink and Navigate, to enhance efficiency. Additionally, we have assembled a community of experts dedicated to maintaining student-centered and consistent communications. By connecting all elements of the onboarding experience, we are setting our first-year students up for success from the start.

Results & Reflection (Study)

Over the past three years, we initiated a student voices campaign aimed at capturing and understanding the first-year experiences of our students at Cascadia. By collecting and analyzing their stories, as well as reviewing post-surveys from new students, we identified significant gaps and barriers in our onboarding process. In addition to student voices, a consultant was hired in the Summer of 2023 to speak with our Student Services support staff on new student orientation activities. This valuable feedback informed the Enrollment Management/Guided Pathways committee, prompting a comprehensive redesigning of the New Student Orientation to better align with our College Success objectives

Action or Disposition (Act): Ongoing

Opening An Auxiliary Site in Redmond

SL Deans: Erik, Tasha, Chantal, Kristina, and VP Student Success Erin

Improvement Effort (Plan)

The goals were to expand services so that more students would eventually move toward degrees from Cascadia. Specific strategies were to offer low-prerequisite, frequently needed courses that met both Running Start and traditional student needs so that they would be pathway-ready for study at Cascadia. Also, the goal was to create a consistent and convenient ESL program on the eastside of the service area that would provide an entry to better job and educational opportunities.

Implementation Actions (Do)

In 2024-25, content area classes were offered in Natural Science, Humanities, and Social Science. Seraphine Shen-Miller offered a Psychology 100 and 200 series that allowed students to continue in these high demand classes and build Mini cohorts. Each quarter we offered “150” series classes that fulfill distribution as well as graduation requirements at Cascadia.

Results & Reflection (Study)

A key lesson learned in our programming is that while school district leaders were enthusiastic about our offerings and made these programming requests, this enthusiasm did not operationalize into Running Start students taking our classes at the Redmond Center. Advisors and students still looked to Bellevue and Lake WA Tech as their Running Start destinations. We can conclude that next steps, if this is a programming priority, is to make direct contact with the advisors at the feeder high schools to promote Cascadia’s Redmond Center offerings. Most of the classes were filled with main campus students who could not get into classes here. This is most true for College Success, English& 101 and Nutrition. The ESL sections (010, 020, 030, and 040) were highest in the first and third levels. The percentage filled for Redmond were much lower but still viable than main campus classes (ex. 010: 25% Redmond vs. 82.8% main campus). Note that ESL classes were only offered at night in Redmond.

Action or Disposition (Act)

We are scaling back some of the content area courses in Humanities and Social Science. Nutrition continues each quarter. Low enrollment without guarantee of student future interest and main campus staffing needs, informs this decision.

Connecting Areas of Interest with Academic Plan: Website

Meagan Walker, External Relations

Improvement Effort (Plan)

Goal was to design website that connects areas of interest with academic plans.

Implementation Actions (Do)

External Relations worked in collaboration of Guided Pathways and others, to connect areas of interest with academic plans. The initiative completed with website launch in March 2024 with Academic Programs section designed by Guided Pathways.

Results & Reflection (Study)

The web pages are organized according to AOIs. AOI sections are also on Home Page and Get Started page with links to Academic Programs page. The Home Page section was redesigned in 2025 to improve user experience.

To enhance viewer experience and understanding, Marketing and Communications recommends the following changes to this section in coming years: use website as overview of AOIs and pathways with videos featuring faculty; link to Catalog (which published after web launch) for details about each pathway.

Action or Disposition (Act)

Marketing and Communications has updated new programs (as they are added or dropped).

Analytics are monitored monthly and show that Academic Programs and Get Started pages each garner approximately 1,000 views per week, making them among the top five most frequently viewed pages

Create New Certificate and Degree Options

Student Learning Deans

Improvement Effort (Plan)

We wanted to create new student access points through the addition of new certificate and degree options (AS, BS Com Sci). Our goal was to create opportunities that would be of interest to students, build on Cascadia's existing strengths and be responsive to the needs of our community.

- Establish a new water-focused environmental pathway to replace the ETSP program.
- Launch a Bachelor of Science in Computer Science (BSCS) degree program.
- Update the Networking Infrastructure degree program and certificates
- Update the Web Application Programming degree program and certificates
- Add the Computer Science DTA to the college inventory of statewide transfer degrees.

Implementation Actions (Do)

- Engaged community stakeholders regarding regional skill gaps.
- Reviewed economic and workforce data for in-demand occupations.
- Followed Cascadia, SBCTC and NWCCU guidelines for new program approval and inventory updates.
- Established agreements with Edmonds and Skagit Colleges to leverage and share specific applied courses.

Results & Reflection (Study)

- Water Resource Management (AAS-T) and a corresponding certificate enrolled its first students in 2024.
- The BSCS is being rolled out one year at a time, with 2024-2025 being the first year students could be coded for the program. Senior (4th year) classes will begin in 2027-2028.
- Networking Infrastructure became IT Operations Infrastructure after adding new cloud content and moving to a new lab/data center in Innovation Hall.
- Web Applications Programming became Application Development, currently participating in and NSF Mentorlink grant program.
- The statewide Computer Science DTA was added to the college inventory for 2025-26.

Action or Disposition (Act)

- These programs are approved and on-going.
- Program marketing remains an on-going need.
- Technical Advisory Committees (TAC) are looking to add new members.

Hire An AIIS Faculty Program Coordinator and Launch Program

Student Learning Deans

Improvement Effort (Plan)

Native and Indigenous students have been virtually invisible and underserved, or at least underrecognized. The identified numbers are low and often statistically insignificant for reporting. However, the success markers have noticeably lagged. Retention and completion are partially tied to a sense of belonging. Improve sense of belonging for American Indian and Indigenous students Increase retention and completion rates amongst systemically non-dominant students. Goals were to improve sense of belonging for American Indian and Indigenous students Increase retention and completion rates amongst systemically non-dominant students.

Implementation Actions (Do)

We took the opportunity to serve students on our campus through greater recognition and welcoming to both attract new students and to retain those we have already enrolled. With Dr. Begay’s hiring and the initiation of our AIIS academic program four years ago, we were ready to take the next, co-curricular steps.

Results & Reflection (Study)

As a whole campus, students are getting some service and connection, though primarily through Dr. Begay. We could not hire a program manager, though we have established a need for one.

Action or Disposition (Act)

Part of the initiative has transitioned to operational on the academic side. As relationships on and off campus grow and become consistent, the program manager position will become more pressing.

UWB STEM Partnership

Kristina Young, Dean

Improvement Effort (Plan)

Our partnership with UWB expanded to new areas beyond engineering. This meant an even larger group and broader perspectives. The previous grant limited us to 10 members. The new grant required each institution to include students on their teams—this was a critically missing voice.

The goal was to expand the work done in the previous grant (outreach, collaborative curriculum building, advising connections, tours, and articulations for pathways) from engineering fields to other life and physical sciences (primarily biology, chemistry, biochemistry).

The second goal was to get direct student input on our current situation and our planned approaches through the addition of a student from Cascadia. This work is ongoing as an initiative for 2 more years, when we hope it becomes operational.

Implementation Actions (Do)

In 2024-25 we have completed identifying the STEM courses that we will use to identify STEM student cohorts, for use in later analysis. We completed a survey of STEM students, on their perceptions and understanding of the process and issues involved in transfer to a university. The remaining challenge for Cascadia and UWB, as well as the other transfer partners with UW campuses, is that transfer reporting is done collectively for all three campuses.

Results & Reflection (Study)

A challenge area of this initiative is the fuller engagement of the faculty. While we have funds, faculty are reluctant to leave their classes to attend the critical convenings. The convenings are where collective identities and ideas are shared.

Action or Disposition (Act)

This initiative is still in the growing stage. We hope to be operational at the end of the grant period in two years.

Appendix

Cascadia’s Goals, Objectives, and Indicators

These goals, objectives and indicators are from 2024 and will be reviewed and revised this fall as part of the annual process of planning.

Accessible

Goal	Objectives and Indicators
Improve educational access for all	1 Headcount of all students during the year. Total and disaggregated student results meet or exceed previous year.












Equitable








Goal	Objectives and Indicators
Increase equitable outcomes	1. From the semi-annual Climate Survey, results exceed prior results for 1) perceived climate for diversity and equity and 2) perceived sense of belonging. 2. Fall to Winter HUSOC retention. Total and disaggregated student results meet or exceed previous year. 3. Degree completion rates. Total and disaggregated student results meet or exceed previous year. 4. Transfer to university overall and disaggregated student results meet or exceed previous year.

Excellence

Goal	Objectives and Indicators
Support students toward completion	Total and disaggregated student results meet or exceed previous year. 1. Progression a. The percentage of students in a study “sub-plan” after 30 credits. b. The percentage of students completing college-level math and English courses in their first year. c. The percentage of students in a fall-entry cohort who are retained. 2. Transfer and Completion a. The percentage of students who transfer to university. b. The total percentage of students who complete a degree by 150% of program length.

Strategic Plan Summary, 2024-2025

		ACCESSIBLE					
#	STATUS	INITIATIVE	WORK	GOAL	ACTIVITY	OWNERS	GOVERNANCE
1		Student onboarding experience	Operational	Create a stronger student support network	Re-imagining the student onboarding experience (phase 2)	Dr. Chantal Carrancho; Veronica Corral	SSC, GP Committee, VPSL
2		Design a web application that connects areas of interest with academic plans and maps	Operational	Create a stronger student support network	Collaborate with External Relations to design a web application that connects areas of interest with academic plans and maps (delayed launch due to work backlog)	Guided Pathways Committee	VPSLS, VPERP
3		Open an auxiliary site in Redmond	Operational	Create new student access points	Open an auxiliary site in Redmond	SL Deans	VPSSS, VPSL, VPEI
4		Implement CRM software	Continuing	Create a stronger student support network	Implement CRM software to better communicate with prospective and current students	Enrollment Recovery Team	SSC, GP Committee, VPSS
5		Enrollment partnerships with UWB	Continuing	Create new student access points	Expand enrollment partnerships with UWB	SL Deans	VPSL, VPSSS
6		Create new certificate and degree options	Continuing	Increase enrollment	Create new certificate and degree options (AS, BS Com Sci)	SL Deans	VPSL, Student Learning Council
		EQUITABLE					
#	STATUS	INITIATIVE	Status	GOAL	ACTIVITY	OWNERS	GOVERNANCE
7		Create a sense of belonging and establish a support network	Operational	Increase student and employee diversity Increase equity outcomes for students and employees	Expand the Cascadia Scholars Mentorship Program	VPEI, Scholars Program Lead	VPEI, E&I Council
8		Expand High School Students of Color/Social Justice Conferences	Operational	Increase student sense of belonging	Expand High School Students of Color/Social Justice Conferences	VPEI	VPEI
9		Community Voices: climate and experience feedback	Continuing	Create a sense of belonging and establish a support	Collect annual climate and experience feedback, via climate survey, semi-annually	E&I and SSC Councils	VPEI
10		Hire an AIIS Faculty and launch program	Hire completed, program development continuing	Create an equitable climate and supports for students	Hire an AIIS Faculty Program Coordinator and launch program	VPSL, Deans	VPSLS, EDE
11		Translate CCF and other program materials into additional languages	Discontinued (lack of funding)	Guarantee an equitable starting point for students	Translate CCF and other program materials into additional languages (delayed due to funding)	CCF Team	VPSL

12		Ensure an equitable starting point for employees	Continuing	Increase employee diversity Increase employee equity outcomes	E&I Foundations Expansion to reach 50% of employees (program expansion)	E&I Council	EDE&I
13		Conduct an English and Math placement and success data review	Self-placement analysis completed with more to come. Continuing	Guarantee an equitable starting point for students	Conduct an English and Math placement and success data review (delayed due to capacity)	Guided Pathways Sub-Committee	VPSLS
14		City of Kenmore and Northshore School District Learning Project	Continuing	Guarantee an equitable starting point for students	Establish a learning gaps recovery program with the City of Kenmore and Northshore School District	VPSL & VPEI	VPSL & VPEI
		EDUCATIONAL EXCELLENCE					
#	STATUS	INITIATIVE	Status	GOAL	ACTIVITY	OWNERS	GOVERNANCE
15		Develop a new Satisfactory Academic Progress policy	<i>Operational</i>	Supporting Students toward Completion	Develop a new Satisfactory Academic Progress policy to provide more support for students on academic probation.	Advising	VPSLS
16		Ensure Student Learning	Continuing	Increase student success Increase equitable outcomes	Implement pathway/program continuous improvement	Assessment Committee	Assessment Committee, IEC, VPSLS
17		UWB STEM Partnership	Continuing	Supporting Students toward Completion	Remove barriers to completion and transfer for Engineering students	Student Learning, UWB STEM Partnership	STEM Partnership cohort/CC and UWB
18		Supporting Students toward Completion	Discontinued (funding)	Increase student success	Plan a series of advisor-faculty summits	Guided Pathways Committee	VPSLS

Cascadia College Board of Trustees

Discussion Item 6.A

Subject: Mission Fulfillment: Transfer Data

Justification:

This item helps provide Trustees with information about our transfer data for the University of Washington, Bothell.

Background:

The trustees had requested more information about the numbers of students transferring to our partner, University of Washington, Bothell.

Michael Horn and Erin Blakeney will be available to answer questions about the data.



Transfer Update

Trustee Presentation
Sept 2025

Highlights

- After the steep declines of the Pandemic years, Fall 2024 saw a large increase in applications to the UW from Cascadia and other CTCs. However, Cascadia's increase was less dramatic than most other CTCs. This “rebound” difference requires more analysis to better understand these results.
- The UW-Bothell admission rate across selected CTC peer colleges was 95% to 100%. Cascadia's rate was 98.1% (This rate is the percentage of students admitted divided by the total number of applications).

Highlights

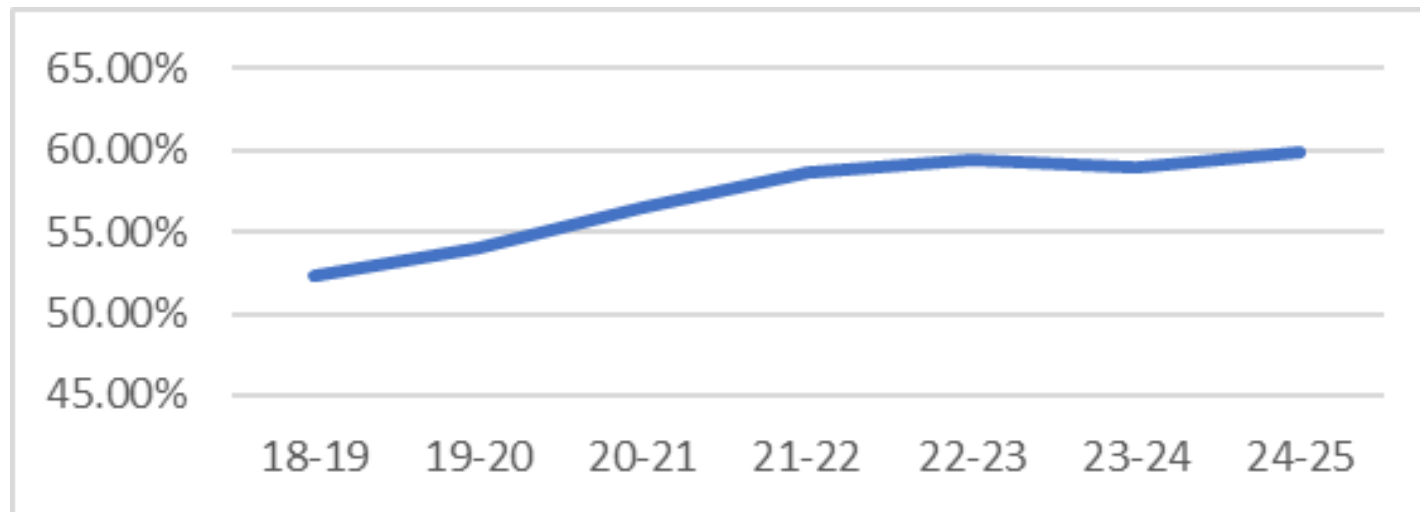
pg2

- For Cascadia's students, transfer intent remains strong. The percentage of full-time students with transfer intent continues to increase over time.
- Cascadia consistently has the highest *Yield Rate* for UW-Bothell, which means that we have the higher rate of enrolled students from those who are admitted to the UW-Bothell. This reflects both the commitment of Cascadia students to attend UW Bothell and support of the UW and Cascadia staff to facilitate enrollments.

Transfer Intent

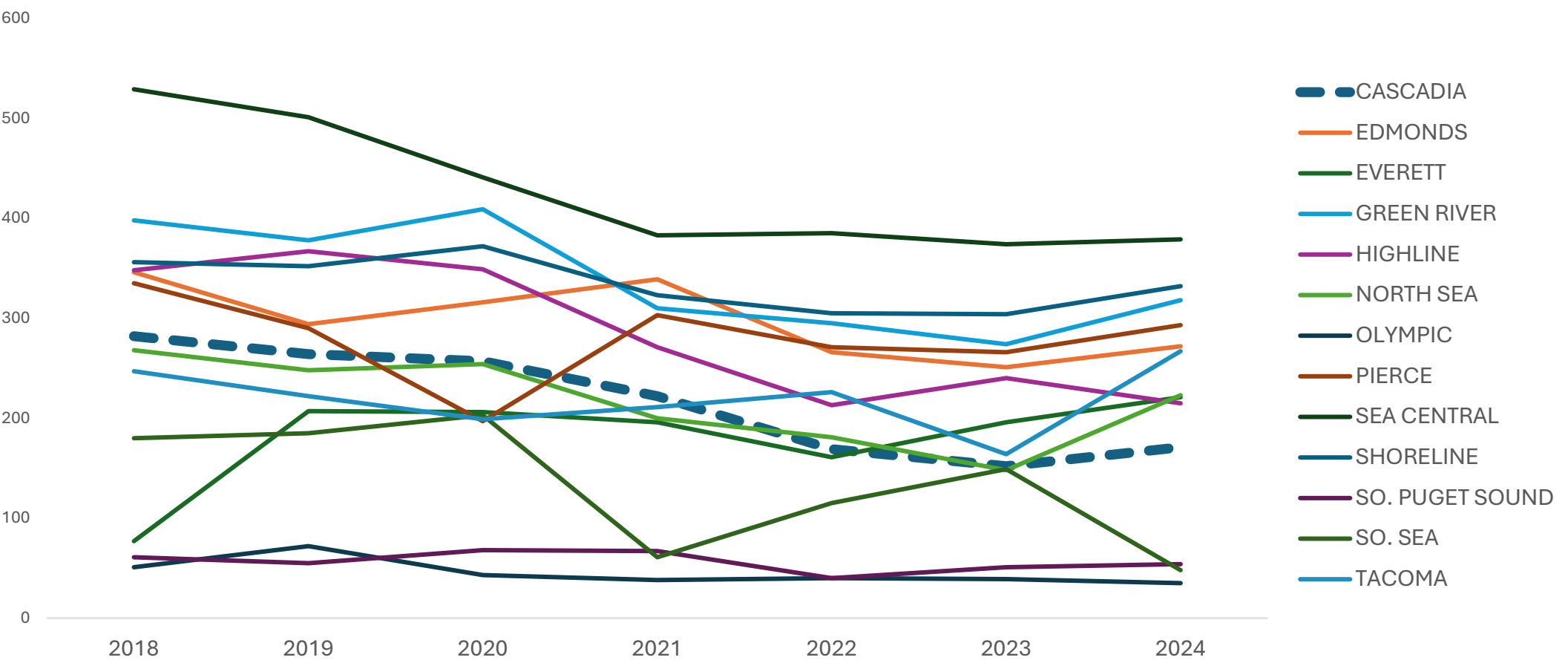
More students with academic Intent are attending full-time.

The exhibit below shows the percentage of full-time students with transfer intent, from fall 2018 through fall of 2024.



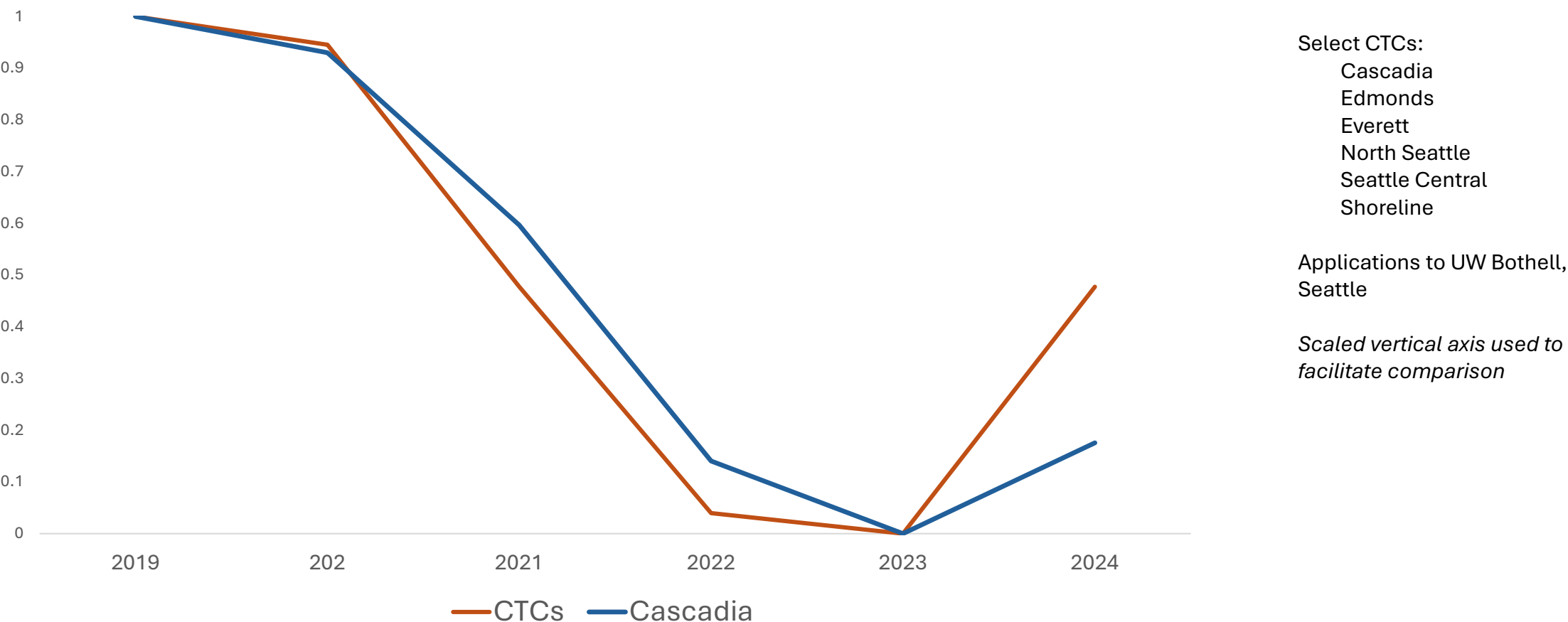
Applications to UW campuses

(Seattle, Bothell, Tacoma) Raw data from UW Planning and Budgeting, analysis by Institutional Effectiveness



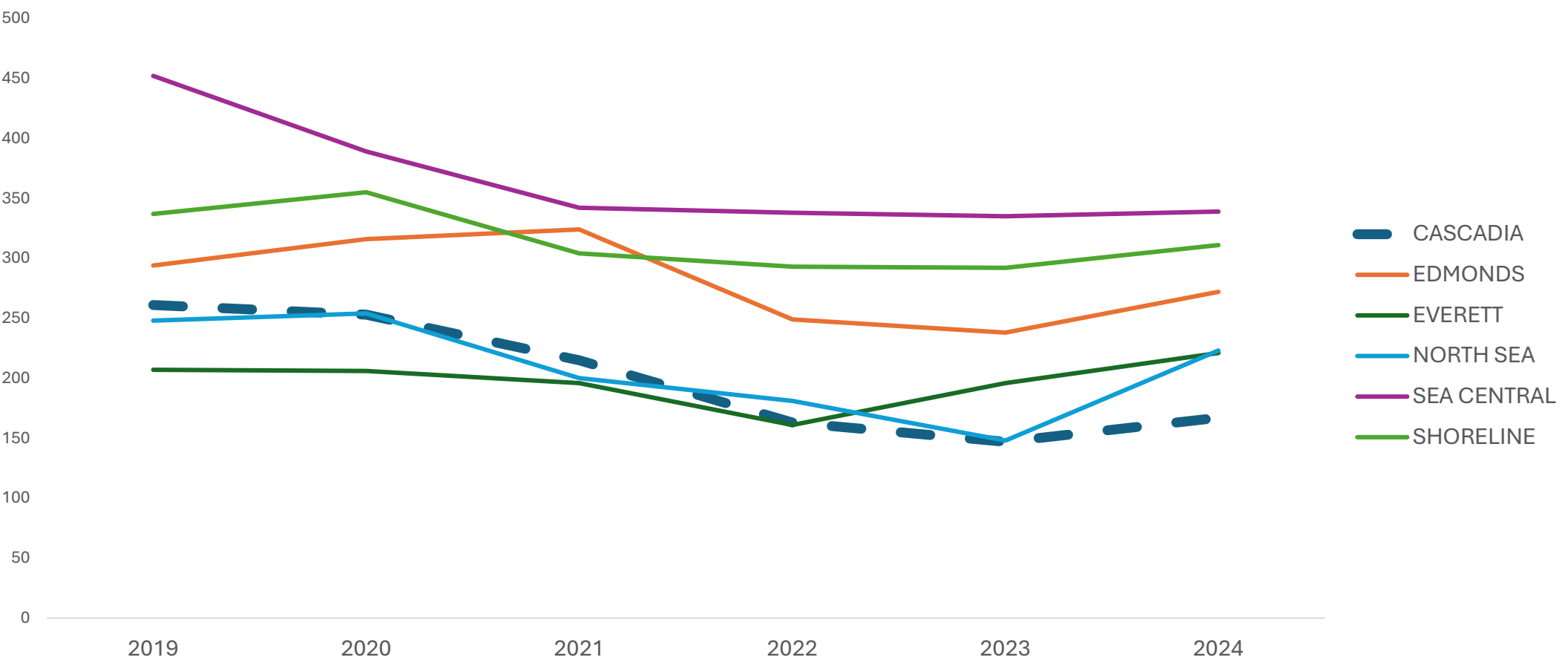
Application trend: Cascadia, CTCs

Select CTC data from UW Planning and Budgeting, analysis by Institutional Effectiveness. Applications to UW-Bothell, UW-Seattle



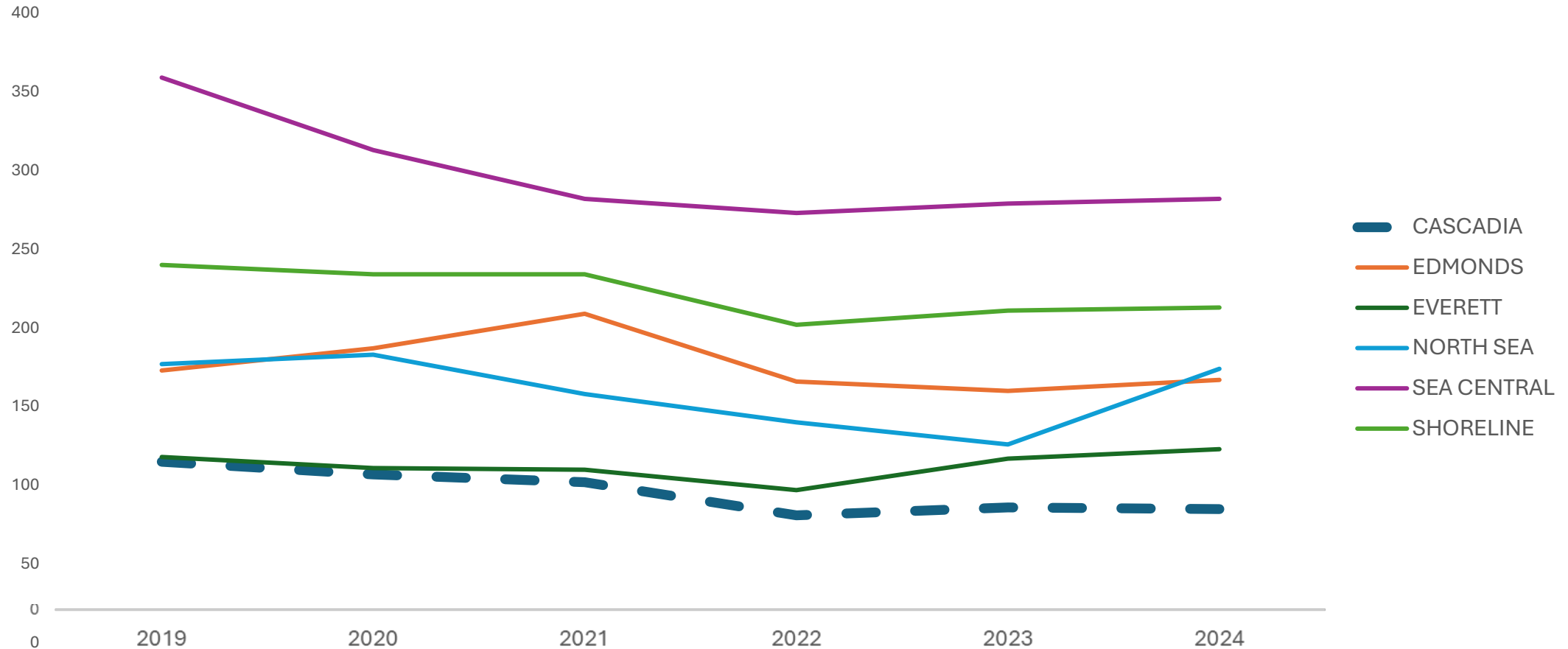
Seattle, Bothell UW applications

Select CTC data from UW Planning and Budgeting, analysis by Institutional Effectiveness. Applications to UW-Bothell and UW-Seattle



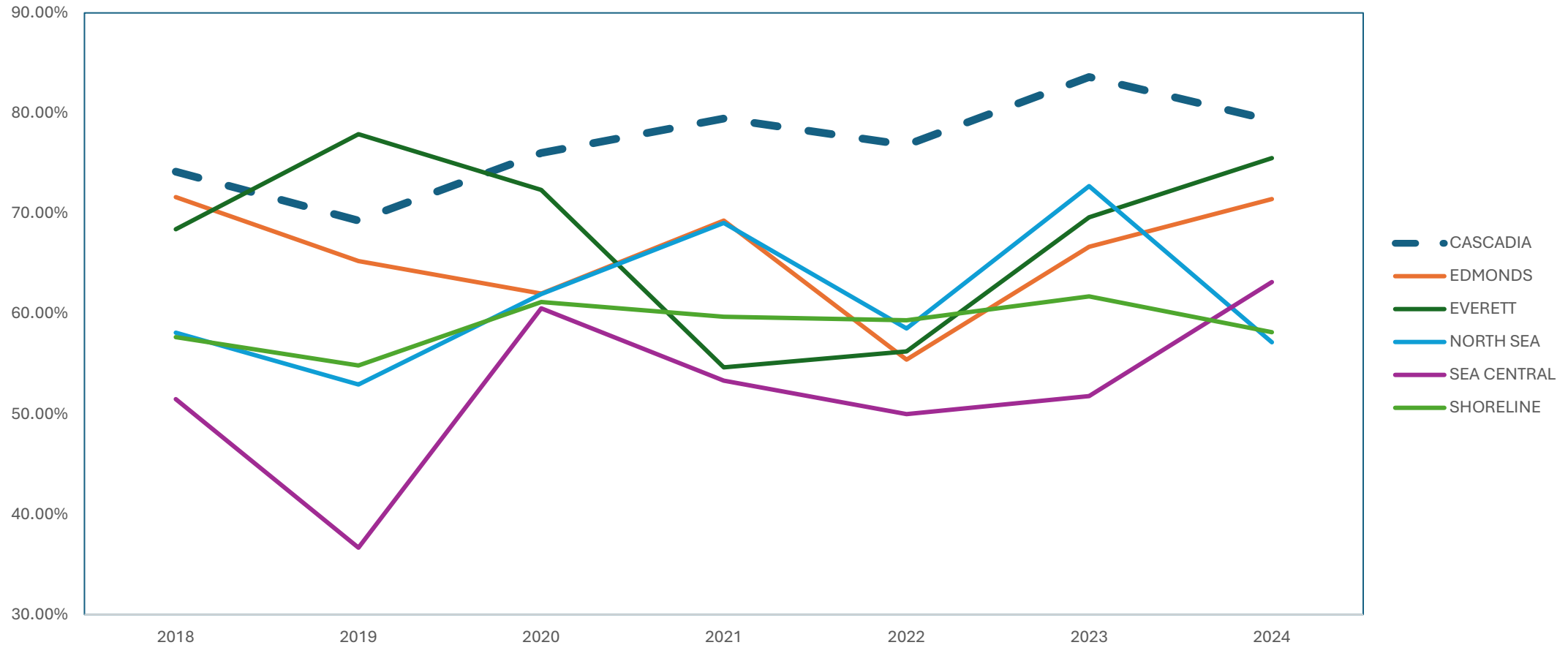
Bothell UW applications

Select CTC data from UW Planning and Budgeting, analysis by Institutional Effectiveness. Applications to UW Bothell



UW-Bothell yield rate: % of admitted students who enroll

(enrolled / admitted). Select CTC data from UW Planning and Budgeting, analysis by Institutional Effectiveness



Cascadia College Board of Trustees
Discussion Item 6.B

Subject: Year-in-Review: Inclusion, Advocacy & Community

Justification:

Each Fall, the Trustees hear from division leaders on their “Year-in-Review” to help keep the Trustees informed of operations, challenges, and successes.

Discussion:

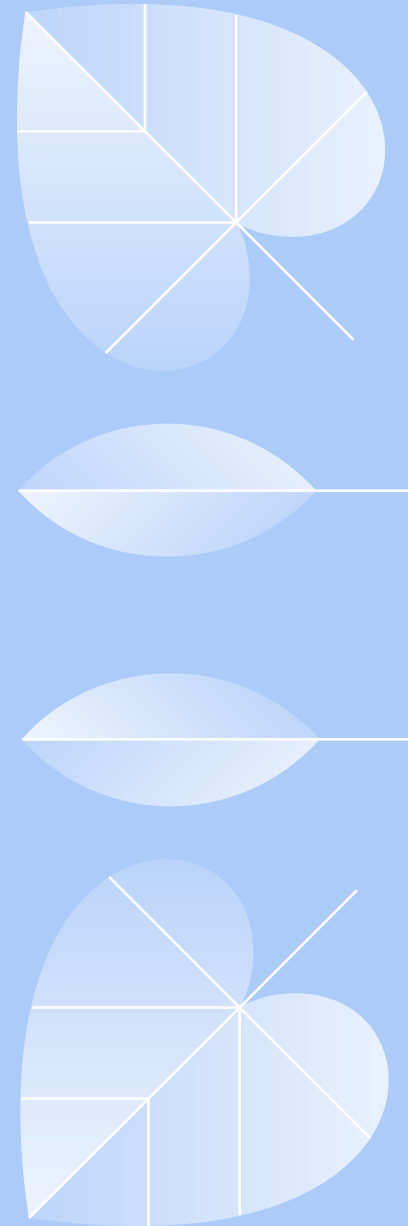
Vice President Chari Davenport will present on IAC’s 2024-25 work.

Office of Inclusion, Advocacy, and Community



Overview:

- Civil Rights Audit, HEDs Results, DIA
- Cascadia Scholars
- Diversity & Equity Center
- Foundations of E&I Course
- Student of Color Conferences
- Affinity Groups



HEDs Survey



2025	2023	↕	
79%	76%		Respondents satisfied with their “overall experience regarding diversity”
15%	17%		Would be uncomfortable sharing their “views on diversity and equity”
73%	69%		Experience a sense of belonging or community at Cascadia while
75%	70%		Agree that senior leadership demonstrate a commitment to diversity and equity
57%	54%		Campus environment is free from tensions related to individual or group differences



CASCADIA COLLEGE

CASCADIA SCHOLARS

Our signature program continues to grow.

Over the last year:

- We served over 100 Scholars
- We honored 24 graduates
- We provided 27 events and initiatives
- Our marketing efforts reached 733 students





CASCADIA
COLLEGE

CASCADIA SCHOLARS



Our marketing efforts are working:



- 47 new Scholars Program applications
- 50 returning students
- On track to have over 120 Scholars as our full recruiting process has not yet started
- Number of offerings: 145.5% increase (from last year)
- Community reach: 79.6% increase (from last year)





CASCADIA COLLEGE

CASCADIA SCHOLARS

New Initiatives:

- Peer to Peer Tutoring
- Service Opportunities (internships, job shadowing, etc.)
- Greater community engagement



Diversity & Equity Center

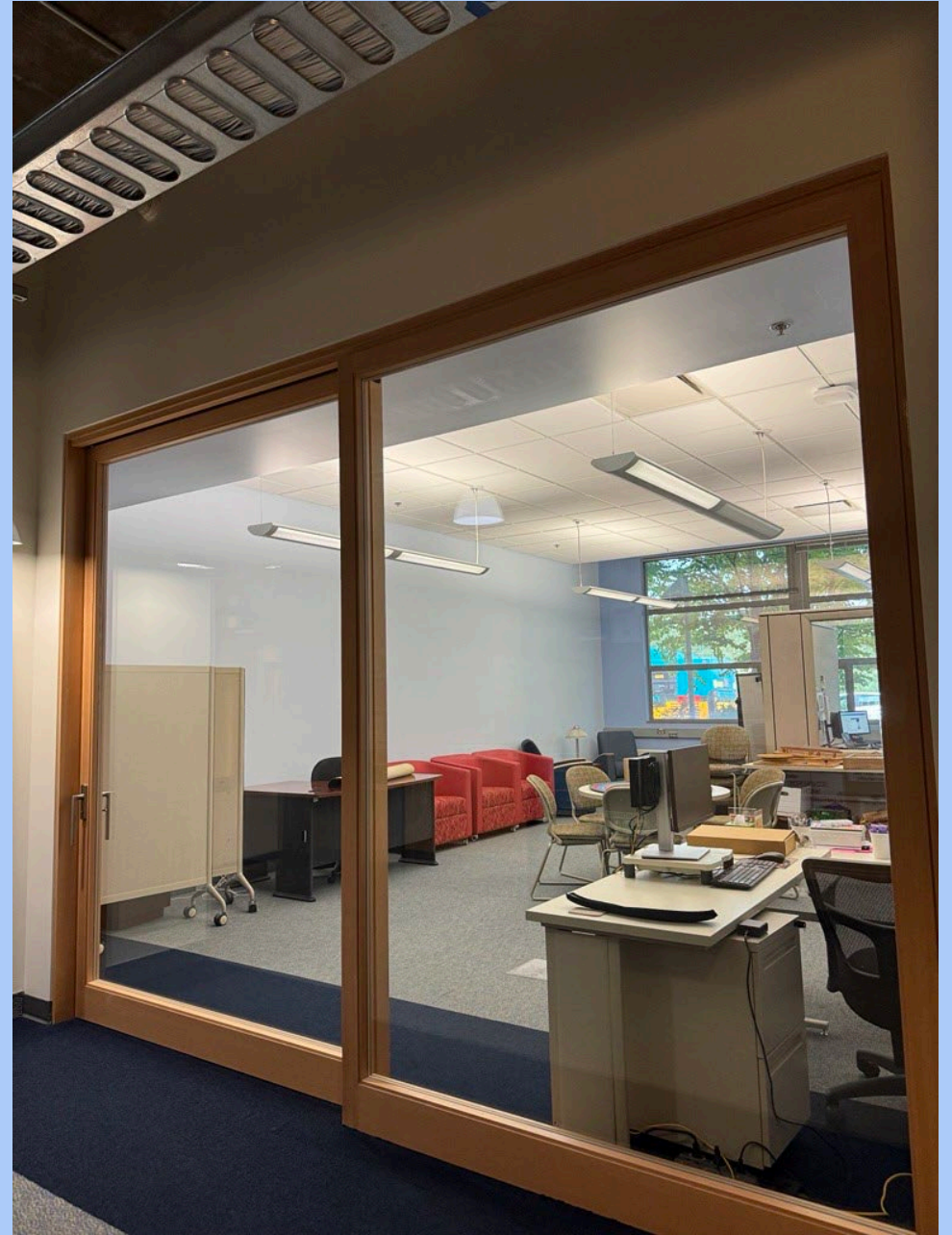
In 2025:

- We offered 43 events, serving 1,657 students
- Number of offerings: 65.3% increase
- Community reach: 164.2% increase

BEFORE



AFTER





Diversity & Equity Center



Coming up in the Center:

- Outreach and classroom visits
- EAB Leaders training
- New fall and winter programming with our community partners in Sustainability, Library, and UWB Diversity Center



Foundations of E&I Course

In 2024/2025

- Facilitated 1 seven-month session (Cascadia employees)
- Facilitated 1 seven-month session (O'Brien360)
- Facilitated 1 summer session (Deeper Dive/Refresher
- Earned our first income!





Student of Color and Social Justice Conferences

In 2024/2025

- In March 2025, we hosted 240 high school students from the Northshore School District
- In May 2025, we hosted 250 high school students from the Lake Washington School⁸⁴ District

Any Questions?



Cascadia College Board of Trustees
Discussion Item 6.C

Subject: Year-in-Review: Administrative Services

Justification:

Each Fall, the Trustees hear from division leaders on their “Year-in-Review” to help keep the Trustees informed of operations, challenges, and successes.

Discussion:

Vice President Sean Poellnitz will present on Admin Service’s 2024-25 work.

YEAR-IN-REVIEW

ADMINISTRATIVE SERVICES

Sean Poelnitz

Vice President of Administrative Services



Administrative Services

INFORMATION SERVICES	HUMAN RESOURCES	FACILITIES & CAPITAL PROJECTS	PAYROLL	FINANCE
<u>Director:</u> Laura Hedál	<u>Directors:</u> Ifrah Mohamed Jason Rue	<u>Director:</u> Shawna Pitts	<u>Director:</u> Melissa Stoner	<u>Director:</u> Ginny Jackson

<ul style="list-style-type: none">▪ Network Infrastructure▪ Student Information Systems▪ Cybersecurity▪ Technical Support▪ Software and Hardware Provisioning▪ Cloud Services▪ Digital Innovation▪ Data Integration▪ Classroom Technology▪ Communication Tools▪ Accessibility Services▪ Training and Development▪ Accessible Technology	<ul style="list-style-type: none">▪ Talent Acquisition and Recruitment▪ Employee Onboarding▪ Professional Development▪ Benefits and Leave Administration▪ Performance Management▪ Employee and Labor Relations▪ Policy Development and Compliance▪ Title IX▪ Work-Life Balance Programs▪ Health and Safety▪ Public Records Requests	<ul style="list-style-type: none">▪ Campus Maintenance▪ Capital Project Planning▪ Sustainability Initiatives▪ Risk Management▪ Space Management & Events Management▪ Campus Security and Safety▪ Facility Upgrades▪ Budget and Resource Management▪ Landscaping and Groundskeeping▪ Custodial Services▪ Capital Project Communication▪ Long-Term Campus Planning▪ Mail Services▪ Emergency Management▪ Fleet & Motor Pool Management	<ul style="list-style-type: none">▪ Compliance with Tax and Legal Regulations▪ Employee Payroll Support▪ Timekeeping and Attendance▪ Payroll Deductions▪ Payroll Reporting and Record-Keeping:▪ Wage and Hour Compliance▪ Employee Compensation Statements▪ Payroll System Management▪ Year-End Reporting▪ Payroll Training and Communication▪ Integration with HR Systems	<ul style="list-style-type: none">▪ Budget Planning and Management▪ Financial Reporting▪ Revenue Management▪ Expense Control▪ Financial Forecasting▪ Audit and Compliance▪ Investment Management▪ Student Financial Services▪ Capital Planning▪ Debt Management▪ Financial Technology Systems▪ Stakeholder Communication▪ Grant and Fund Management
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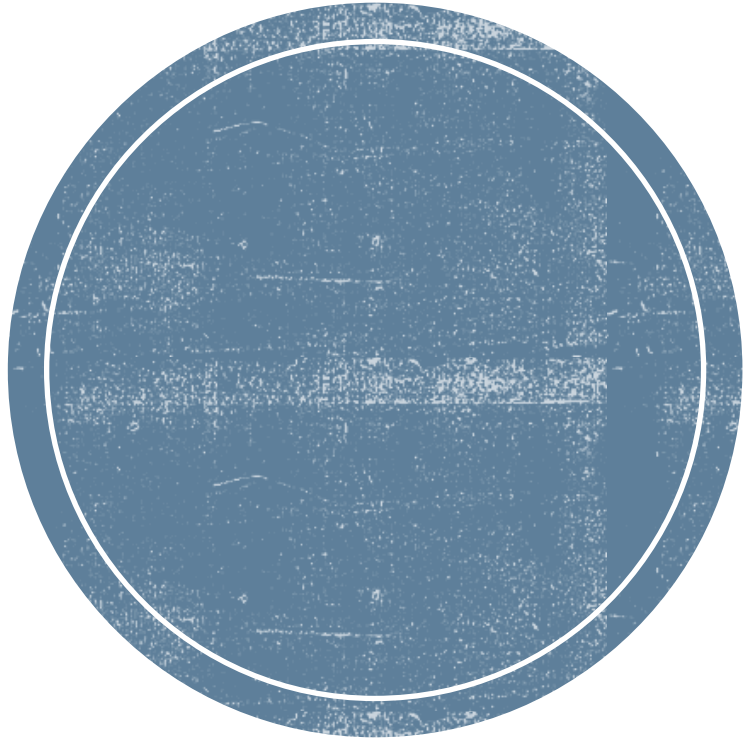
Administrative Services

Information Services	HUMAN RESOURCES	FACILITIES & CAPITAL PROJECTS	PAYROLL	FINANCE
Fiscal Year Storyline				
<ul style="list-style-type: none"> • High Volume Customer Services • Organization Risk Reduction 	<ul style="list-style-type: none"> • Strong Human Capital Growth • Organization compliance focus and Awareness 	<ul style="list-style-type: none"> • Thoughtful future campus planning • Campus wide transformation and student experience focus 	<ul style="list-style-type: none"> • High performing with attention to Detail • Accountability and Compliance 	<ul style="list-style-type: none"> • Stronger reporting and data collection • A journey of learning
<ul style="list-style-type: none"> • IS latest performance evaluation in endpoint analytics, network connectivity, and Microsoft 360 app health has been outstanding, with scores exceeding 80% across all categories while handling over 5,000 submitted tickets. 	<ul style="list-style-type: none"> • Since the start of September last year, HR has filled 55 positions, including key leadership roles • Established a strong foundation for Title IX awareness and procedures. • Implemented support measures to ensure compliance and enhance campus-wide awareness 	<ul style="list-style-type: none"> • Demonstrated adaptability to changing organizational priorities. • Facilities has led a campus-wide transformation, ensuring our physical spaces reflect the highest standards of safety, sustainability, and functionality. • Finished designing CC5 	<ul style="list-style-type: none"> • Payroll department continues to deliver flawless performance with 100% accuracy and timeliness in compensation disbursements for \$21,384,471 in gross pay benefits for 246 employees. 	<ul style="list-style-type: none"> • Recognized the need for continuous evolution, training, and team building to meet future challenges.

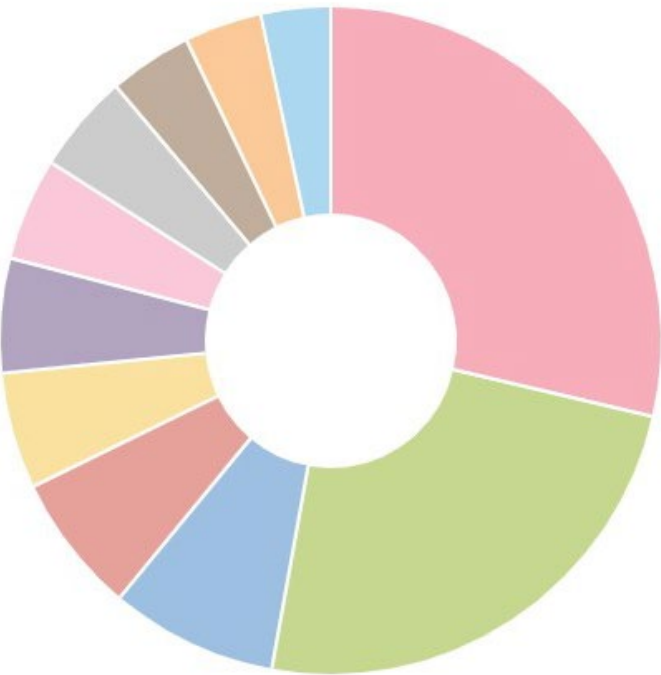
Administrative Services

Shift from Reactive to Proactive	Responding to Solution-Based	Agility and Flexibility	Culture and People-Centric Focus	What Got Us Here Won't Take Us There
<ul style="list-style-type: none"> Transitioned from addressing issues as they arose to anticipating challenges 	<ul style="list-style-type: none"> Moved away from quick fixes toward sustainable, long-term solutions that address root causes. 	<ul style="list-style-type: none"> Demonstrated adaptability to changing organizational priorities. 	<ul style="list-style-type: none"> Prioritized employee engagement and more focus on drivers of success. 	<ul style="list-style-type: none"> Recognized the need for continuous evolution and innovation to meet future challenges.
<ul style="list-style-type: none"> Using data forecasting to better predict and manage resource needs. 	<ul style="list-style-type: none"> Cross-departmental collaboration created comprehensive responses. 	<ul style="list-style-type: none"> Fostered an agile mindset across teams, enabling quicker pivoting and faster implementation of new initiatives. 	<ul style="list-style-type: none"> Enhanced team collaboration fostering a strong, supportive culture. 	<ul style="list-style-type: none"> Invested in professional development, technology, and process improvement





■ Appendix



Issue Type

Total Issues: 5736

Service Request	1390
Cascadia Network Account Support	468
ctcLink General Issue	390
Classroom Support	323
Student Equipment Checkout	317
Software Support	286
Onboarding Request	275
Offboarding Request	233
Printer Issue	217
Change	195
Other...	1642

INFORMATION SERVICES

Director:
Laura Hedál

Administrative Services

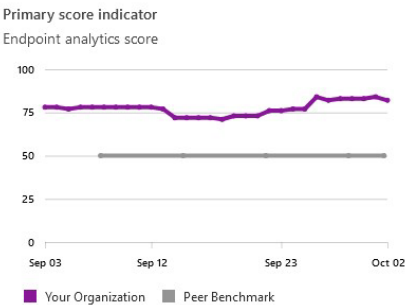
The IT department has successfully modernized our digital infrastructure, significantly enhancing system reliability and security. By implementing cutting-edge technologies, IT has streamlined operations across the organization, enabling more efficient service delivery and positioning us as a leader in digital innovation within the higher education sector.

Technology experiences

Endpoint analytics: 85/100 points

Your Endpoint analytics score measures the quality of technology experience you are enabling for your users and how you can improve it.

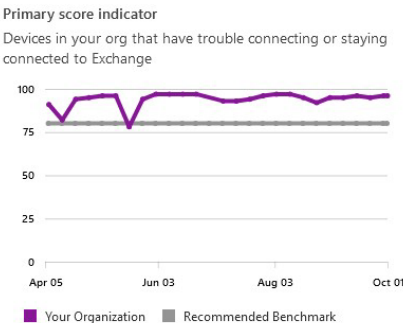
Your Endpoint analytics score is 70% higher than the typical enterprise.



View details

Network connectivity: 96/100 points

Exchange, SharePoint, and Microsoft Teams performance depends on your network architecture. Review and update your network settings to improve connectivity.

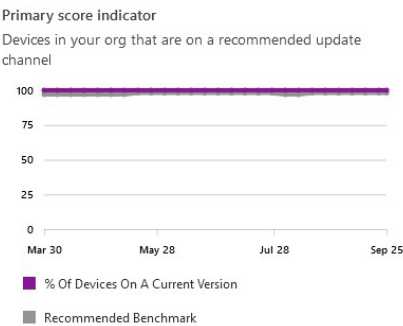


View details

Microsoft 365 Apps health: 80/100 points

Make sure that the devices you manage are running a current version of Microsoft 365 Apps. They'll be more secure and provide the latest productivity features.

100% of devices are on a recommended update channel.



View details

Our latest performance evaluation in endpoint analytics, network connectivity, and Microsoft 360 app health has been outstanding, with scores exceeding 80% across all categories. This stellar achievement reflects our commitment to maintaining optimal system health and delivering exceptional service reliability for our users. It highlights the effectiveness of our infrastructure and the team's ongoing dedication to operational excellence.



Looking Back

HUMAN RESOURCES

Directors:
Ifrah Mohamed
Jason Rue

PAYROLL

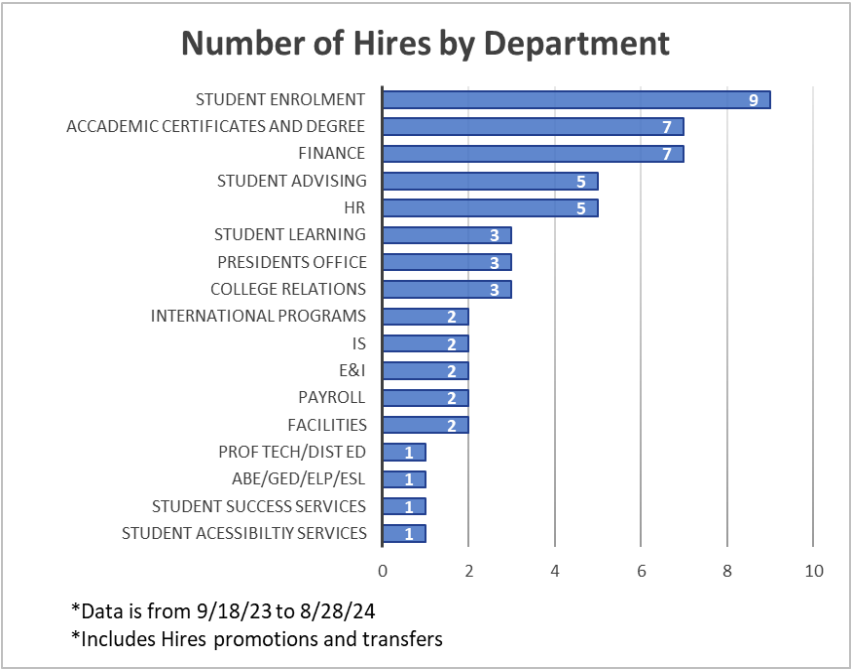
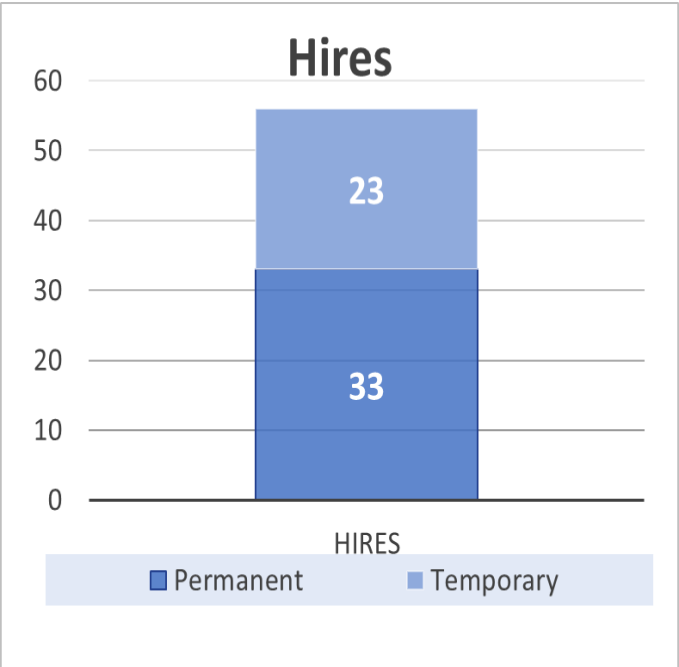
Director:
Melissa
Stoner

Administrative Services

Our HR department has transformed the workforce by cultivating a culture of excellence and inclusion. Through strategic talent acquisition and professional development initiatives, HR has strengthened employee engagement and retention, ensuring that we attract and retain top-tier talent to drive the institution’s mission forward.

Our Payroll department continues to deliver flawless performance with 100% accuracy and timeliness in compensation disbursements for \$21,384,471 in gross pay benefits for 246 employees.

Since the start of September last year, HR has filled 55 positions, including key leadership roles such as the VP of Admin Services and an HR Analyst, with many more hires currently in progress across the department.



Looking Back

FACILITIES & CAPITAL PROJECTS

Director:
Shawna Pitts



Conducted training/drills:
Great Shakeout, Active
Threats, Evacuation



Setup Redmond Classroom
& Innovation Hall -
lab/faculty/staff relocation



Finished designing CC5



Coordinated over 75 events
in Mobius Hall, Innovation
Hall and classrooms- \$80K in
revenue.



Hosted 2 summer youth
camps from June-August
bringing in \$48K in revenue.

Administrative Services

Facilities has led a campus-wide transformation, ensuring our physical spaces reflect the highest standards of safety, sustainability, and functionality. Through strategic capital planning and efficient project execution, they have enhanced the student and staff experience.

The Capital Planning team has played a pivotal role in aligning our long-term infrastructure investments with the institution's strategic growth objectives. By securing funding and meticulously overseeing project timelines and budgets, they have laid the groundwork for future expansion, ensuring that our facilities meet our evolving needs



Looking Back

FINANCE

Director:
Ginny
Jackson

Team Development and Training

- One of the key highlights of the year was the team’s commitment to growth and continuous learning.
- The department invested considerable time in training new staff, not only bringing them up to speed but also ensuring they were well-versed in our processes, systems, and organizational culture.
- This focus on training has strengthened our team’s capacity and cohesion, allowing us to better support the organization’s financial goals moving forward.

Accounts Payable	Financial Compliance and State Audits	Accounts Receivable
<ul style="list-style-type: none">• Processed over 1,100 invoices, a testament to the efficiency and dedication of our team.	<ul style="list-style-type: none">• Completed FY20 & FY21 Fiscal audits	<ul style="list-style-type: none">• Billed and collected \$900K in grants, significantly contributing to our revenue stream.
<ul style="list-style-type: none">• Reduced the reliance on contracted vendors for invoice processing, shifting more responsibilities to our internal team.	<ul style="list-style-type: none">• Completed FY19-22 Accountability Audit	<ul style="list-style-type: none">• Took over the bank reconciliations process, reducing the need for contracted vendors, which resulted in cost savings and improved internal control.

Administrative Services

The Finance department has been instrumental in strengthening our financial position, driving cost-efficiency while supporting strategic investments that fuel growth.

Through financial stewardship and transparent reporting, Finance has ensured the institution remains fiscally responsible.



Cascadia College Board of Trustees
Action Item 7.A

Subject: 2025-2026 BOT Chair and Vice Chair

Background:

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

Action:

Suggested motion for this action:

"The Board recommends that Trustee _____ will be the 2025-26 Chair of the Board, and Trustee _____ will be the 2025-26 Vice Chair of the Board."

A reminder that the Vice Chair is the designated Legislative Liaison to the Association of College Trustees (ACT) unless otherwise specified.

Vote/Adoption:

Trustee makes the motion: _____

Trustee seconds the motion: _____

	Yes	No	Abstain
Qadri			
Lee			
Ponto			
Quint			

Cascadia College Board of Trustees

Action Item 7.B

Subject: 2025-26 Sub-Committee Members and School District Liaisons

Background:

New sub-committee members and school board assignments must be determined each September. These duties begin after the conclusion of the September meeting.

Consensus:

The Board recommends that:

- Trustee _____ and Trustee _____ serve on the Finance Sub-Committee.
- Trustee _____ and Trustee _____ serve on the Accreditation Sub-Committee.

The Board recommends that:

- Trustee _____ and Trustee _____ represent at Northshore School District.
- Trustee _____ and Trustee _____ represent at Riverview School District.
- Trustee _____ and Trustee _____ represent at Lake Washington School District.

Cascadia College Board of Trustees

Action Item 7.C

Subject: Order of Adoption of new rules

Justification:

Pursuant to RCW 34.05.360, the Board of Trustees, as appointing authority, must formally adopt any proposed changes or additions to the Washington Administrative Code, Ch. 132Z WAC.

Background:

April 2024, the Department of Education issued a Final Rule amending the Title IX regulations. Cascadia implemented rules in compliance with those amendments in January 2025. That same month, a federal court issued a decision vacating the 2024 Final Rule, which meant that Institutions of Higher Education must comply with the 2020 Amendments to the Title IX Regulations. Cascadia began the process of rulemaking to repeal WAC 132Z 119, which complied with the 2024 regulations, and adopt WAC 132Z-120 which complies with the 2020 Amendments to the Title IX regulations. These rules were first reviewed by the Board of Trustees on March 19, 2025.

Following the necessary rulemaking process under the Administrative Procedure Act, Cascadia filed a CR-101, published in WSR 25-09-066, and a CR-102, published in WSR 25-13-083. A rulemaking hearing was held on August 5 at 2pm. No comments were received, and no changes were made to the rules as initially proposed.

The Presiding Officer, Gordon Dutrisac, prepared a memo summarizing the results of the rulemaking hearing. A copy of the memo and all relevant materials have been included in the rulemaking file [Rulemaking Hearing 08-05-25](#) which was circulated to the Trustees on 8/10/25.

Action:

Suggested motion for this action:

“Having reviewed the materials in the rulemaking file, I move to repeal WAC 132Z-119 and adopt WAC 132Z-120 as a new section to the Student Conduct Code.”

Vote/Adoption:

Trustee makes motion: _____

Trustee seconds motion: _____

	Yes	No	Abstain
Lee			
Ponto			
Qadri			
Quint			

Date of Adoption: _____



Washington Public Employees Association UFCW Local 365

Report to the Board of Trustees Cascadia College

Meeting Date: 9/17/2025

- **Contract Tentative Agreement:** Employee representatives and the colleges have reached a Tentative Agreement (TA) for a new contract for the 2026-2027 year. It is essentially the same agreement that both sides had agreed to in May but was not included in the state's budget for this year. It contains a 3% and 2% raise, as well as a retroactive lump sum payment (distributed in July 2026) for what employees would have earned had the contract been implemented as intended in 2025. This applies to all current employees and most separated employees with a few exceptions. More information and the full Tentative Agreement can be found here <https://www.wpea.org/higheredsummary2025-2026.html>.
- **Contract Ratification Voting:** Voting by members on ratification is being done online, it began on August 22nd and will continue until September 14th, with the results to be announced on September 15th. So by the time of this presentation we should know the outcome of this vote.
- **Next Steps:** If members vote to ratify the Tentative Agreement then the next step is to wait until October when the head of OFM (Washington State's state level HR/Budget analysis/Fiscal services government department) "determines the financial feasibility of the agreement". If it is determined to be financially feasible the agreement is then submitted to the state legislature as a recommendation by the governor. If members vote to reject the Tentative Agreement or if OFM determines that the agreement is not financially feasible then the colleges and union representatives go back to the bargaining table to attempt to re-negotiate the agreement.
- **Next Next Steps:** Bargaining will start over from the top for the 2027-2029 contract in Spring 2026.
- **Parking Negotiations:** On July 14th Cascadia College submitted a mandatory subjects notice to WPEA about a planned parking permit rate increase of 3%

every year for the next three years. WPEA submitted a demand to bargain in response, and both groups are meeting on September 17th for preliminary bargaining on the issue.