



CASCADIA COLLEGE BOARD OF TRUSTEES

Wednesday, October 21, 2026

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



October 14, 2026

Dear Trustees and Community Members:

The last month was packed as the faculty returned in full force, students got registered, and classes began. As of the writing of this letter, I am unsure of where we stand on our enrollment...we'll be summarizing data and financial impacts over the next week so that they are ready for the board meeting.

This has also been a time of immense (and intense) information sharing. Notices have gone out about non-discrimination, emergency preparedness, sabbaticals, immigration protocols, our drug-free work place, and participatory governance.

At Convocation on September 21, we talked about our fiscal health, the legislature's "efficiency study", and our Strategic Plan and Mission Metrics. As well, we held a workshop on our college values.

We are also planning a number of employee-based community activities in the fall, including the Great Cascadia Game Show Spectacular, the President's Kaffeeklatsch, and our Fall Festival.

All of this and more has kicked us off to a celebratory opening of 2026-27.

I look forward to seeing everyone on the 21st. The executive updates follow.

Sincerely,

Dr. Eric Murray

President's Activities Since Last Meeting:

Campus

- Convocation
- College Advisory Council
- New Student Orientation Welcome (x2)
- Coffee for Three (with Staff this year, x6)
- Evening Administrator on Duty
- Indigenous People's Day Celebration
- Day of Inquiry and Assembly (DIA, professional development)
- Launch of the Great Cascadia Game Show Spectacular

UWB

- Emergency Preparedness Planning
- Film Series: Beavers in the Wetlands
- UWB Quarterly Leadership Meeting

State/Community

- Grand Opening Center for Design building, LWIT
- Strategic Plan review, UW Seattle
- WACTC in Spokane
- State of College Addresses: City of Duval, Northshore Schools
- Kyle Stannert, Bothell City Manager
- Northshore School District, Enrollment Management Task Force

From the Vice President for Inclusion, Advocacy, and Community, Chari Davenport

Fall term started well and we are happy to share a few updates!

Two New Affinity Groups –

- **BIPOC Affinity Group**

The BIPOC Affinity Group is a community for Black, Indigenous, and People of Color at Cascadia, including faculty, staff, and administrators across all roles. Rooted in joy, the group is a place to build connection and friendship across campus, support one another's professional growth, and strengthen belonging and retention for BIPOC employees. Whether looking for community, a good conversation, or people who get it, there's a seat for everyone here. The group centers the experiences of BIPOC employees and is open to all Cascadia employees who support its mission.

Contact: Jeunai Stebbins via jstebbins@cascadia.edu

- **Working Parents and Youth Caretakers Affinity Group**

The Working Parents & Youth Caretakers affinity group is intended to create a supportive space where members can learn together and discuss topics that impact us and the children in our care. The working parents and youth caregivers affinity group will provide a supportive environment for folks caring for children of all ages to commiserate about challenges, share strategies, and celebrate successes. Contact: Laura Dimmit Smyth, lkd8@uw.edu (Campus Library)

IAC Podcast – The first Inclusion and Connections Podcast was recorded on October 1 and all went well. We are now in the editing phase and plan to have this posted soon. We'd like to thank our first podcast voices:

- David Shapiro
- Kristina Young
- Ana Nina

And, a very special thank you to Kelly Leahy for all of the support as we got this project up and running and to Abbi Gilbertson for support with editing and post podcast efforts.

Foundations of E&I Course – The course is now full and we will launch our fall session on October 16. We are excited that this program remains popular and look forward to another successful season.

From the Vice President for Student Learning, Dr. Ilder Betancourt-Lopez

FACULTY UPDATES

Tenure-track English faculty member **Andrew Dicus** recently published the children's book *April & Ozark*, which has been selected for inclusion in **The Original Art**, an [annual exhibition](#) in New York that showcases illustrations from the year's most outstanding U.S. children's books.



Every October, Technical Advisory Committee's (TAC) for Cascadia's three professional Technical Programs (Water, IT Infrastructure Operations and Application Development) conduct their fall meetings. TAC's are comprised of private and public sector volunteers that provide valuable input to faculty and staff about the current state of their industry.

Cascadia's Dual Credit program, **Cascadia in the High School (CIHS)**, provides high school students with the opportunity to earn college credit while attending classes at their high school. The program is beginning the registration process for another academic year and will offer a new course this year, **Introduction to Programming**, at Bothell High School. CIHS is provided at no cost to students and families through funding from the state legislature.

Tenure-track Art faculty member **Devin Ens** is our art gallery curator. He coordinated this fall's art show, LIKE MOTHER. It is a traveling art show fourteen years in the running featuring mostly female PNW artists reflecting on their varied relationships with their mothers. Narrative storytelling as well as a diverse creative ensemble of over 30 artists are featured in the exhibition.

BOCK LEARNING CENTER

Overall usage of our tutoring services is up 12% from Fall 2025. Our embedded tutoring program is expanding to include General Chemistry 1, the new Math 84/95 co-requisite, and all lower-level English Foundations courses. These tutors attend class and offer support during independent and small group work. Embedded tutoring is an increasingly popular means of supporting students who are unlikely to seek on-campus tutoring.

OPENING WEEK

We welcomed back faculty with scheduled events led by Teaching and Learning Academy, Student Success, and Student Learning teams. Faculty feedback indicated that they appreciated the opportunities to learn from colleagues and discuss teaching practice, the intentional meetings that supported course preparation, and the community-building activities that focused on pedagogy and faculty collaboration. Megan Luce and Kelly Leahy of the Teaching and Learning Academy (TLA) coordinated much of the week.

AI TASK FORCE

Based on the recommendation of College Advisory Council (CAC), the AI Task Force was established this fall quarter to help Cascadia College develop a thoughtful, values-based approach to the use of artificial intelligence across teaching, learning, student support, and college operations. Building upon prior work conducted by the college, the Task Force will recommend institutional AI principles, guidance, and recommendations that align with the college's mission, learning outcomes, and commitment to equity. The group of 14, half of which are faculty, have now met and sent out a survey to all employees. This survey represents an important step in engaging the college community in this important work.

From the Vice President for Student Success Services, Erin Blakeney

Student Accessibility Services & CARE Team

- **Student Accessibility Services:** SAS now has access to a new data set from SBCTC that reports 515 Cascadia students self-reported having a disability. 293 students registered with our office last year, a 22% increase. SAS will conduct an outreach campaign to students who self-identified a disability to inform them about accommodation services.
- **CARE Team:** Our Emergency Grant program had a busy first three days of the quarter with over \$11,000 being awarded to students in emergency financial need.

Enrollment Services

- Implemented a new waitlist timeline in Fall 2026 to better align enrollment processes and improve student experience. As a result, 45 students (15.26 FTE) were able to enroll in classes from the waitlist during the first two days of class without additional enrollment steps.
- Summer graduation applications are processed, and 66 students were awarded credentials.

International Programs

- **Marketing and Recruitment:** Launched fall outreach activities in the United Kingdom, Portugal, Spain, Brazil, China, Taiwan, Estonia, Latvia, Lithuania, Kyrgyzstan, and Kazakhstan.
- **Admissions and Advising:** Hosted New International Student Orientation and welcomed 30 new international students from Cambodia, China, Colombia, Guatemala, Hong Kong, Japan, Kazakhstan, Kenya, Kyrgyzstan, Mongolia, Taiwan, Turkmenistan, South Korea, and Vietnam. The planned federal elimination of Duration of Status (D/S) policy remains on hold following a preliminary injunction, and current D/S policies remain in effect.

Outreach & Admissions

- 10 scheduled upcoming events, including college fairs with our local high schools.
- Working to expand partnerships with local organizations such as Centro Cultural Mexicano and private schools such as RISE, to better support students in our community.
- We had 1158 new students attend New Student Registration sessions.
- During Fall 2026, we received 2205 admissions applications, and 1366 students are enrolled in classes, which is 62% enrollment rate. The team is coordinating targeted communications to students who did not enroll in fall to encourage enrollment for winter 2027.

Student Advising & Success Services

- Full-time academic advisors have been assigned caseloads of approximately 350 students. This quarter, advisors will focus on helping new students develop individualized education plans that provide a clear roadmap toward degree completion, transfer, and other academic goals. The team will also be working closely with students to ensure they are accurately coded in their intended degree program and academic pathway, improving the effectiveness of academic planning and student support services.

Student Life

- 310 students attended New Student Orientation on September 24 & 25, 2026, a 31% increase over last year. A new Q&A session with faculty and academic advisors for the first time and questions were submitted by students on their orientation registration forms. 145 students completed the post-event survey and results show that students overwhelmingly felt more prepared to start at Cascadia.

From the Associate Vice President for Administrative Services, Shawna Pitts

FACILITIES

- Final preparations of new faculty offices and classrooms occurred this month in partnership with Student Learning and ITS.
- The minor works capital project of the classroom remodel to physics lab 85% complete. New floor box covers are being manufactured and the project will be completed during the December break.
- CC5 Gateway project is going through administrative procedures with DES on proprietary items and contracting.
- Working in conjunction with UWB on two projects: installing additional lighting on 110th Ave NE, behind CC3 and in partnership with Puget Sound Energy- installing additional infrastructure to our power supply.

FINANCE

- During the first few days of the quarter, the Finance staff supported Enrollment Services with student questions, inquiries and payments.
- The new tuition payment program within ctclink and via Nelnet, that was launched for Fall quarter, has been very successful for both the students and the staff. Over 140 students enrolled in the payment plan and are able to make automatic payments. This has reduced the manual workload for the Enrollment team.
- We have resumed student collections with the implementation of the Student Financial Responsibility Agreement (SFRA) that launched during Winter quarter 2026.
- Completed 1098-T closing from prior year(s).

INFORMATION TECHNOLOGY SERVICES

- Fall quarter brings a high volume of activity to the IT Service Desk. One notable accomplishment is that staff processed 141 student equipment checkouts, compared with 96 during the same period last year.
- The ITS team held its annual retreat to celebrate the past year's accomplishments, review key findings from the cybersecurity audit, and plan for the year ahead.
- IT Services has been preparing campus for upcoming MFA changes to Kodiak Accounts and ctclink. New students and employees can no longer use SMS or phone calls for Kodiak Account MFA, and current users with those methods set as preferred are being prompted to update their configuration. SMS and phone calls will no longer work for Kodiak Accounts beginning in February.

From the Associate Vice President for Advancement, Brittany Caldwell

Cascadia's Advancement team is now fully staffed, and we're already making great progress on several key priorities.

What is Advancement?

An Advancement Division strategically brings together key functions that support the college's growth and success, including fundraising, community and donor engagement, enrollment growth, marketing, branding, communications, and public relations. By aligning these efforts, we can tell a more cohesive story, strengthen relationships, and increase support for Cascadia's mission and impact.

FOUNDATION



Our **Fall Scholarship Cycle** is accepting applications through Friday, October 16, 2026. We look forward to awarding **38 scholarships valued at \$67,500** to support Cascadia students.

As we move into the scholarship review process, we invite faculty and staff to serve on a **Scholarship Selection Committee**. Participating in the selection process offers a meaningful opportunity to learn more about our students and experience the Foundation's mission firsthand. If you are interested in serving, please contact Heather Erickson at herickson@cascadia.edu.

MARKETING & COMMUNICATIONS

We have begun a comprehensive **user experience (UX) study of the Cascadia website** to better understand who is visiting our site, what they are trying to accomplish, and where they may encounter barriers.

Our work is starting with baseline analytics and the identification of broader usability challenges, allowing us to establish ongoing web performance reporting. This quantitative analysis will be complemented by interviews with staff, as well as a **campus-wide faculty and staff survey** to better understand user needs and experiences.

Additional website initiatives underway include:

- A focused review and redesign of the **Get Started** experience to make it easier for prospective students to understand and navigate their next steps
- Expanded content in our online **Newsroom** and **Calendar of Events**, including stories such as the *Like Mother* art exhibit and the ESL 4 Writing Project
- Updated **professional headshots** for staff and faculty

We are also currently reviewing Cascadia's **social media strategy** with an emphasis on:

- Strengthening cross-department collaboration
- Aligning content with enrollment and recruitment goals
- Launching new campaigns and engagement opportunities, including giveaways
- Increased use of video reels
- Expanded coverage of campus events, including orientation, the first day of classes, and library tours



Board of Trustees Meeting Agenda

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

Regular Meeting
Wednesday, October 21, 2025
4:00 p.m.

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

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

**Wednesday, October 21, 2025
4:00 p.m.**

AGENDA

1. PUBLIC MEETING CALL TO ORDER

2. CONSENT AGENDA

- A) Meeting Agenda
- B) Minutes from last meeting – September 16, 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) EAB Officers
- B) New Employees

5. INFORMATION ITEMS

- A) College Values – Results and Next Steps (EM)
- B) Shared Governance at Cascadia (EM)

6. DISCUSSION & PRESENTATION ITEMS

- A) 10th Day Enrollment and Finance Monthly Update (EB/SP)
- B) Year-in-Review: Student Success (EB)
- C) Year-in-Review: Human Resources (IM)
- D) *Discussion*: Board Self-Assessment (EM)
- E) *Discussion*: Mission Metrics Review (EM)

7. ACTION ITEMS

- A) Adoption of Changes to Self-Assessment

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 November 18, 2025, 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 – September 16, 2026

Cascadia College
18345 Campus Way NE
Bothell, WA 98011

Tjossem Boardroom, CC2-260
4:00 PM

BOARD OF TRUSTEES

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

EXECUTIVE STAFF

Chari Davenport, Erin Blakeney, Dr. Ilder Betancourt Lopez, Brittany Caldwell, Shawna Pitts, Ifrah Mohamed, Dr. Eric Murray, Dr. Ellen Evans, AAG.

Thais Lima (presentation assistant)

Susan Thomas (recorder)

AUDIENCE

Audience members included: See Addendum A

1. Public Meeting Call to Order

Chair Dr. Meghan Quint officially called the regular meeting of the Cascadia College Board of Trustees to order at 4:00 pm.

2. Consent Agenda

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

MOTION: Trustee Hussein

SECOND: Trustee Qadri

OUTCOME: Approved unanimously

3. Public Comments

A. My name is Victor Begay. I am Navajo. I serve as professor of American Indian and Indigenous Studies. I am excited to invite the Board to the 5th Annual Cascadia College Indigenous Peoples Day event on Monday, October 12, 2026. The event will take place at 11:00 am in Mobius Hall. All Board members and public community members are invited. The event is free to attend. This year the event is co-sponsored by the City of Bothell, Lake WA School District, Northshore School District, and UW Bothell.

Flyer is attached as Addendum B.

B. Special welcome from Chair Quint to Lana Smith, Cascadia's former AAG, who was present for the board meeting.

4. New Employees / Promotions

Dr. Murray introduced **Dr. Ilder Betancourt Lopez**, Vice President for Student Learning

Kristina Young introduced **Eric Camp**, Director of Natural Science Labs & Sustainability

Ifrah Mohamed introduced **Kasey Lee**, Assistant Director of HR & Payroll

Brittany Caldwell introduced:

Abbi Gilbertson, Assistant Director of Marketing and Communications

Heather Erickson, Foundation Program & Events Manager

Jeunai Stebbins, Director of Advancement

5. Information Items

A. Policy Homework Review

NWCCU requires that the Trustees periodically review all Board policies. The policy review process is broken 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.

B. Immigration Protocols

Each fall, President Murray publishes via email three resources to inform the campus community about our commitments to the Keep Washington Working Act. Those three

resources are included in the packet.

- Immigration Protocols F26 (how we respond to the presence of immigration enforcement officials if they appear on campus)
- Immigration Resources (delivered to employees and students)
- Issues Brief (information from the State Board to colleges)

Cascadia has an Administrator on Duty present on campus for late classes. The schedule for the AOD can be found using the bar code

C. Accreditation Update

NWCCU requires that the Trustees are a part of the accreditation process. The timeline in the packet updates the Trustees as Cascadia approaches the end of its 7-year accreditation cycle. This year (2026-27) is considered Year Seven when the college's Standard One Report is due. This report covers college "Student Success, and Institutional Mission & Effectiveness." Starting 2027, NWCCU has changed the evaluation cycle to an 8-year process.

Shannon Bath prepared and presented the Accreditation Update report that is available in the packet. An Accreditation Evaluation Team will be on campus for our review in Fall of 2027. Shannon shared the great news that our report was submitted, and no additional information was needed.

D. Trustee Self-Assessment Summary

NWCCU requires that the Trustees annually assess their own effectiveness. The instrument was approved in May, 2026 and results were collected from 4 of the 5 Trustees over the summer.

Results were consistent with years past with relatively low discord. Dr. Murray reviewed the areas of discord, most in how the Trustees receive and use data. The Trustees were pleased with the responses and were invited to meet individually with Dr. Murray if there were any follow-up concerns. Ultimately, the Trustees asked Dr. Murray to provide a suggested "streamlined" instrument, which he will produce for the October meeting.

6. Information Items

A. Strategic Plan Initiatives and Data Review

The Strategic Plan is an evolving set of initiatives organized around Cascadia's three pillars: Equity, Access, and Superior Learning. Initiatives are reviewed annually and may be added, updated or continued as ongoing priorities. This section also includes the Yearly Mission Metric Overview.

President Murray referred Trustees to the “Strategic Overview” slide deck included in meeting packet and discussed the Strategic Plan’s three pillars, **Equity, Access, and Superior Learning**, and their alignment with our Guided Pathways Plan. President Murray noted that the Guided Pathways will sunset in two years.

The Mission Metrics were reviewed last summer by Trustees and by the Student Success and Faculty Councils in the Fall.

Dean Erik Tinglestad provided information regarding national accreditation requirements for colleges and universities.

B. Monthly Finance Report

AVP Shawna Pitts presented The September Finance Update slide deck, beginning with the 2025-26 Fiscal Year End Outcomes. Cascadia finished out the year with a break-even, which is a great win for us. Contributing factors included higher interest income from investments, and the maturation of couple of bonds that allowed us to purchase bonds with higher interest rates.

In Reserves Reporting, Shawna reported that even with some unanticipated expenditures, including the failure of a system in Mobius Hall, reserve spending was reduced from the approved \$1.1 million to approximately \$762,000. Additional savings resulted from the College ID machine costing less than anticipated.

Regarding the 2026-27 Budget slide, Shawna noted that the Tuition and fee income will be updated in October after the 10th-day enrollment figures are available. Salaries and benefits will be reviewed after the Fall quarter.

C. Year-in-Review: Administrative Services

AVP Shawna Pitts presented the Greatest Hits- Administrative Services 2025-2026 slide deck, highlighting accomplishments across Information Technology Services (ITS), Facilities, Emergency Management, and Finance. She recognized the significant progress made across these areas and expressed appreciation for her team.

ITS accomplishments included a cybersecurity audit, employee drive migrations, Direct Transfer Agreement work, Windows and Office 365 upgrades, Mobius Hall AV modernization, and the Kodiak account initiative for students. These efforts improved processes and strengthened cybersecurity.

Facilities secured \$5 million in gap funding for the CC5 Gateway Building, with groundbreaking anticipated in late March or early April. Additional accomplishments included asset and key inventories, minor remodels, a Campus Master Plan addendum, infrastructure partnership efforts with PSE, and growth in external events that generated more than \$100,000 in revenue.

Emergency Management conducted tabletop exercises with executive leadership, updated and reorganized the Red Binder, distributed updated emergency procedure guides throughout classrooms and offices, and enhanced communication redundancies for the Emergency Operations Center.

Finance improved Accounts Receivable and Accounts Payable processes, launched the Nelnet student payment plan for fall quarter, improved the 1098-T process, and streamlined student refunds and collections. The department processed approximately 2,100 vouchers and 1,000 vendor payments and managed 3,300 inquiries through the AP email inbox. Budget processes were also improved, with training and updates provided to deans and directors.

Contract Management streamlined contracting processes with assistance from Ellen Evans, AAG.

D. Year-in-Review: Advancement

AVP Brittany Caldwell presented the first Advancement Update, emphasizing the department's focus on supporting Cascadia's mission. Highlights from the past year included funding for student and College initiatives, successful events, growth of the Board of Directors, and continued compliance with adequate consideration requirements.

Brittany highlighted significant fundraising and endowment growth. The Foundation endowment reached \$4 million, including the Tjossem family endowment, which reached \$1 million in lifetime giving. This boardroom is named in recognition of Robert & Linda Tjossem.

Looking ahead, Brittany outlined a focus on Process, People, and Plan.

Process: Work has focused on evaluating Advancement's role and value, reviewing processes and consulting outcomes, engaging campus partners, and bringing branding, marketing, communications, public relations, and donor relations together under one area.

People: Brittany recognized the seven-member Advancement team and Board of Directors for their collective support of the College's mission. Board Chair Jennifer Tennyson provided a brief introduction and shared her commitment to helping the College grow.

Plan: Priorities include improving scholarship access, streamlining cross-departmental support, evaluating Foundation events, and increasing outreach and donor engagement.

Marketing and Communications: Priorities include strengthening Cascadia's brand and campus collaboration, creating more student-focused communications, improving the Cascadia.edu user experience and accessibility, supporting enrollment efforts, and strengthening emergency communications and PIO processes.

7. Action Items

A. 2026-27 BOT Chair and Vice Chair

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

The Board recommends that Trustee Alex Lee will be the 2026-27 Chair of the Board, and Trustee Shahryar Qadri will be the 2026-27 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.

MOTION: Trustee Ponto

SECOND: Trustee Mohamed

OUTCOME: Approved unanimously

B. 2026-27 Sub-Committee Members and School District Liaisons

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:

- Vice Chair Lee and Trustee Ponto serve on the Finance Sub-Committee.
- Trustee Shahryar and Trustee Hussein serve on the Accreditation Sub-Committee.

The Board recommends that:

- Trustee Hussein and Trustee Ponto will represent at Northshore School District.
- Chair Quint will represent at Riverview School District.
- Vice Chair Lee and Trustee Qadri will represent at Lake Washington School District.

8. Other Reports

A. Cascadia Events & Advocacy Board (EAB)

Chair Quint welcomed new EAB Chair, Jina Park. There was no report this month.

B. Cascadia Community College Federation of Teachers (CCCFT)

Dr. Shapiro expressed enthusiasm about the continued growth of the faculty, noting the addition of six new faculty members last year and seven this year. He also noted several

upcoming retirements, including his own, and shared that, budget permitting, the College hopes to fill those positions.

C. Cascadia Classified Union (WPEA)

Ryan Higgins was not present; no report submitted.

D. Reports from Board Chair and Trustees

- No board reports

E. President's Report – Dr. Eric Murray

- Dr. Murray shared that a revised one-pager will be distributed to the Trustees, along with the Mission Metrics, Self-Assessment summary, and Policy Review Instructions and Overview.
- Chair Quint will attend Convocation on Monday, which will include a State of the College update and welcome for new employees, followed by an all-employee exercise focused on identifying Cascadia's new values.
- An additional Action Item was presented regarding rising utility costs and their impact on Cascadia as well as other colleges. At a recommendation of the State Board capital team, Trustees were asked to review and sign a letter to PSE advocating for attention to the issue. This required action at this meeting due to an early October deadline.

MOTION: Trustee Qadri

SECOND: Trustee Ponto

OUTCOME: Approved unanimously

9. Other Business or Announcements

There was no other business

10. Next Meeting – Public Meeting

Date: October 21, 2026, 4:00pm

Meeting Adjournment

Chair Quint adjourned the public meeting at 5:36 pm.

Approval of Minutes

Approved and Adopted on: October 21, 2026

Dr. Meghan Quint, Board Chair

Attest:

Dr. Eric Murray, President

DRAFT

Addendum A

Board of Trustees Meeting Attendance

Eric Murray, President	X
Meghan Quint	X
Colleen Ponto	X
Shahryar Quadri	X
Rania Hussein	X
Alex Lee	X
Ellen Evans, AAG	X
Brittany Caldwell	X
Shawna Pitts	X
Ilder Betancourt Lopez	X
Erin Blakeney	X
Chari Davenport	X
Ifrah Mohamed	X
Dave Shapiro	X
Jina Park	X
Susan Thomas	X
Thais Lima	X
Kristina Young	X
Erik Tingelstad	X
Teya Viola	X
Ana Nina	X
Shannon Bath	X
Laura Heddal	X

Becky Riopel	X
Jennifer Tennyson	X
Gergina Lazarova	X
Eric Camp	X
Kasey Lee	X
Lana Smith	X
Abbi Gilbertson	X
Heather Erickson	X
Victor Begay	X
Jeunai Stebbins	X
Ashneel Reddy	X

Addendum B



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:

Ashneel Reddy, Assistant Director of Human Resources

Ashneel is passionate about supporting employees, fostering positive workplace experiences, and building strong partnerships across the college community. Prior to joining Cascadia, Ashneel gained Human Resources experience with organizations including the University of Washington and Peterbilt Motors Company, where he supported a variety of HR initiatives and employee programs. His background has shaped a collaborative and service-oriented approach to Human Resources. Outside of work, Ashneel enjoys cooking, gardening, and exploring the arts. He is excited to be part of the Cascadia community and looks forward to supporting employees and contributing to the college's mission.

Jordan Keithley, Assistant Director for Student Advising and Success Services

Jordan most recently served as the Dean for Advising and Student Success at Skagit Valley College, where she led advising services for transfer, workforce, and grant-funded programs. Prior to her tenure at Skagit Valley College, Jordan worked in advising and retention initiatives roles at Whatcom Community College and Washington State University. Before transitioning into advising, she worked in Residence Life at Washington State University and Eastern Washington University, where she also served as a part-time conduct officer. This experience will be especially valuable as she helps support Cascadia's Student Conduct Office. Jordan received her Bachelors of Arts: English Literature with a Liberal Studies minor from Western Washington University and her Masters of Arts: English Literature from Eastern Washington University. When she is not on campus, Jordan enjoys going for walks, catching up on her reading/latest TV obsession (Widow's Bay, anyone?), and spending time with her husband and daughter.

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

Ana Benitez, Assistant Director for Student Learning Program Operations

Ana started at Cascadia in 2018 as an Administrative Assistant to the deans and then became our Faculty Liaison /Administrative Manager in 2021, so in addition to her caring and support-focused warmth, she's bringing all that process experience and knowledge into this new role.

Cascadia College Board of Trustees

Information Item 5.A

Subject: College Values

Justification:

This is information-only so the Trustees can monitor the progress of a campus initiative.

Background:

As presented to the Trustees in August and September, the college is undertaking a multi-month process to review and potentially refresh the college's values.

At Convocation (Sept 21), college employees engaged in a workshop to review existing values and discuss their continued relevancy while incorporating potentially new values. Trustee Meghan Quint was present for this workshop.

The workshop resulted in 19 small groups brainstorming a total of 24 potential values for the college. These were rank-ordered and draft themes were created. Since the ideal number of values for an organization should fall within 3-7, the next step will be for the three employee constituency groups (faculty, exempt, and classified) to review the workshop results and provide further considerations. This next step is to be completed by the end of fall quarter.

In winter quarter, the College Advisory Council and the Executive Team will create a joint recommendation for the Trustees to consider in spring quarter.

Cascadia College Board of Trustees

Information Item 5.B

Subject: Shared Governance at Cascadia

Justification:

The Board's Self-Assessment calls for the Trustees to be informed of how shared decision-making functions across the campus functions.

Discussion:

President Murray provides the Shared (or “Participatory”) Governance model that has been in place at Cascadia since 2011. After a year of review (2010-11), the President put the groundwork in place for the system that is functionally the same today, in 2026. In 2024-25, this work was reviewed, revised, and adopted by the employee Assemblies.

Supporting documents include:

- The agreed-upon definition of *Participatory Governance* at Cascadia
- Supporting tool #1: Chart outlining Council *Areas of Influence*
- Supporting tool #2: *Decision Making Flow Chart* outlining how decisions are made
- Supporting tool #3: *Councils and Work Groups* chart listing all groups (updated each September)
- The Administrative Procedure (*AP2.1.10*) approved by the executive team that outlines the entire scope of shared governance

Participatory Governance at Cascadia College

Governance of the College will operate through a formal system of employee assemblies and councils. Recommendations resulting from team dialogue, including considerations from these campus work groups, will be forwarded through the appropriate organizational governance process or to appropriate administrators for further dialogue and eventual decision making.

Guiding Principles:

- Employee groups will have venues or work groups available to participate in governance in an advisory role for the purpose of informing the development of certain policies and decisions at the college.
- These work groups will have defined charters that outline the specific areas for which they should have influence.
- Employees who are affected by a decision should be directly involved in providing input towards the decision.
- College Vice Presidents, the college President, and the Trustees are ultimately responsible for the decisions made and should be well-informed by Cascadia's governance model.
- Communication from councils and work groups relies on the members of those groups reporting back to their respective constituency.

Tools:

- A Council Chart outlining which councils influence which types of decisions.
- A Process Chart outlining those decisions and how they make their way to the executive team.
- A Committee Chart outlining all work groups and vacancies across all employee groups.

Council Areas of Influence

Governance Group	Areas of Influence
College Advisory Council	· Provide feedback for DIA's · Review College Policy changes · Monitor and influence campus climate · Provide cross-council & cross-constituent advocacy
Equity & Inclusion Council	· Provide oversight and feedback to campus E&I efforts · Advise leadership on campus E&I issues · Develop campus messaging from leadership · Review / Shape policy to improve for E&I
Budget Council	· Communicate budget information to stakeholders · Provide guidance on principled budget decisions · Advise President, when needed, on spending priorities
Information Mgmt & Security Council	· Define cybersecurity strategy · Identify and assess risks · Provide regulatory oversight · Advise on budgetary expenditures to meet goals · Review policy · Consult on incident response
Student Success Council	· Analyze annual data and recommend strategic initiatives to move the college forward · Discuss, when necessary, enrollment management issues
Exempt Assembly	
Classified Assembly	
Faculty Council / Assembly	· See attached

Faculty Areas of Influence in Governance

Cascadia College

The Faculty Governance structure has been created with the purpose of being a forum for discussion, advice, and decision-making on issues which affect student learning and the Faculty of Cascadia College.

Faculty should have primacy in college decisions related to:

- **Delegated authority by the President on curricular issues**, including degree and certificate requirements, standards of instruction, student achievement standards, academic policies, program development, grading, and all matters relating to student progress in academic programs.
- **hiring of faculty**, including making recommendations for full-time positions, developing hiring priorities, developing search processes, participating on search committees, with a priority of honoring faculty expertise in all matters relating to the hiring of faculty.
- **hiring and structure of academic administration and staff**, including Associate Deans, Deans, the Vice President of Student Learning, and Student Learning staff.
- **faculty status**, including emeritus status, tenure and promotion, sabbaticals, and other incentives and measures of academic quality.
- **faculty appointments to College governance bodies**, including the Student Learning Council, College Advisory Council, Budget Council, Information Security Management Council, and Policy Council.
- **faculty appointments to other College committees**, including task forces and external groups such as FACTC and the State Assessment Liaisons.
- **scholarship, research, and teaching pedagogy**, including the right of faculty to exercise independent academic judgment in the conduct of their teaching and research.

Administrative overrule of these Faculty Council and Assembly decisions should be rare and for compelling reasons, given in writing, with an opportunity for individual and collective response.

Decision Making Flow Chart

POLICY and PROCEDURE

- Any governance group or individual may suggest new policy, policy revisions, or new procedures. These suggestions should be forward to the Executive Team.
- The Executive Team will discuss and move the suggestion to the correct pipeline:
 - o Policies requiring Board of Trustees approval will be reviewed by the President and forwarded to the Trustees.
 - o Policies at the “college” level will be forwarded to the College Advisory Council for review.
 - o “Procedures” will be reviewed among the Executive Team and vetted with any impact governance body before implementation.

GOVERNANCE BODY “AREAS of INFLUENCE”

- Each governance body will have a charter outlining their Areas of Influence and their decision-making authority as delegated by the President.
- When the Executive Team encounters a decision that lies withing a governance body’s influence, they will consult with that body before any final decision is reached.
- Areas of Influence are included in Appendix A.

ADMINISTRATIVE EXPERTISE

- Certain areas of the college will manage their own procedural handbook. These handbooks include process and practice for the domain, but are not policy.
- Domains with their own handbooks include: Human Resources, Student Success, Finance, Facilities, and Information Technology.
- A “Faculty Handbook” exists and will be managed by the Deans in consultation with the Faculty Council.

DECISIONS NOT DEFINED ABOVE

- Decisions made that seem to lie outside this document, but impact a governance group’s domain, should either 1) be brought to the attention of the President, or 2) brought to the attention of the College Advisory Council.
- Those decisions, at the discretion of the President, may be redirected for further consideration.

Governance & Team Structures (updated 9-16-26)

Governance	Executive
Board of Trustees	President
Executive Team	President
Classified Assembly	President
Exempt Assembly	President
Faculty Assembly / Council	VPSL
Student Learning Council	VPSL

Chair/Site Owner
Lee
Murray
Hansen/Evetts
Leahy/Viola
Byrne/Cardenas
Dutrisac/Faculty

Councils	Executive
College Advisory Council	President
Equity & Inclusion Council	VP-IAC
Information Security & Mgmt Council	AVPAS
Budget Council	AVPAS
Student Success Council	VPSS
Guided Pathways & Enrollment Institutional Effectiveness	

Chair/Site Owner
Murray
Davenport
Hedal
Pitts
Blakeney/Betancourt Lopez
Dutrisac/Demirci-Richardson
TBD

Work Groups	Executive
Technology Accessibility	VPSL
Sustainability Committee	VP-IAC
CARE Team	VPSS
Contract Administration WPEA	AVPHR
Contract Administration CCCFT (JCAC)	VPSL
Global Education	VPSL
Integrated and Applied Learning	VPSL
Research Support Committee	VPSL
Teaching & Learning Academy	VPSL
Tenure Review Committee	VPSL
Campus safety committee RCW/WAC	AVPAS

Chair/Site Owner
Fauth/Long
Camp
Fauth
Mohamed
Betancourt Lopez
Betancourt Lopez
Young
Betancourt Lopez
Luce
Varies/Appointed
Pitts/Brink

Joint UWB Committees	Executive
Campus Design Review Team	AVPAS
Campus Safety Advisory Council	VPSS
Commuter Services	AVPAS
Comprehensive Wellness Steering Commit	VPSS
Dining Services Advisory Committee	VPSS
Violence Prevention & Student Advocacy	VPSS

Chair/Site Owner
Pitts/ UWB
Dutrisac
Pitts
Blakeney
Riopel
Riopel/Tumas

Task Forces	Executive
Grade Appeals	VPSL
Student Conduct Committee	VPSS

Chair/Site Owner
Betancourt Lopez
Dutrisac



ADMINISTRATIVE PROCEDURE

Procedure:	Shared Governance
Number:	AP 2.1.10
Domain:	Board Policy 2.1 (Governance Structure)
Reviewed:	6-16-25
Approved By:	President

SECTION 1: Councils and Assemblies

Councils and Assemblies are critical to the shared governance model embraced by the college. This document provides guidance such that Councils and Assemblies can fully leverage their role in this process.

PART ONE: Principles

Governance of the college will operate through a formal system of employee Assemblies and Councils. Recommendations resulting from team dialogue, including considerations from these campus work groups, will be forwarded through the appropriate organizational governance process or to appropriate administrators for further dialogue and eventual decision making.

Guiding Principles:

- Employee groups will have venues or work groups available to participate in governance in an advisory role for the purpose of informing the development of certain policies and decisions at the college.
- These work groups will have defined **charters** that outline the specific areas for which they should have influence.
- Employees who are affected by a decision should be directly involved in providing input towards the decision.
- College Vice Presidents, the college President, and the Trustees are ultimately responsible for the decisions made and should be well-informed by Cascadia's governance model.
- Communication from councils and work groups relies on the members of those groups reporting back to their respective constituency.



- Teams are not responsible for employment or personnel matters including but not limited to the following:
 - o tenure rules and procedures, or tenure recommendations,
 - o working conditions,
 - o employment contract issues
 - o final decisions on administrative procedures, college policies, and/or operational matters which fall under the purview of other governance groups.

PART TWO: Tools and Best Practices

- An updated Council and Committee Chart will be provided by the President's Office each September.
- Each September, Councils and Assemblies should:
 - o Update their Charter and submit for review by the Executive Team
 - o Assure that they have full membership, as best as can be achieved
 - o Meet with the college President to affirm areas of influence (which should be documented in the charter)
 - o Determine their academic year outcomes and deliverables
 - o Determine with their executive sponsor how they will interact regarding areas of influence

PART THREE: Councils and Assemblies

The college will operate with an Assembly to represent each employee constituency (exempt, classified, faculty) and 6 Councils (budget, inclusion & advocacy, student learning, student success, college advisory, information security).

Definitions:

- Exempt Assembly - Membership includes all administrative and professional exempt staff.
- Classified Assembly – Membership includes all classified staff.
- Faculty Assembly – Membership includes all part-time and full-time actively teaching faculty.
- Councils – Each of the above listed councils shall have a charter, approved by the executive team, which determines membership, purpose, and outcomes.



- Committees – A committee is a work group, approved by the executive team, which is tasked with completing a specific project at the college. It is not deemed a part of the “governance” structure.

SECTION TWO: Committees and Work Groups

DEFINITIONS:

Task Force: A temporary work group assigned to resolve a specific issue.

Cascadia Committee: A standing work group that supports college functions, vision, mission, and values.

Administrative Team: A work group defined by the President’s Office assigned to facilitate specific administrative tasks.

Joint Campus Committee: A standing work group that supports joint UWB/Cascadia functions.

A master list of all work groups will be kept by the President’s office and updated before each fall quarter. Each work group will maintain its own go.cascadia page with meeting minutes, agendas and supporting documents, and will post an annual report outlining achievements and goals each spring.

CREATION AND DISSOLUTION of **TASK FORCES**:

The college recognizes the need to dedicate collaborative resources to meeting emerging needs and changing circumstances. Task Forces are the vehicles for this *ad hoc* problem-solving work and are the most fluid of the work groups. They are created by the President following a recommendation from a governing body or administrator. Any member of the college community can propose the creation of a Task Force to an administrator or governance group.

Unless otherwise authorized by the President’s Office, a task force must specify its project outcomes and timeline for completion at the time it requests creation. During the duration of this timeline, the Task Force work is considered to be a part of each



employee's work load and must be considered within the context of contract and/or supervisory expectations.

To create a Task Force, suggest the purpose of the work group to a member of the executive team.

CREATION AND DISSOLUTION of **COMMITTEES**:

The college strives to share work load responsibilities and create avenues for the expression of new and mission-driven interests. Committees represent official work load responsibilities and drive important on-going work at the college. Unless otherwise specified, a committee is a recommending body to appropriate Employee Advisory Groups, Councils, or Administrators.

Membership will be determined by the specific guidelines developed for each committee or processes determined within employee assemblies. Committee size must remain at manageable levels for the work to be completed. The duration of service to a committee will be defined by each committee and communicated to interested participants prior to assignment. All committees must have a Charter on file with the President's Office (AP2.2.11)

Committee work is considered to be a part of each employee's work load and must be considered within the context of contract and/or supervisory expectations.

New committees will start as Task Forces recognized by the President's Office for a period of one year. Upon completion of one year as a Task Force, the work group may seek recognition as a Committee through an endorsement by its governing body or an administrator, or by the President after consultation with appropriate governing bodies or administrators.

Existing committees will be dissolved via a recommendation forwarded to the President by the governing body or administrator.

CREATION AND DISSOLUTION of **ADMINISTRATIVE TEAMS**:

The President's Office or appropriate member of the executive team is responsible for the creation, management, and dissolution of an Administrative Team.



Membership is determined by the appropriate executive team member and must be taken into consideration as part of the work load of the assigned employee.

CREATION AND DISSOLUTION of ***JOINT CAMPUS COMMITTEES***:

Joint Campus Committees will be initiated by the President and managed in accordance with the intra-campus operating agreement between CC and UWB, and any applicable MOUs.

Joint Campus Committee work is considered to be a part of each employee's work load and must be considered within the context of contract and/or supervisory expectations.

Cascadia College Board of Trustees

Discussion Item 6.A

Subject: 10th Day Enrollment and Financial Forecast

Justification:

Each quarter the Board of Trustees reviews the enrollment as of the 10th day (post census) for changes in patterns and impact to budget.

Background:

Tenth day enrollment provides a snapshot of our current position compared to previous years and provides the foundation for understanding our enrollment pattern for the academic and fiscal year. The data will be provided at the Board meeting, and will include enrollment data drawn for Fall Quarter 2026 with an extrapolation for the entire 2026-27 year based on past trends. This presentation will also include a financial forecast.

Erin Blakeney and Shawna Pitts will present and be available for questions.

Cascadia College Board of Trustees

Discussion Item 6.B

Subject: Year-in-Review: Student Success 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 Erin Blakeney will present on the work of Student Success Services.



STUDENT SUCCESS SERVICES

2026: Navigating the
Student Success Journey

The Journey Continues

Focus on Belonging

Prioritizing belonging to enhance student experience and foster a supportive community environment.

Innovation and Engagement

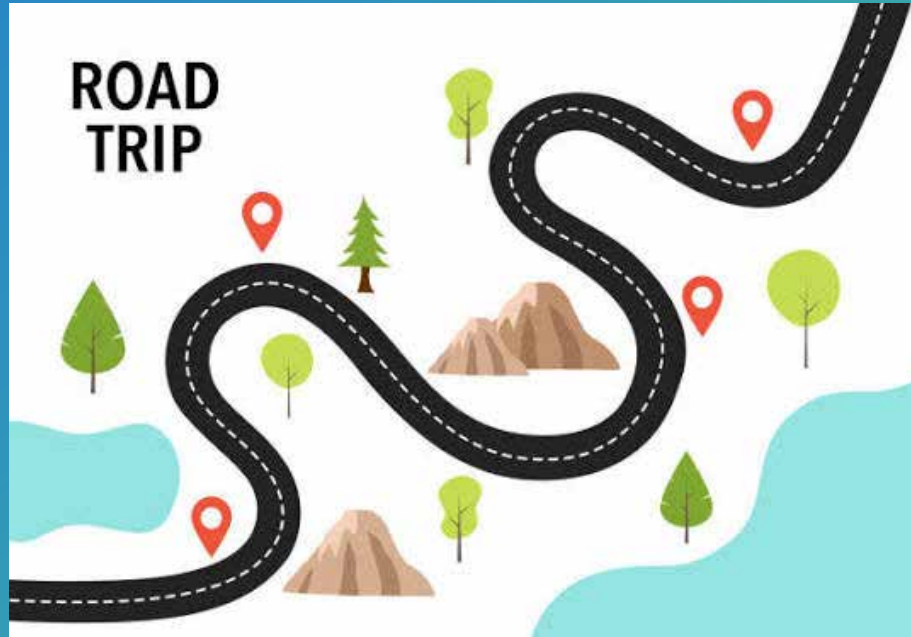
Strengthening student engagement with strategies to improve communication and support from pre-application through graduation.

Guided Pathways/Enrollment Management

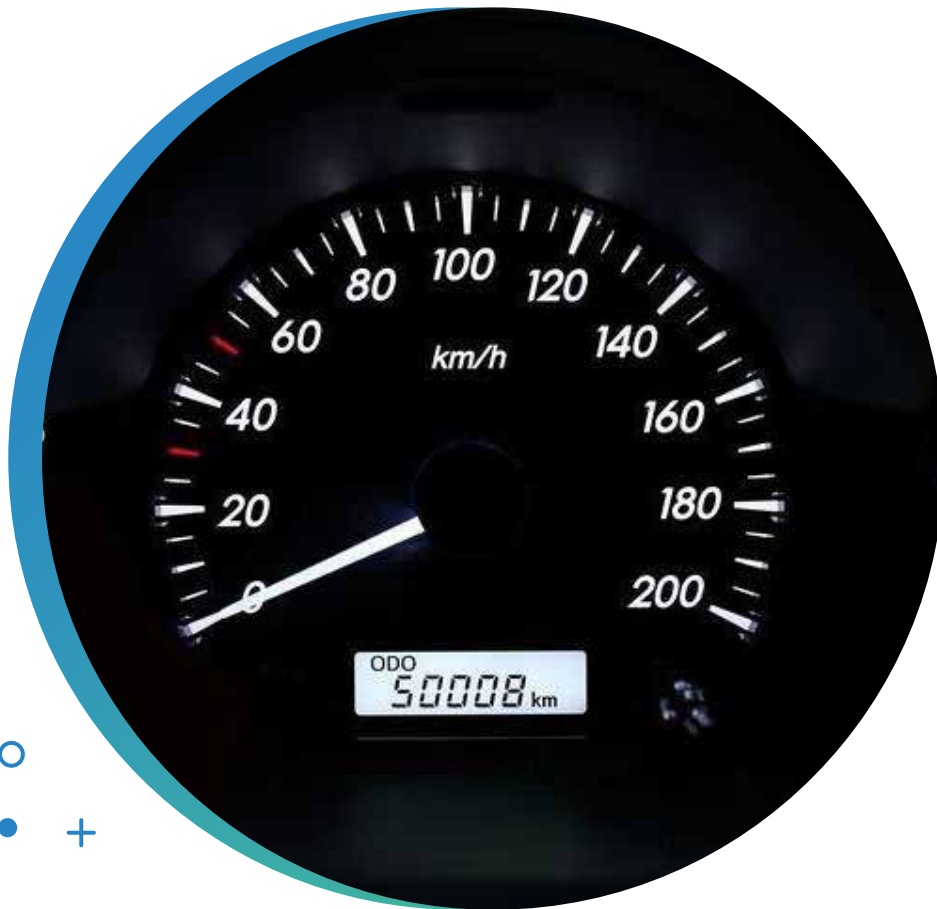
Implementing guided pathways initiatives to improve student access, student outcomes and academic success.

Continuous Improvement

Ongoing program review to refine services and align with institutional goals for excellence.



Checking the Odometer: By the Numbers



Enrollment

- Cascadia served 4808 students in 2025-26 (10% increase).

Financial Aid

- Financial aid award recipients increased from 516 to 603 students (17% increase) with an increase in the amount of aid awarded from 3.5 to 3.9 million (11% increase).

CARE Team

- CARE Team had 384 cases (7% increase).

Kodiak Cave Usage

- Kodiak Cave served 241 unique shoppers with over 900 visits (slight decrease).

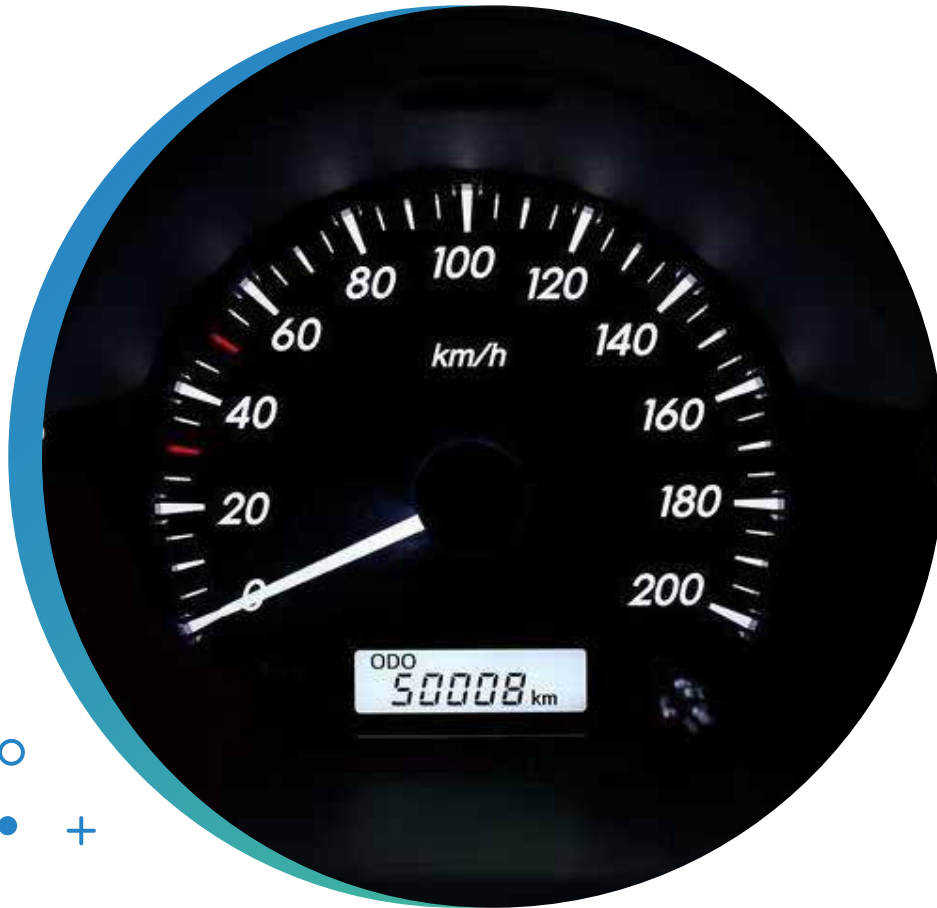
Student Accessibility

- Student Accessibility & Support Services (SAS) had 293 students access accommodations (22% increase).

Student Advising Appointments

- 5871 student appointments during the 2025-2026 academic year (more accurate accounting of drop-ins).

Checking the Odometer: By the Numbers



Student Clubs/Organizations and Campus Events

- 27 active clubs this past year with a combined 101 student events that promoted engagement and created a vibrant campus community throughout the year.

Fitness and Wellness Activities

- ARC fitness center saw over 30,000 check-ins (7% increase) and 775 UWB/CC students participated in group fitness classes.

Intramural Sports and Outdoor Wellness

- Outdoor Wellness hosted 50 programs with a total of 820 UWB/CC student participants and 2,497 equipment rentals (a ~50% increase for both). Intramural Activities hosted 46 events with 730 unique users.

Community Service Program

- 59 students completed volunteer interest forms and 134 volunteer hours were logged.

Study Abroad Participation

- 12 students broadened their academic and cultural experiences through study abroad programs to 4 different countries

A Better On-Ramp: Starting Strong at Cascadia

Transforming the New Student Experience

Ensure every new student feels informed, connected and prepared.

- Enhanced new student communications
- Updated registration and onboarding processes
- Redesigned New Student Orientation focused on belonging, community, and success.





New Routes & Connections: Expanding our Reach

Creating new pathways to Cascadia through partnerships and community engagement.

Families & Communities:

- Parents/Families
- Community-Based Organizations
- Faith-Based Organizations

K-12 Partners

- High School Counselors
- Private Schools

New Markets

- International Recruitment

Marketing/Communications

- Updated outreach materials



Navigating the Journey: Program Assessment

Developed three-year cycle for program assessment to strengthen student outcomes.

Year 1 (2025-26)

- Advising
- Student Life
- Basic Needs

Year 2 (2026-27)

- Outreach/Admissions
- Accessibility Services
- Activities & Recreation Center
- Veterans

Year 3 (2027-28)

- International Programs
- Financial Aid
- Enrollment Services
- Student Conduct

Next Destination: Looking Ahead

Foster a Sense of Belonging

- Ensure every student feels welcomed, connected and supported.

Increase Access and Enrollment

- Expand parent/family and community partnerships.
- Increase financial aid participation.
- Grow International Program enrollment

Help Students Stay on Track

- Complete key momentum milestones by 45 credits.
- Increase CCF to degree pathway transitions.

Remove Barriers and Support Well-Being

- Increase awareness & utilization of emergency financial assistance.
- Identify and engage students not accessing available support services.

Continuous Improvement

- Conduct ongoing program assessment to improve student outcomes.



Cascadia College Board of Trustees
Discussion Item 6.C

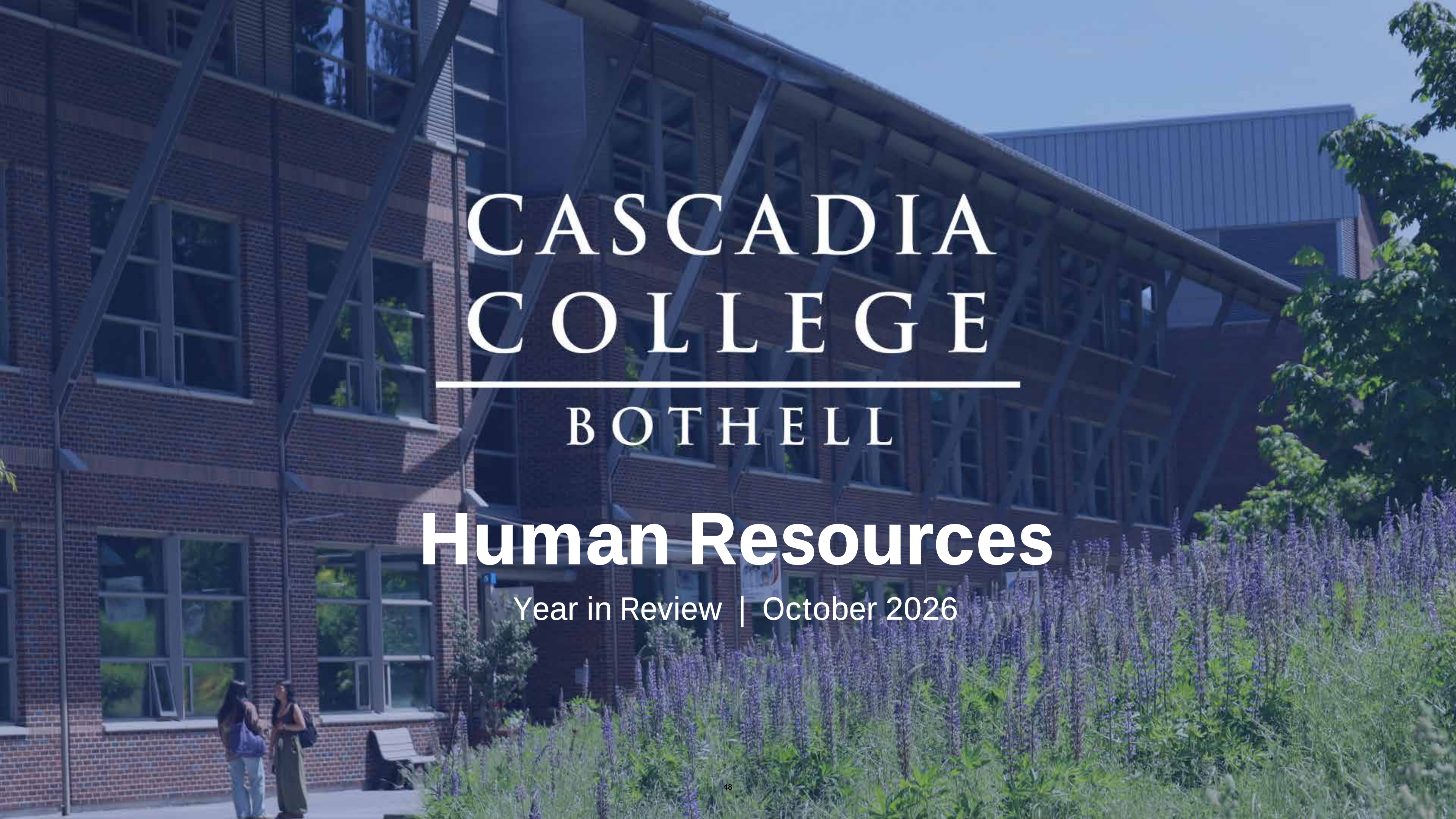
Subject: Year-in-Review: Human Resources

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:

Associate Vice President Ifrah Mohamed will present on the work in Human Resources.



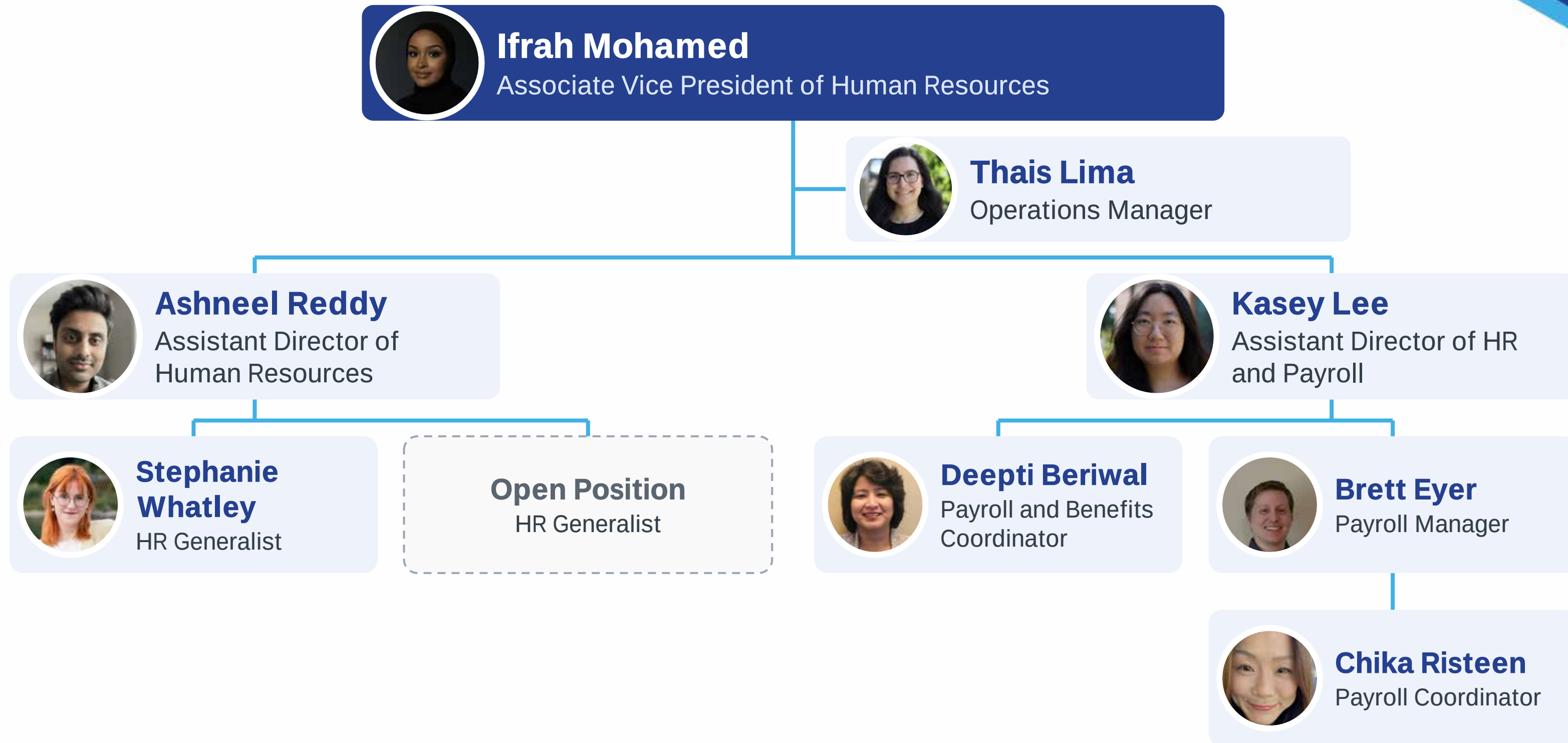
CASCADIA COLLEGE

BOTHELL

Human Resources

Year in Review | October 2026

Meet the HR, Payroll, and Compliance Team



Who We Support

350 employees across the college

51

Full-time faculty

105

**Associate
faculty**

45

Classified staff

70

Exempt staff

Includes 79 student and hourly employees supported through payroll.

Serving Our Campus

Recruitment & Compensation

Hiring, search committees, salary placement, onboarding, promotions, reclassifications, and faculty pay and contracts

Benefits and Leave

Health benefits, open enrollment, retirement plans, Family and Medical Leave Act (FMLA), and Paid Family and Medical Leave (PFML)

Payroll

Accurate and timely pay, retroactive and additional pay, final pay, deductions, payroll compliance, and retirement reporting

Labor Relations

WPEA and faculty union partnership, contract interpretation, grievance administration, and collective bargaining

Employee Relations

Performance management, workplace concerns, conflict resolution, investigations, and supervisor consultation

Title IX & Compliance

Title IX intake, investigations, and training; Americans with Disabilities Act (ADA) and Pregnant Workers Fairness Act (PWFA) accommodations; policy, wage and hour, and state reporting compliance.

New Hires by Employee Group

153

New hires, September
2025 to September
2026

94
Students

24
Associate
faculty

13
Full-time
faculty
Includes 1 temporary one-
year appointment

11
Exempt staff

6
Classified staff

5
Hourly staff

Source: ctcLink new hire report, September 2025 to September 2026. Each person counted once in their primary job. Employees already working at the college, volunteers, and trustees are not included.

Promotions and Internal Hires

Promotions	10	Internal Hires	7
Administrative Services 4 Assistant Controller (2) Associate Vice President of Administrative Services Director of Facilities Services		Student Learning 6 Full-time Faculty, English (2) Full-time Faculty, Computer Science/IT Full-time Faculty, College & Career Foundations Full-time Faculty, Chemistry Office Assistant 3, Basic Education for Adults	
Student Learning 3 Faculty, Promotion to Senior 2 (2) Faculty, Promotion to Senior 1		Student Success Services 1 Assistant Director of Accessibility & Student Support Services	
Human Resources 1 Associate Vice President of Human Resources			
Advancement & Mar Comms 1 Associate Vice President of Advancement			
Student Success Services 1 Director of Enrollment Services			

17 employees advanced or moved into new roles, September 2025 to September 2026.

Hiring and Onboarding

Key Searches

- Vice President of Student Learning
- Director of Advancement
- Director of Natural Science Labs and Sustainability
- 7 New full-time faculty for Fall 2026

Temporary Positions

Reduced temporary and non-permanent positions from more than 30 to 2. Roles with ongoing needs were converted to permanent positions through full recruitment, and appointments that reached their end date were offboarded.

Onboarding and Offboarding

Standard onboarding and offboarding checklists for supervisors

Professional Development

CERTIFICATION
SHRM-CP Certification

CERTIFICATION
**Certified Workforce
Development
Professional**

CERTIFICATION
CompTIA Security+

CERTIFICATION
CompTIA Project+

CONFERENCE
**NACA Live National
Convention**

CONFERENCE
**FRAC National Anti-
Hunger Policy
Conference**

CONFERENCE
**Washington Higher
Education Sustainability
Conference**

COURSE
**Intermediate and Cost
Accounting, UW**

COURSE
**Launch & Grow Business
Course**

LEADERSHIP PROGRAM
**Leadership Eastside
Executive Insight**

MEMBERSHIP
**Society for College and
University Planning
(SCUP)**

Highlighting professional development courses taken by our campus community.

Mandatory Compliance Training for Faculty and Staff

Training	Length	Frequency	Audience
FERPA	20 min	Annual	All employees
Clery Act and Title IX	60 min	Annual	All employees
Hazing Awareness and Prevention	53 min	Annual	All employees
General Ethics in the Workplace	19 min	Every 3 years	All employees
Preventing Harassment and Discrimination	175 min	Every 3 years	Supervisors
Preventing Harassment and Discrimination	90 min	Every 5 years	Non supervisors
Workplace Violence Awareness and Prevention	22 min	One time	All employees

92% completion rate for required trainings, all assigned and tracked through Vector Solutions.

Process Improvements

6

Retirement planning
sessions held

Retirement Process

Revamped with an updated
application and new
presentation materials

Benefits Orientation

New orientation to help
employees understand and
use their benefits

Leave Administration

Supported 12 FMLA and
PFML leave requests

HR Newsletter

Monthly updates, employee
resources, and EAP
information

100%

Classified and exempt
evaluations completed
(2024 to 2025)

Onboarding

Two Canvas orientation courses for new employees

Source: HR records, September 2025 to September 2026.

Payroll Highlights

Faculty

Processed the 2026 cost-of-living adjustment (COLA), promotions, sabbaticals, and High Demand Pay

Classified

Completed specialized state payroll training and successfully implemented retroactive wage adjustments for represented employees, and processed classified staff reallocation Increases

Exempt

Processed the 2026 cost-of-living adjustment (COLA) and promotions for exempt staff

Labor and Compliance

New WPEA Agreement

Ratified the 2027 to 2029
WPEA collective bargaining
agreement

Exempt Time Reporting

21 exempt employees report
time under Washington State's
2026 salary threshold of
\$80,168

Another 21 will begin in
January 2027, when the
threshold rises to **\$92,196**

Time Reporting Training

Training new time reporters on
entering time, and supervisors
on approving time, managing
overtime, and meeting wage
and hour requirements

Employee Assistance Program

8.1%

EAP utilization, up from
about 1%

HR Leads Outreach

The top way employees learn
about the EAP

HR Newsletter

Monthly EAP features helped
drive use

25 Employees

Attended an on-site EAP presentation

37.6%

Engagement with EAP
resources

Available to Every Benefit Eligible Employee

Free, confidential counseling, legal and financial consultations, work life
help, manager support, and crisis response

Source: Washington State Employee Assistance Program (EAP) reports, April 2025 to March 2026.

Title IX Highlights



Jasmin Means, Assistant Director of Title IX

210+

Students, faculty, and staff reached through Know Your IX programming

Stronger Compliance

Updated intake procedures, letters, and supportive measures documentation, aligned with the 2020 Title IX regulations

Better Data

New metrics and case management process that strengthen Clery reporting

Goals by June 2027

- 1 Accessible Website**
Plain language pathways and a navigation chart
- 2 One Case Platform**
Advocate used for student and employee civil rights cases
- 3 Campus Education**
At least 5 trainings or workshops
- 4 Team Readiness**
All Title IX administrators trained, plus one tabletop exercise

Goals for 2026 to 2027

1	Process Improvement	Look for continuous opportunities to improve and innovate our processes so the employee experience is simple and efficient
2	Data Informed Decisions	Continue building HR metrics and dashboards from ctcLink to guide workforce planning and reporting
3	Training and Support	Expand supervisor training, microlearning, and employee support, including the new WPEA contract by July 1, 2027
4	HR Staff Development	Build internal training documents and standard operating procedures (SOPs) to train and develop HR staff
5	Regulatory Compliance	Keep policies and practices current with state law and regulatory changes, and refresh the HR SharePoint site
6	Cross Collaboration	Partner with divisions across the college on hiring, onboarding, compliance, and employee support

THANK YOU

Questions and discussion

Ifrah Mohamed, Associate Vice President of Human Resources

Cascadia College Board of Trustees

Discussion Item 6.D

Subject: Board Self-Assessment

Justification:

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

Background:

Boards of Trustees are required to engage in a yearly self-assessment process to help guide their work and development as Trustees. Cascadia has used a consistent version of the self-assessment for multiple years.

Based upon the last year's work, the Board tasked the President with recommending changes to streamline the instrument.

Attached is a list of all previous questions. Initial recommendations are as follows:

- Eliminate questions in gray. They 1) can be reformed into new, more succinct questions, 2) are duplicative, or 3) are no longer relevant. President Murray can discuss the rationales behind these recommendations at the meeting.
- Changes to questions are suggested in green.

Trustee suggestions and discussion are fully welcomed as this is an instrument for the Board's own use.

Once an agreed upon instrument is determined, the Board will need to vote on its adoption.

Trustee Self-Assessment

Section 1 Roles and Responsibilities

Please indicate your level of agreement or disagreement with each statement.

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

Section 2 Board of Trustees / President Relationship

Please indicate your level of agreement or disagreement with each statement.

- Question 10 Board members' behavior exemplifies ethical behavior and conduct that is above reproach.
 Question 11 New members participate in a comprehensive orientation to the board and college.
 Question 12 The Board maintains a positive working relationship with the president.
 Question 13 The Board regularly reviews the president's contract to assure appropriate support and compensation.
 Question 14 The Board regularly evaluates the president.
 Question 15 Disagreements among members are carefully handled by the Board Chair.
 Question 16 The Chair serves as the voice of the Board when dealing with the public and media.
 Question 17 The roles and responsibilities of the Chair are clear and supported by all trustees.

Section 3 Board Meetings and Efficiency

Please indicate your level of agreement or disagreement with each statement.

- Question 20 Trustees come to each meeting prepared and ready to debate issues fully and openly.
 Question 21 Board members avoid conflicts of interest and the perception of such conflicts.
 Question 22 Board meetings are conducted in an orderly, efficient manner.
 Question 23 The Board's policies ~~manuat~~ are up to date and comprehensive.
 Question 24 The Board clearly delegates the administration of the institution to the president.
 Question 25 The Board regularly receives and reviews reports on the financial status of the institution.
 Question 26 Board policies and practices assure effective fiscal management and internal controls.
 Question 27 The Board expects and supports faculty, staff, and student participation in college decision-making.
 Question 28 The Board clearly understands its policy role and differentiates its roles from those of the president and college staff.
 Question 29 The Board honestly debates the issues affecting its community.
 Question 30 The Board speaks with one voice once a decision or policy is made.

Section 4 Institutional Effectiveness Information

Please indicate the level of consideration that has been given to each indicator over the last three years.

- Question 33 ~~Student Achievement Data~~
 Question 34 ~~Program Review Reports~~
 Question 35 ~~Trustee activity in the community~~
 Question 36 ~~Data review (Transfer data, Graduation data, Retention data)~~
 Question 37 ~~Positive media coverage~~
 Question 38 Enrollment Monitoring
 Question 39 ~~Disaggregated student cohort data on successful completion of Basic Skills courses~~
 Question 40 ~~Student data on completion and placement by occupational programs~~
 Question 41 ~~Data on the effectiveness of customized and/or short-term workforce training~~
 Question 42 ~~Fostering success and equity~~
 Question 43 Employee satisfaction

Please indicate your level of agreement or disagreement with each statement.

- New option: The Board approves the measures used to determine mission fulfillment on a regular basis.
 New option: The Board reviews mission fulfillment each year through evaluation of the Mission Metrics.

Section 5 Readiness - Level of Implementation

Please indicate the level of implementation for each statement.

- Question 46 The Board regularly receives and reviews reports on student outcomes (OAC, Measuring Up, Surveys).
 Question 47 Board members participate in trustee development activities.
 Question 48 The Board participates in an evaluation process that is used to help enhance its performance.
 Question 49 The Board measures its accomplishments against its goals.

Section 6 Readiness / Awareness

Please indicate your level of agreement or disagreement with each statement.

- Question 52 The Board is aware that the college routinely evaluates the effectiveness of efforts to improve student success and uses the results to improve policy and practice.
 Question 53 The Board is aware that there is alignment and extensive collaboration of efforts to improve student success.
 Question 54 The Board is aware that the College has established a strategic planning and accreditation process based on data to create objectives for measuring student success.
 NEW : The Board is aware of and participates in strategic planning.
 Question 55 Decisions about budget allocations are based on evidencing effectiveness and supporting of mission fulfillment.
 Question 56 The Board is aware that there is training available to the Board, faculty, and staff on using data and research to improve programs and services.

Section 7 Future Professional Development

Please choose your best answer to each question.

- Question 59 Do you understand the role/responsibilities of the president?

- Question 60 Do you understand the time commitment as a Trustee?
- Question 61 Are you knowledgeable about Strategic Planning?
- Question 62 Do you read and understand the organization's financial statements?
- Question 63 Are you knowledgeable about the institution's programs and services?
- Question 64 Do you advocate for the institution with local, state, and federal governing bodies?
- Question 65 Do you understand your roles and responsibilities as a Trustee?
- Question 66 Do you understand shared governance?
- Question 67 Do you understand and support the mission of the organization?

Section 8 Trustee Satisfaction

Please indicate your level of agreement or disagreement with each statement.

- Question 70 The quality, amount, and frequency of information provided to the board are satisfactory.
- Question 71 Overall, I receive satisfaction serving as a board member.
- Question 72 Board members adhere to confidentiality.
- Question 73 My contributions to the Board are valued.
- Question 74 Overall effectiveness of board management and organization is satisfactory.
- Question 75 My time as a board member is used effectively.

Section 9 Misc

- Question 78 My main area(s) of expertise that I contribute to the Board are please select no more than three (3) areas.:
- Question 79 Other primary expertise not listed (please specify):
- Question 80 In what ways, if any, has your Board promoted or addressed student success at your institution in the past year?

Cascadia College Board of Trustees

Information Item 6.E

Subject: Mission Metrics Review

Justification:

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

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, these initiatives are evaluated to determine if they are successful. As well, overarching Mission Metrics help determine if the totality of these initiatives are helping to achieve student and institutional success.

Over Summer 2026, the executive team determined a revised set of Mission Metrics to correspond with State Board expectations as well as provide a consistent set of measures by which to track the college's success year-over-year.

These measures and their data were presented to the Trustees in September. This agenda item allows for discussion on:

- 1) if there is consensus about the use of these specific measures, and
- 2) if the Board has any direction based upon the metrics which will help influence the development of strategic initiatives for 2027-28.

The Mission Metrics are reattached in this packet.

Mission Metrics Overview

Access

- Enrollment Type
- BEdA to 6 College Credit Completion *
- Pre-college Math/English to College Level

Equity

- Climate & Sense of Belonging
- Retention (Fall to Winter to Spring)
- “Annual” Retention (Fall to Fall) *
- Equity Points & Progression *

Superior Learning

- 6-Year Bachelor’s Completion
- Associate’s Completion *
- Transfer to University *
- Learning Outcome Assessments

* *State Board Student Achievement Initiative Metrics*

Access: Enrollment Type

	Headcount 2024-25	Headcount 2025-26	Cascadia % Change	CTC Peers % Change
Running Start	1079	1282	19%	8%
New Students	1907	1759	-8%	-5%
International	247	204	-17%	-6%
International Contract	190	165	-13%	-7%
Transfer Intent	2656	2910	10%	4%
College and Career Foundations	509	552	8%	-10%
HUSOC	983	1046	6%	5%
% Full-Time Students	44%	46%	2%	0%
Total Headcount	4574	4793	5%	2%
Total FTE	2448	2687	10%	3%

	24-25 Headcount	% of Total	25-26 Headcount	% of Total	Headcount % Change
American Indian/Alaska Native	8	< 1%	9	< 1%	13%
Asian	1256	28%	1386	29%	10%
Black/African American	159	4%	196	4%	23%
Hispanic	410	9%	441	9%	8%
Native Hawaiian/Pacific Islander	8	< 1%	4	< 1%	-50%
White	1795	39%	1815	38%	1%
2+ Races	614	13%	602	13%	-2%
Not Reported	324	7%	340	7%	5%
Total Headcount	4574	100%	4793	100%	5%

Source: SBCTC enrollment dashboard

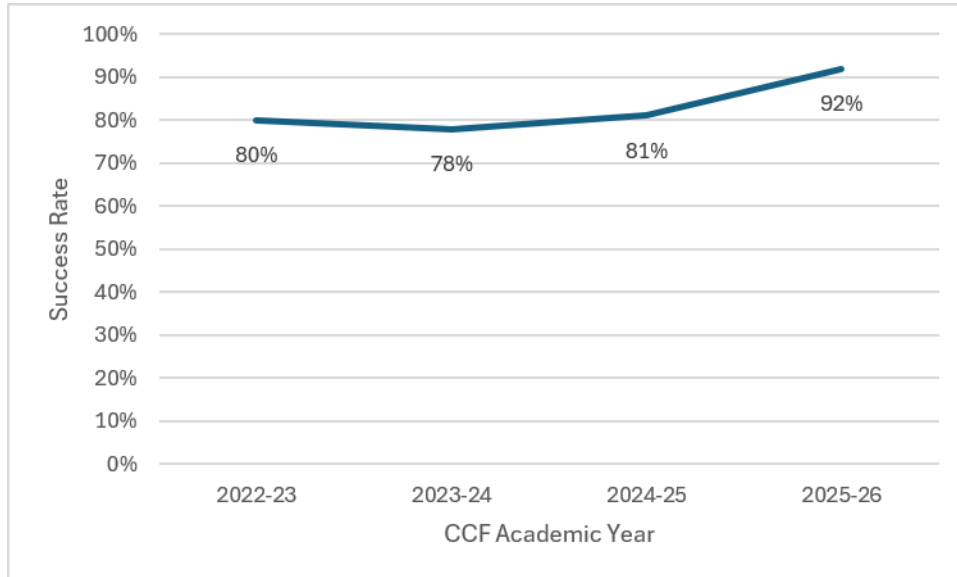
Access: CCF to 6 College Credit Completion

This SBCTC Student Achievement Initiative metric is not yet defined.

Access: Pre-College English/Math to College Level

Success rates in all post-CCF college-level English courses

(This is out of all students who completed any EF/EF-I level 5 or 6 course, or ESL 50.)



For math: This is a new metric this year and requires modifications to Cascadia's CCF program review dashboard before math data will be available.

Equity: Campus Climate

Please see the previous year's results below. The HEDS survey is completed every other year.

2024-25 Data:

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).

Equity: Sense of Belonging

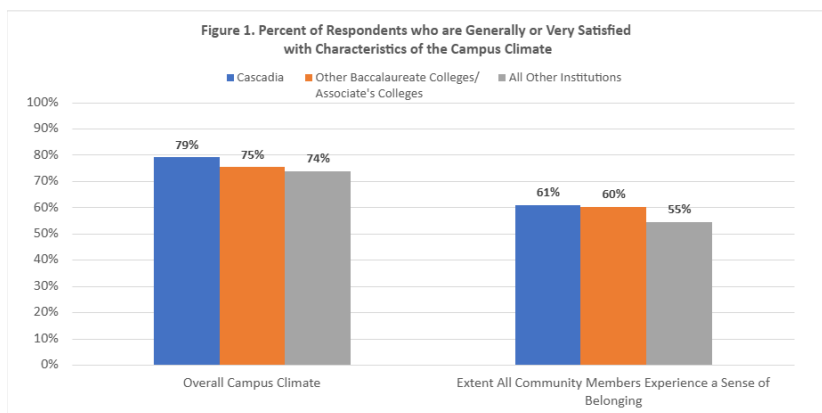
Please see the previous year's results below. The HEDS survey is completed every other year.

2024-25 Data:

Cascadia's students rated their sense of belonging as high. The Climate Survey asked students to rate "The extent to which you experience a sense of belonging or community at your institution".

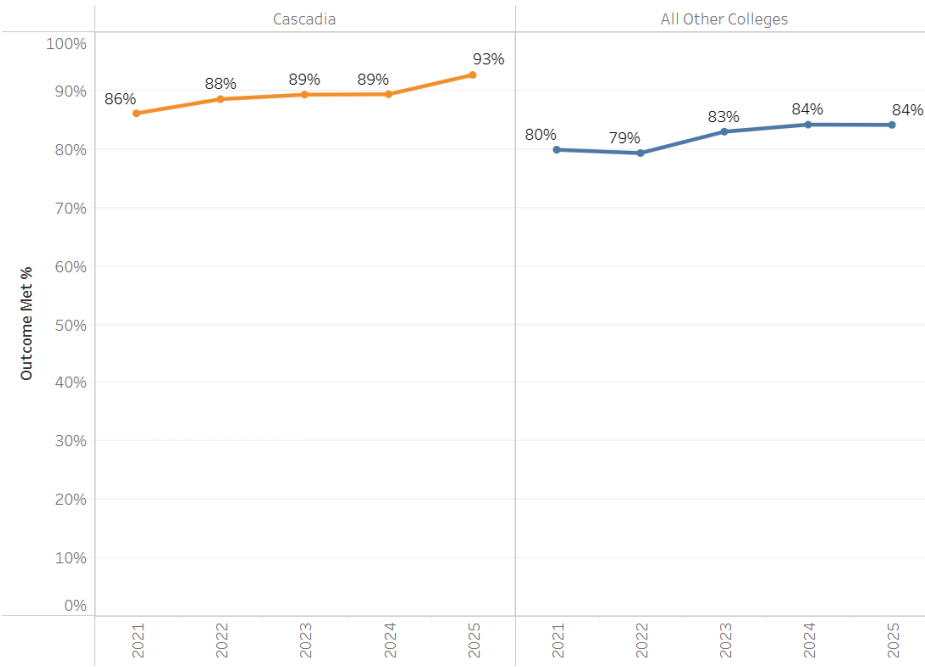
For this question, 61% of Cascadia students endorsed Very Satisfied or Generally Satisfied. This is an improvement over the prior result of 54%, from the 2022-23 survey.

For this year, other colleges rated "belonging" at 60% while other higher educational institutions were rated at 55%.

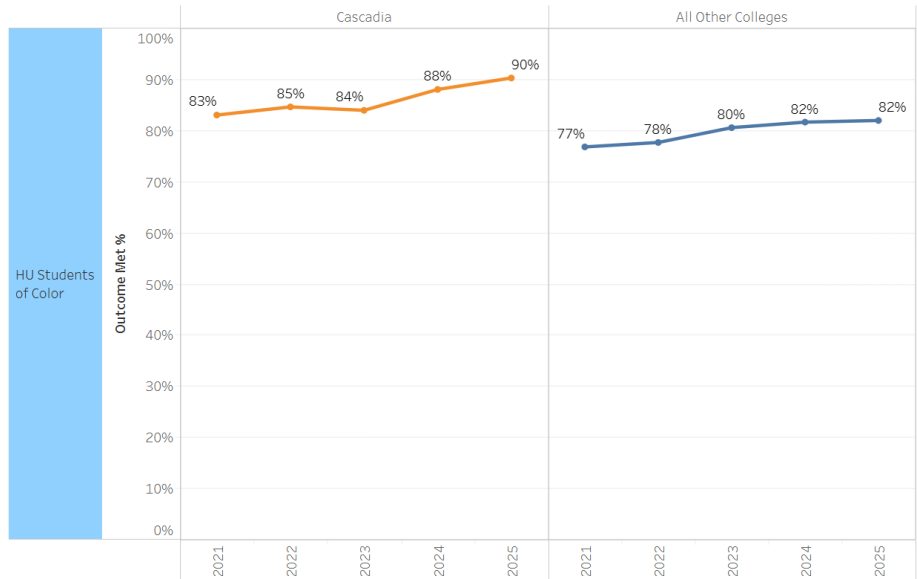


Equity: Retention

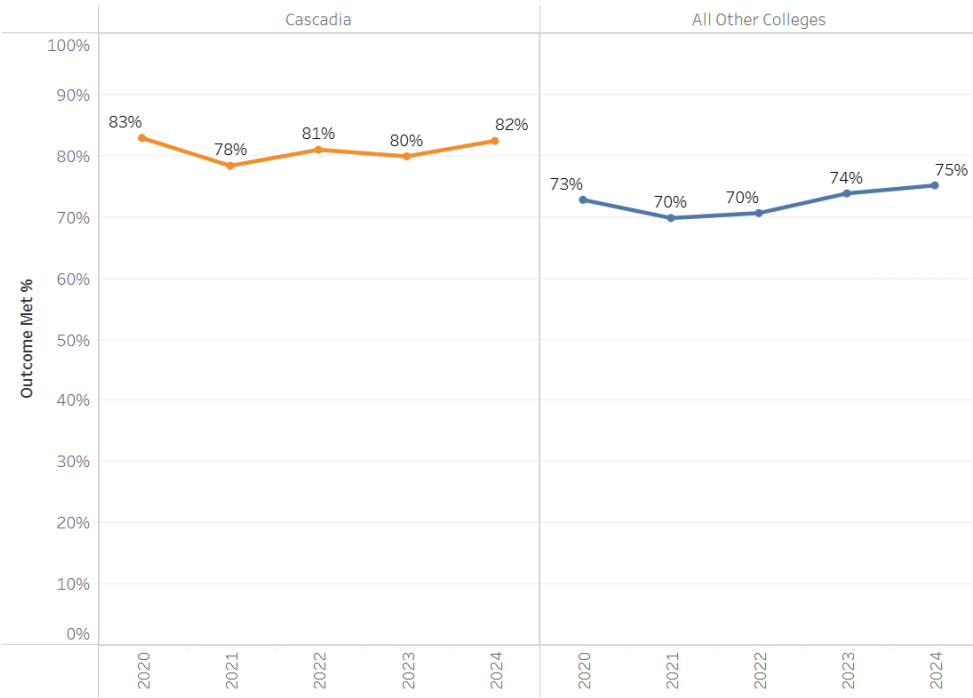
First Fall to Winter (all students)



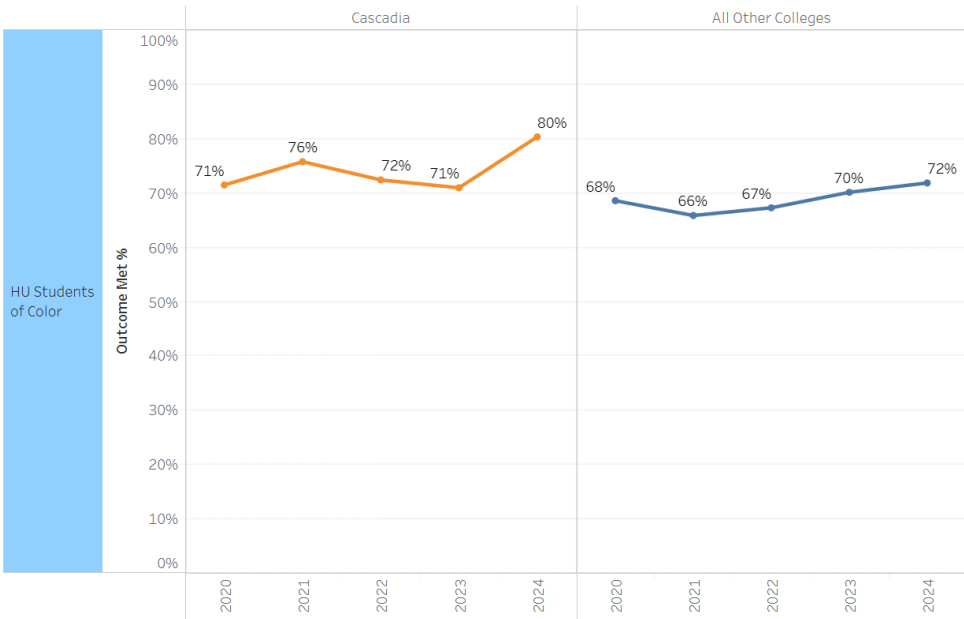
First fall to winter (HUSOC)



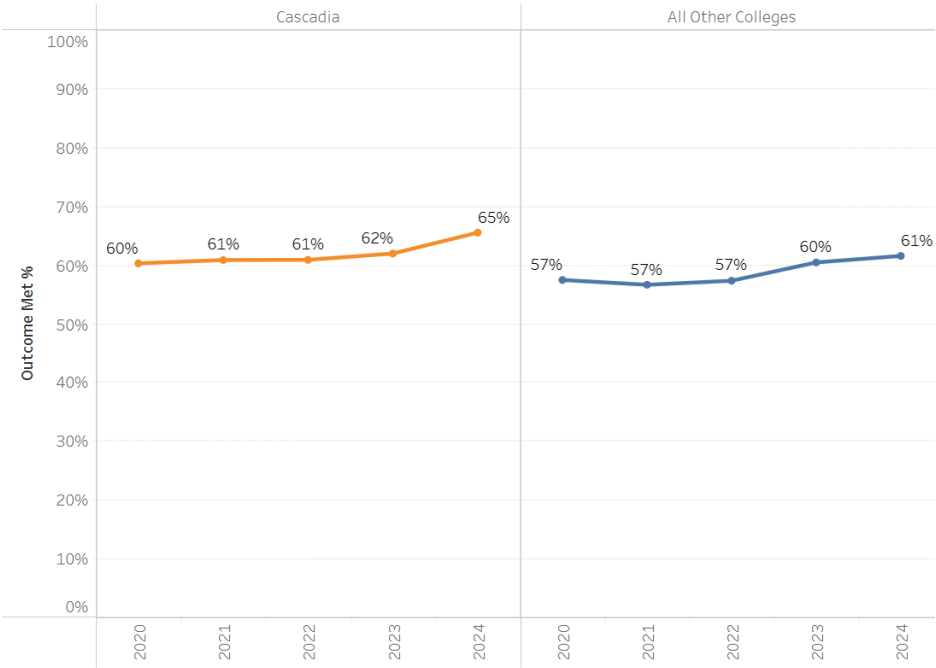
First fall to spring (all students)



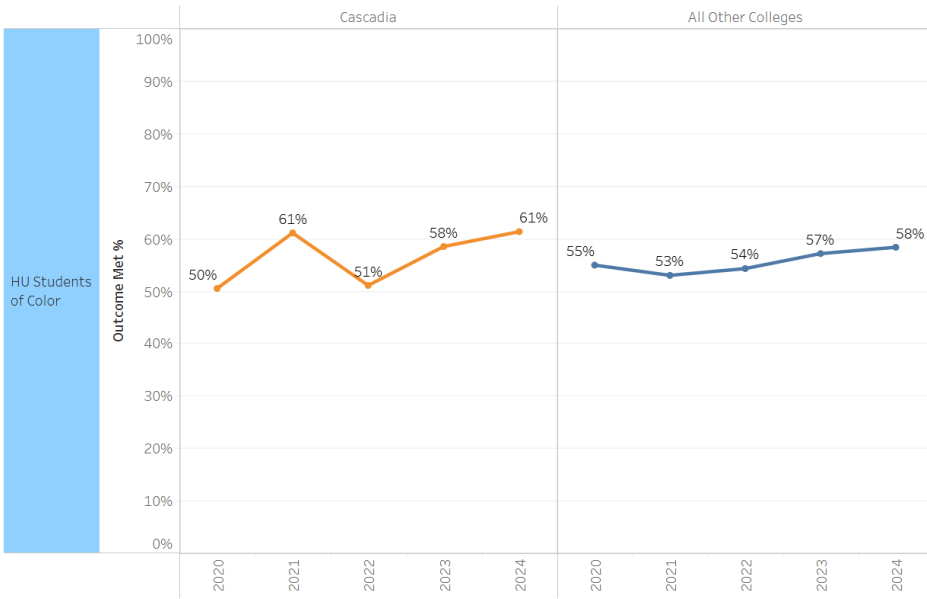
First fall to spring (HUSOC)



First fall to second fall (all students)



First fall to second fall (HUSOC)



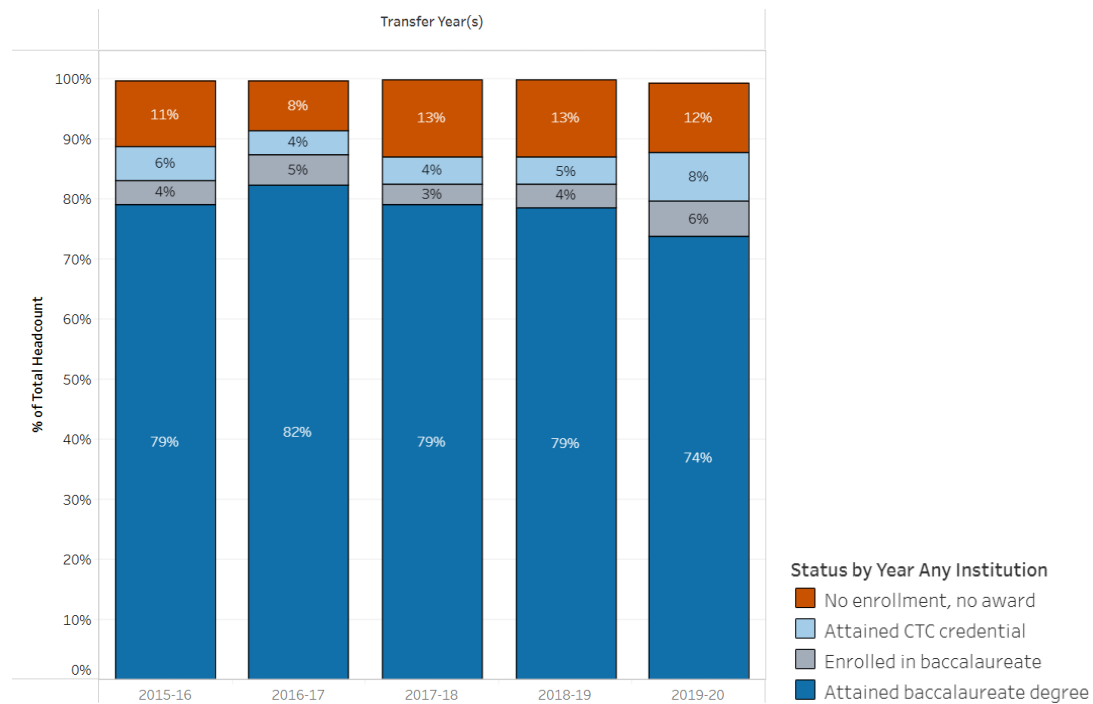
Source: SBCTC First-time entering cohorts dashboard (all students)

Equity: Equity Points and Progression

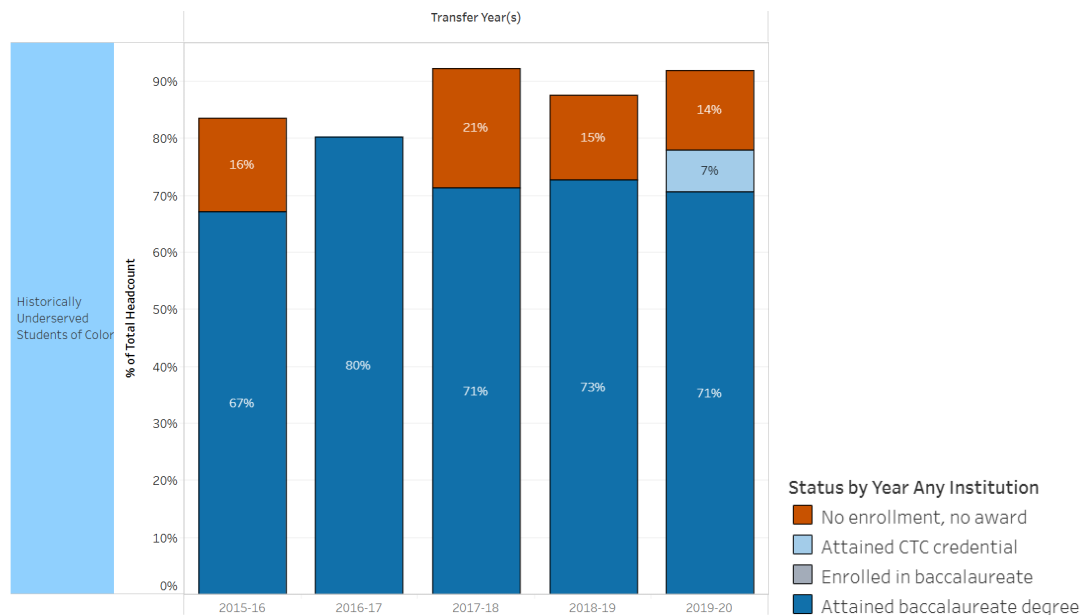
This SBCTC Student Achievement Initiative metric is not yet defined.

Superior Education: 6-Year Bachelor's Completion

Cascadia (all students) 6-year completion rate

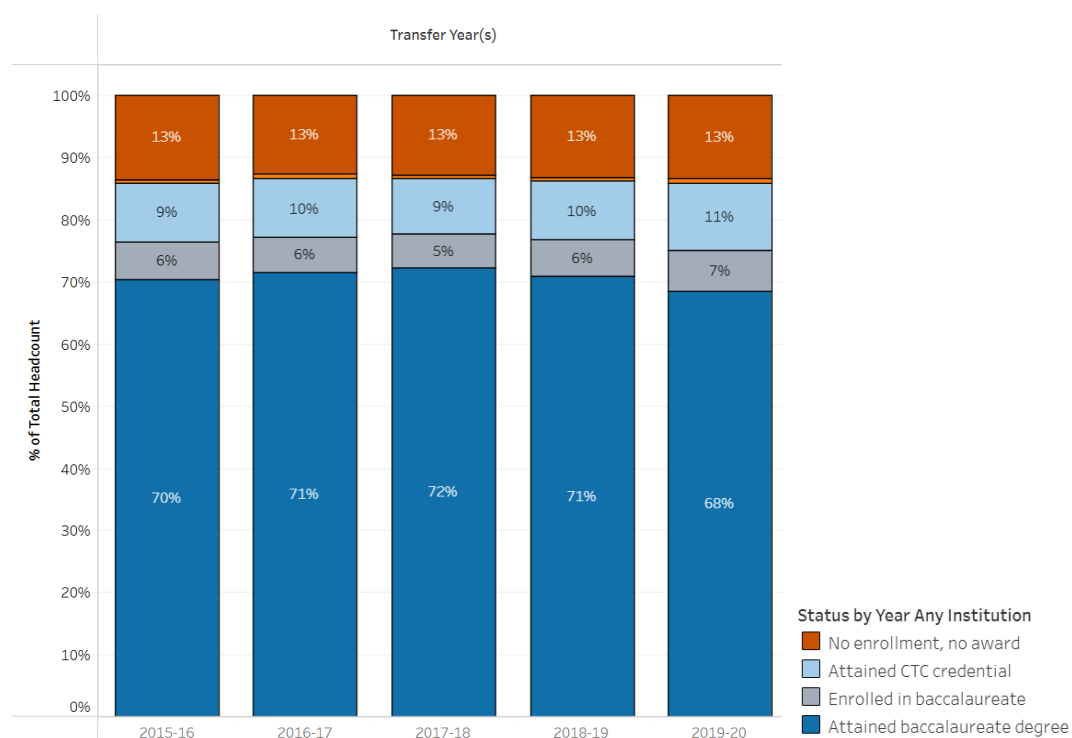


Cascadia (HUSOC) 6-year completion rate



Note: student counts less than 10 are suppressed.

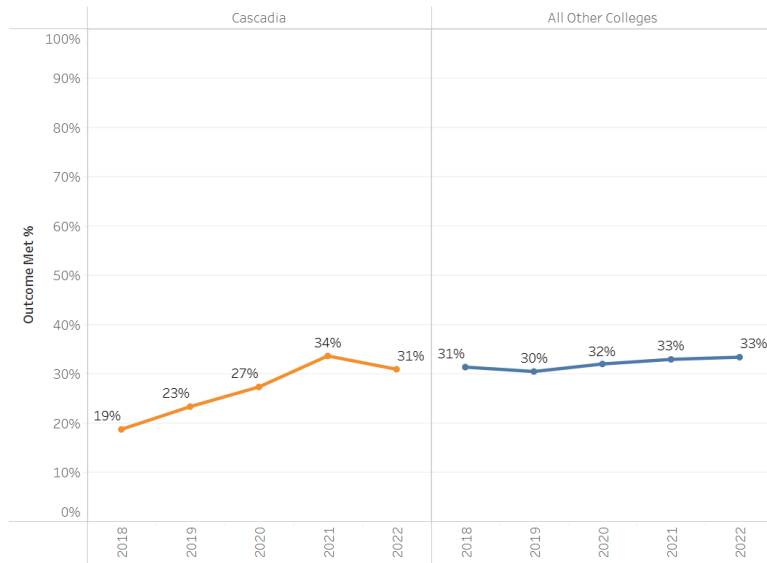
Compare to all CTCs 6-year completion rate



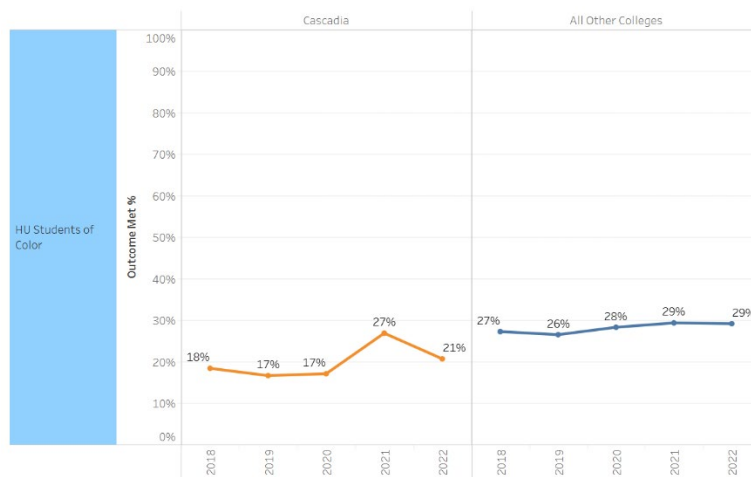
Source: SBCTC transfer dashboard (all students, summer/fall transfer term)

Superior Education: Associate's Completion

Degree completion by year 3 (all students, summer/fall start)



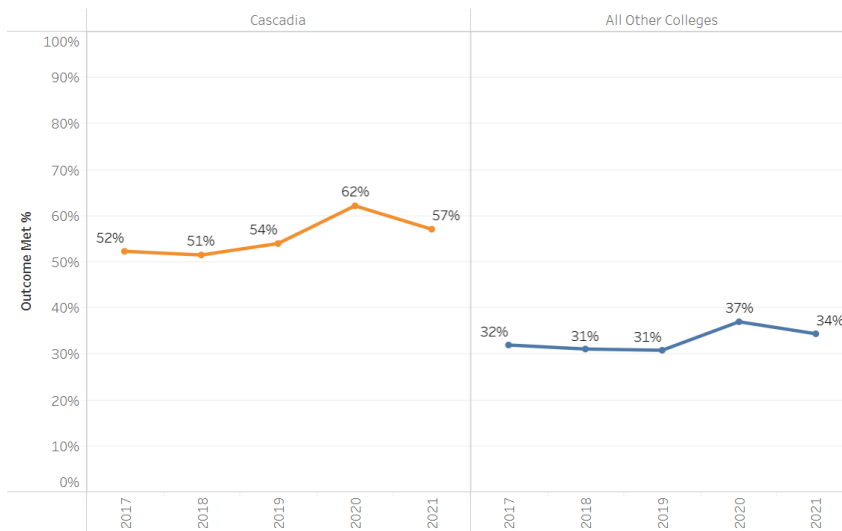
Completion by year 3, HUSOC



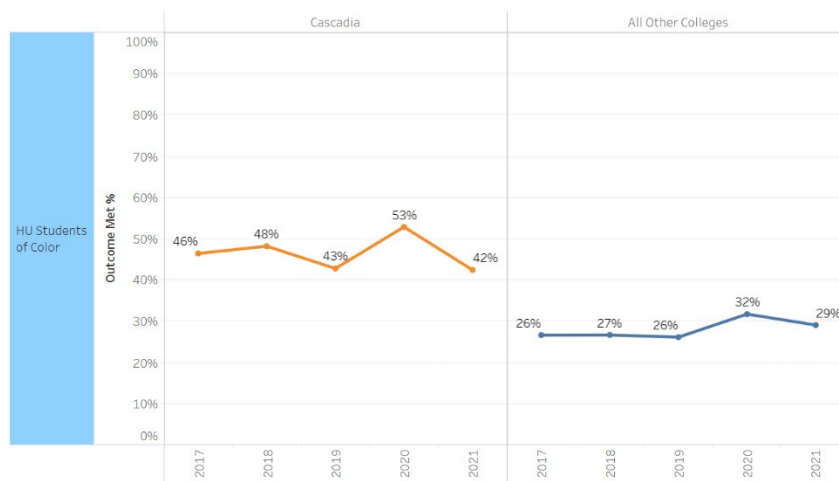
Source: SBCTC First-time entering cohorts dashboard

Superior Education: Transfer to University

Transfer by year 4 (all students, summer/fall start)



Transfer by year 4 (HUSOC)



Source: SBCTC First-time entering cohorts dashboard

Superior Education: Learning Outcome Assessments

This will be completed by faculty and the assessment committee.

Cascadia College Board of Trustees
Discussion Item 6.E

Subject: Board Self-Assessment

Justification:

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

Background:

Based on discussion earlier in this meeting, the Board must adopt their revised instrument for self-assessment. This annual assessment will be conducted in Summer 2027.

Recommendation, if opting to approve:

"I move to approve the Trustee Self-Assessment Instrument as discussed and modified in this meeting."

Action:

Trustee makes motion: _____

Trustee seconds motion: _____

Vote:

	Yes	No	Abstain
Hussein			
Lee			
Qadri			
Quint			
Ponto			

Cascadia Community College Federation of Teachers Local 6191, AFT



***Report to the Board of Trustees
Cascadia Community College
Meeting Date: October 2026***

v Enrollment Numbers

As of this writing, it looks like enrollment numbers are a little lower at this point in the quarter than hoped and forecast. (At this moment, we're up 2.3%, so at least we're trending positive.) CCCFT members look forward to working collaboratively with Administration so as to mitigate any negative effects—especially to our students—of this slightly lower-than-expected increase.

v Vote!

This being the last BOT meeting before the November elections, CCCFT members urge all those eligible to exercise their right to vote. CCCFT members, in conjunction with efforts by AFT and AFT-Washington have been participating in a number of initiatives and activities to help ensure that all eligible voters can have their voices heard in this fall's elections.

Report to the Board of Trustees

October 2026

Events & Advocacy Board

Cascadia College

By Jina Park, Advocacy Chair

Recent Events:

- Ice Cream Social – September 30th from 1:00-4:00pm at CC3 Patio
 - o Around 300 students
 - o Students got to make new friends and got to know EAB along with free ice cream, popcorn, crafts, and prizes.
- Involvement Fair – October 6th & 7th from 12:30-2:30pm at Mobius Hall
 - o Tues, October 6th: 229 students
 - o Wed, October 7th: 199 students
 - o Students got the opportunity to learn with clubs, campus resources, and jobs on campus.

Upcoming Events:

- Sweater Weather Social – October 14th from 2:00-5:00pm at the CC1-1st Floor Vista
 - o Pumpkin painting, carving, and fun drinks.
- Voter Ed. Week – October 19th & 22nd from 12:30-3:30pm at CC1-LLL and October 20th from 3:30-4:30
 - o Encourage and educate students on voting (who is running, what is midterms, how to vote, what's on the ballot, how does one affect the other, etc.)
- Spooktacular – October 29th from 4:00-7:00pm at the ARC Overlook and North Creek Event Center
 - o Food, face painting, and fun!
 - o One of the bigger and more popular events of the year; in collab with UWB

Advocacy:

- Bus route 372, belonging and accessibility for non-traditional students, CIE/teacher evaluations and how it affects students/the outcome of CIEs, parking rates, bus safety, and parking cameras

Photo of EAB:



Left to right: Elise, Jiya, Diti, Jina, Daniel, Niiya, Ashley