



CASCADIA COLLEGE BOARD OF TRUSTEES

Wednesday, February 18, 2026



February 11, 2026

Dear Trustees and Community Members:

We continue...

We continue to teach classes with another double-digit enrollment increase this winter.
We continue to support students with services that are readily available.
We continue to develop relationships with legislators and be present in Olympia to lobby for our needs.
We continue to professionally develop with a successful January Faculty Institute and staff workshops.
We continue to meet with donors and raise money for the college.

We continue...

See you soon.

Dr. Eric Murray

Since our last meeting, these have been some of my activities.

On-Campus & UWB:

- Coffees with new employees & faculty (7 gatherings; 14 employees)
- EAB Chair
- College Advisory Council
- BOT Finance Sub-Committee

Community & State:

- City of Redmond State of the College
- WACTC Meetings (x5)
- Legislative visits (x5)
- CC5 Meetings with State Board (x3)
- Bothell City Manager Kyle Stannert
- Kirkland Chamber monthly luncheon
- Bothell-Kenmore Chamber "State of Chamber" Breakfast
- Toured two new LWSD Board Members around campus

From the Vice President for Administrative Services, Sean Poellnitz

FACILITIES

- The AV system in Mobius Hall, including the projector, microphones, and system controls, was replaced and upgraded during the month of January. This upgrade included the installation of additional monitors and a dedicated computer to support a standardized closed-captioning solution for all events. This project was completed in collaboration with the ITS department.
- New furniture was installed in the vending and Student Vista area, creating an enhanced lounge space for students.

FINANCE

- Completed preparation and submittal of required year-end tax forms, including 1098-T forms for students and 1099 forms for vendors. Both were completed successfully by their respective due dates.
- Compiled and uploaded audit preparation documents into the vendor portal for review. In February, the team will meet with auditors and begin formal review.
- Attended training in preparation for the upcoming IPEDS reporting cycle. The IPEDS portal is now open for updates, and the report is due April 1.

HUMAN RESOURCES, COMPLIANCE & PAYROLL

- Continued execution of benefits administration and payroll readiness activities, including associate faculty benefit enrollment and preparation for upcoming payroll cycles.
- Advanced workforce recruitment efforts, with multiple active vacancies posted and applicant pools being reviewed and routed through hiring processes.
- Maintained compliance and risk management reporting, including required OSHA documentation and mandated training follow-up for employees.
- Continued employee support operations, including monitoring active leave cases and processing required external payments and regulatory submissions.

INFORMATION TECHNOLOGY SERVICES

- For the first time since launching the laptop loan service for students, IT Services established a waitlist due to demand exceeding available inventory. Currently, over 200 laptops are loaned out to Cascadia students.
- IT Services continues a major initiative to transition employees from local data center storage to OneDrive. Four informational sessions were held to communicate the migration timeline and process and address questions. Beginning in February, the team will provide individualized support to assist employees with file migration. The transition is expected to be completed by mid-May.

Faculty Searches are Underway

Five search committees have been formed to hire 8 new full time faculty for next year; Math (2), Accounting/Business (1), Earth/Environmental Science (2), Chemistry (2) and Communications (1). The Math and Accounting searches should conclude first just ahead of spring break. These new faculty positions are expected to start in Fall 2026

College in the High School

Cascadia's dual credit program that allows area high school students to earn college credit at their high school campus, has completed enrollment for the winter quarter. There are currently 19 teachers participating at six local high schools. Enrollment was consistent with last year's level at 391 FTE. The CIHS program is presently conducting a self-study ahead of next year's intent to apply for national accreditation.

Crow Roosting in Redmond

Cascadia hosted a two-part event on Friday, January 16th. The event began with a bird watching session at the new Redmond crow roost location off of Willows Road, watching the crows that were formerly roosting every night on campus. Then, we gathered community guests for a presentation by UWB professor Dr. Doug Wacker to speak on his research on local crow roosting and behavior. We partnered with the Cascadia Foundation to raise funds for his research and sustainability on campus, and the Together Center graciously hosted us in their large meeting hall space, and the community really came out, with over 100 attendees!

Guaranteed Transfer Admission with Western Washington University

Our students can now take advantage of the Guaranteed Transfer Admission agreement that includes \$0 application fee, early transfer support, and a secure spot in the entry quarter.

<https://admissions.wvu.edu/transfer/guaranteed-admissions>

Program and Schedule Planning for 2026-2027

Division chairs and Deans began the planning classes for AY2027. This includes more opportunities for working students who want to take STEM classes. Student Learning will also offer integrated and applied learning offerings through CUREs (Classroom-based Undergraduate Research Experiences) and learning communities such as "This Machine Kills Fascists: The Sound (and Fury) of American History" (ENGL&101 + HIST&148), "Rhetoric in Action" (CMST&220 + ENGL&102), and "Make Change, Change Shape" (ENGL 102 + HUM 150).

The New Initiative!

The Office of Inclusion, Advocacy, and Community is working on our 'Next Big Idea!' We plan to develop and host a **conference** that will focus on next steps for inclusion efforts, for example, equity in AI, health care, and accessibility. This conference will be open to our business and educational communities as a yearly event.

We will also start a **podcast** which will cover and review new ideas, concepts, and initiatives that revolve around inclusion. We will invite a variety of hosts / facilitators to bring in their expertise as we discuss various topics. We will also use the podcast to promote the conference as a capstone event. Many thanks to the folks who have agreed to be a part of the planning committee and will help us develop and launch these new initiatives:

- David Shapiro
- David Ortiz
- Tasha Walston
- Stephan Classen
- Kelly Leahy
- Chantal Carrancho
- Bryan Fauth

We are very excited for the next iteration in IAC and to work with such a wonderful team.

Title IX Office Joins IAC

We were excited to welcome Jasmin Means (Assistant Director of Title IX) and Title IX office for both faculty and students to the Office of Inclusion, Advocacy, and Inclusion. In February, Jasmin will offer the **Know Your IX: Lunch and Learn on February 17, 2026 at 12pm via Zoom**. Keep an eye out for the invite.

We are excited to have the Title IX Office join our division and we look forward to our continued efforts to support our campus community.

MARKETING & COMMUNICATIONS

UPDATE

The MarCom team is actively advancing our website accessibility remediation project while also supporting a high volume of design requests from across campus (including new signage, print materials, email drip campaign imagery, web updates, and email signature templates), and keeping our social media channels active and engaging. In January, we saw an 89.3% increase in video views and more than a 50% increase in impressions and engagements across our platforms (Instagram, Facebook, and TikTok). We are excited to continue collaborating with departments across campus and look forward to sharing a comprehensive Marketing and Communication strategy in the coming months. Thank you for your patience as we work toward becoming fully staffed.

FOUNDATION

SPRING SCHOLARSHIP CYCLE

Reminder – our Spring scholarship application window will run through Friday, March 6. Applicants will be notified of the result of their application by Friday, March 27 and funds will be available for the 2026-27 academic year.

Please encourage students to apply: [Application details](#).

Learn more about our scholarships: [Foundation Scholarship details](#).

Interested in volunteering to serve on our Scholarship Application Review Committee? We'd love your support! Please reach out to mcollins@cascadia.edu for details.

PAY IT FORWARD – WE NEED YOUR HELP FILLING MOBIUS HALL!



The poster features a group of diverse students in graduation caps and gowns. On the left, a blue vertical banner reads "You're Invited!". The main text includes "CASCADIA COLLEGE FOUNDATION" at the top, "Supporting Access to Education for All" in a green box, and "PAY IT Forward ANNUAL FUNDRAISING EVENT" in large letters. The date "Feb 25, 2026" is at the bottom. A green box on the right provides the time "4-5:30pm" and location "Mobius Hall, Cascadia College". A blue box at the bottom right says "Register Now" with the URL "Cascadia.edu/Foundation".

Cascadia staff, faculty, students and community:

Join us for our annual Pay it Forward Fundraising event on Wednesday, February 25, 2026!

Experience the stories, impact, and opportunities created when we invest in Cascadia students.

 **Date:** Wednesday, February 25, 2026

 **Time:** 4:00 PM – 5:30 PM

 **Location:** Mobius Hall, Cascadia College

Presented by the Cascadia College Foundation

All are welcome!

>> [Event Details / Registration](#) <<

Bring a friend to celebrate and enjoy:

- Inspiring student stories
- The impact education has on our community
- Campus updates from Cascadia College President, Eric Murray
- Complimentary beverages and appetizers
- And joining together to raise funds to support access to education for all!

From the Vice President for Student Success, Erin Blakeney

Activities & Recreation Center

- The Fitness Center has recorded 5,638 total check-ins (1079 Cascadia) for the Winter Quarter. (42% increase)
- ARC Programs hosted the Inaugural ARC Triathlon, allowing participants to choose a distance and complete it within one month. There were 21 participants including, UWB Chancellor, Kristin Esterberg (Ironman Distance).
- Outdoor Wellness took 31 (11 Cascadia) students skiing and snowboarding at Snoqualmie Summit.

Enrollment Management

- Enrollment Services officially transitioned to Parchment as our vendor for official transcript requests. Great job to the Enrollment Services team for quickly learning the new system.
- The Outreach and Admissions team connected with our local communities through events in January.
 - Met with 15 prospective students during a visit to Kenmore Library and 34 prospective students from two high school visits - Scriber Lake High and Sultan High School.
 - Hosted an online Running Start Information Session for 36 attendees and 5 attendees for on-campus tours.

International Programs

- Advising: The team continues to stay up to date on F-1 student visa policies, integrating changes into advising practices and proactively supporting international student retention. The team also hosted 45 U.S. and Canadian universities at the Greater Seattle International Transfer Fair on January 27 in Mobius Hall.
- Marketing & Recruitment: The Assistant Director for Marketing is conducting recruitment travel in Lithuania, Serbia, Jordan, and Kyrgyzstan. These include our first-time recruitment visits to Serbia and Jordan, expanding into new markets. We are also refining strategies for scholarship structures and student engagement.
- Study Abroad: Two students are confirmed for Spring 2026 study abroad in Berlin. Faculty Teach Abroad applications are open for Spring 2027 in Florence, Italy, and Fall 2027 in Lisbon, Portugal.

Student Accessibility Services (SAS) & CARE Team

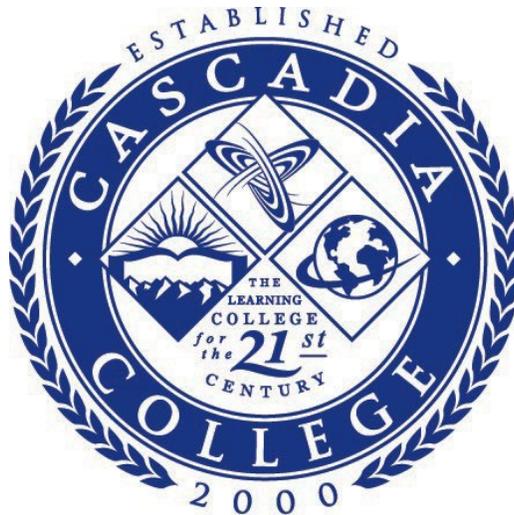
- SAS presented at Lake Washington School District's (LWSD) Transition Fair for Special Education Teachers. This was a great opportunity to connect with teachers about how students can apply for accommodations, how college accommodations may differ, and other topics. This was the first year LWSD held this event and we are hopeful that this creates more collaboration between SAS and LWSD.
- SAS has had 142 students activate their accommodations through the first 5 weeks of the quarter. In 2024-25 we had 115 students activate their accommodations through Week 5 of the winter quarter. This is a 24% increase.

Student Advising & Success Services

- Advisors attended 11 COLL 101 classes to support students in developing individualized education plans to complete associate degrees, meet transfer admission requirements, and satisfy high school graduation requirements for Running Start students. This effort is part of the goal to ensure that all degree students have an education plan that supports their end goal by 30 credits.
- Academic Advisors participated in UW Bothell Transfer Advisor Workshops to stay informed on transfer processes and updates to UWB transfer programs.
- The Career and Transfer Advisor facilitated a Transfer 101 workshop to help students understand the steps for successfully transferring to a four-year institution and coordinated the Winter Transfer Fair, hosting 15 colleges and universities from across Washington State, including Arizona State University.
- Advisors provided direct advising support to 555 students through appointments and drop-in advising sessions.

Student Financial Services (SFS)

- Aid Year Rollover: Began the 2026–2027 Aid Year Rollover in ctcLink. Aid processing will begin in the coming months as we await final federal guidance on loan changes and the new Workforce Pell program.
- Federal Student Aid Conference: The in-person conference has returned for the first time since 2020. Our Director was selected through a national lottery and will attend March 4–6 to receive the latest federal updates and compliance guidance.



Board of Trustees Meeting Agenda

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

**Regular Meeting
Wednesday, February 18, 2026
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, February 18, 2026
4:00 p.m.**

AGENDA

1. PUBLIC MEETING CALL TO ORDER

2. CONSENT AGENDA

A) Meeting Agenda

B) Minutes from last meeting – January 21, 2026

3. PUBLIC COMMENTS

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

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

4. NEW EMPLOYEES/PROMOTIONS

Introduction of New Employees/Promotions

5. INFORMATION ITEMS

A) President's Work Plan

B) Accreditation Standard 2 Report

6. DISCUSSION & PRESENTATION ITEMS

- A) Mission Fulfillment Moment: Assessment and Program Review (Part 1) (KY)
- B) 10th Day Enrollment Report (EB/MH)
- C) Monthly Finance Report (SP)

7. ACTION ITEMS

NONE

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 regularly scheduled Board meeting is Wednesday, March 18, 2026.

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 – January 21, 2026

Cascadia College, 18345 Campus Way NE, Bothell, WA 98011, Tjossem Boardroom CC2-260
4:00pm

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, Sean Poellnitz, Brittany Caldwell, 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. Meghan Quint officially called the regular meeting of the Cascadia College Board of Trustees to order at 4:03pm.

She welcomed attendees and noted that the board would enter an executive session to discuss confidential matters.

2. Executive Session

At 4:04 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.

Chair Quint welcomed Brittany Caldwell in her new role as Associate Vice President of Advancement.

4. Consent Agenda

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

MOTION: Vice Chair Lee

SECOND: Trustee Qadri

OUTCOME: Approved unanimously

5. Public Comments

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

6. New Employees / Promotions

VP Erin Blakeney introduced:

- **Özge Demirci-Richardson**, Assistant Registrar of Enrollment Services:

Özge Demirci-Richardson (she/her) joins our team with more than six years of experience in Washington community college admissions, enrollment operations, and program management. She holds an M.A. in Cultural Studies from the University of Washington Bothell and is deeply committed to developing and refining processes that are equitable and accessible for all students.

In her role as Assistant Registrar of Enrollment Services, Özge will oversee Enrollment Services' customer service operations and lead key enrollment processes at the Kodiak Corner front counter.

Outside of work, Özge enjoys spending time outdoors, doing pottery, and gardening. Dr. Sofia Marshak, Full-time Faculty, College and Career Foundations

The Board welcomed Ozge and expressed appreciation for her commitment to student success.

7. Information Item

A. Faculty Sabbaticals

In academic year 2024-25, seven sabbaticals were offered to faculty. **Erik Tinglestad** provided detailed background on how faculty are chosen for sabbaticals.

Three faculty have submitted written reports which were included in the packet:

- **Erica Almeda** (College and Career Foundations)
- **Azzizeh Farajallah** (Chemistry)
- **Tasha Walston** (English)

Three faculty utilized the TLA studio to create a verbal record (podcast) of their experience.

- **Jessica Ketcham** (English)
 - **Kathy Brown** (Art)
 - **Erin Richards** (Political Science)
-

8. Discussion & Presentation Items

A. Staff Sabbaticals

In academic year 2024-25, one sabbatical was offered to staff. **Dr. Murray** provided details of the eligibility for staff to qualify for sabbatical, and introduced last year's recipient, **Yukari Zednick**, Director of International Programs.

Yukari expressed thankfulness to the ETeam and Trustees for allowing her to go on her 2-month sabbatical. She walked us through the Summer 2025 Sabbatical Project slide deck "Organizing Institutional Knowledge for International Recruitment":

- Where was the marketing knowledge stored?
- Action Plan for Centralization
- Next Steps & Long-Term Goals

B. Accreditation Standard 2

The college's 7-year accreditation cycle requires the submission of the Year 6 Standard 2 report in March 2026. This item offers the Board a chance for review.

The Northwest Commission on Colleges and Universities (NWCCU) is the college's accrediting body. The 7-year accreditation cycle (2020-2027) includes a Year 6 report on Standard 2 (**Governance, Resources, and Community**). This report is due March 2026.

In March 2027, the Year 7 report on Standard 1 (**Student Success and Institutional Mission & Effectiveness**) is due.

The Board is asked to read the draft report attached as an addendum in preparation for its submission.

Shannon Bath discussed Standard 2, second draft presented to you for your feedback. With all the feedback we hope to have a 3rd and final draft for the February meeting. January 30th is the deadline to receive feedback.

9. Action Items

A. President's Contract

The Board conducted a review of the President's performance on December 3 and January 7. That review was delivered in executive session on January 21 and the Board finds the President to be in good standing. The contract addendum is in the packet.

Chair Quint on behalf of The Board recommends the following:

"Finding the President in good standing based on our review from December 3 through January 7, the Board moves to approve the 2026 Addendum to the President's Contract as presented in the Board Materials."

Action:

MOTION: Trustee Hussein

SECOND: Trustee Ponto

OUTCOME: Approved unanimously

Dr. Murray thanked the Board and commented that we have one of the best Boards in the state.

10. Other Reports

A. Cascadia Events & Advocacy Board (EAB)

Muskaan Grewal referred to her report in the board packet and shared information on advocacy the EAB is sponsoring and planning:

Advocacy:

- Recruiting students for S&A budget planning
- Collecting and handing out reusable water bottles to encourage students to use in lieu of plastic bottles
- Heading to Olympia next week with Dr. Murray to attend Legislative meetings

B. Cascadia Community College Federation of Teachers (CCCFT)

Dr. Dave Shapiro read allowed his report in the packet. He was gratified that Dr. Murray responded to this in the Friday letter, publicly and graciously. Thank you, Eric, for what you said. I see you as a colleague and a friend, as well.

C. Cascadia Classified Union (WPEA)

Ryan Higgins was not present; no report submitted.

D. Reports from Board Chair and Trustees

- There were no reports

E. President's Report – Dr. Eric Murray

- School board notes will be available tomorrow
- I will be in Olympia 3 days next week, and Muskaan will join me next Thursday.

- We'll start budget writing soon.

11. Other Business or Announcements

There was no other business

12. Next Meeting – Public Meeting

Date: February 18, 2026, 4:00pm

Meeting Adjournment

Chair Quint adjourned the meeting at 4:58

Approval of Minutes

Approved and Adopted on: February 18, 2026

Meghan Quint, Board Chair

Attest:

Dr. Eric Murray, President

Addendum A

Board of Trustees Meeting Attendance

Eric Murray, President	X
Meghan Quint	X
Alex Lee	X
Colleen Ponto	X
Shahryar Quadri	X
Rania Hussein	X
Ellen Evans, AAG	X
Erin Blakeney	X
Sean Poellnitz	X
Brittany Caldwell	X
Muskaan Grewal	X
Dave Shapiro	X
Susan Thomas	X
Thais Lima	X
Özge Demirci-Richardson	X
Shannon Bath	X
Kristina Young	X
Erik Tingelstad	X
Jenny Piper	X
Teya Viola	X
Shawna Pitts	X
Michael Horn	X
Ana Nina	X
Yukari Zednick	X

Becky Riopel	X
Jacynth Nurse	X
Tonio Shimono	X
Laura Heddal	X

DRAFT

Cascadia College Board of Trustees
Information Item 5.A

Subject: President's Work Plan

Justification:

The Trustees have the responsibility of holding the President accountable to yearly goals and outcomes.

Background:

Each year in December-January, the Trustees review the performance of the President and review yearly goals. In February, the President presents the agreed upon goals, or "work plan", in final form to the Trustees. That documents follows.

Cascadia College President's 2026 Work Plan

SECTION 1: Academic Success

Demonstrate continued and/or improved success of the college's academic mission.

- Support Strategic Plan initiatives, data collection, and reporting in light of Year 6 (March 2026) & Year 7 (March 2027) accreditation reporting on Standards 1 & 2.
- Assure tenure process is well-managed.
- Hire and onboard the new VP of Student Learning
- Based on the President's encouragement, college leadership will provide specific updates to the Board during the year:
 - Immigration Protocols and Campus Implications
 - New Strategic Directions for Marketing & Communications
 - Outreach strategies to parents of potential students (e.g., within faith-based, athletics, activities, Parks-and-Rec, business communities)
 - Items from the Strategic Plan that highlight the college's work

SECTION 2: Strategy and Vision

Move the college forward in its operational success.

- Assure stable budget writing and approval process with appropriate conservatism.
- Continue to manage joint UWB projects and attempt to bring UWB into a process of ***Joint Campus Strategic Planning for Faculty/Instructional Connections***.
- Evaluate feedback from 25-26 faculty meetings to determine potential new strategic initiatives for 26-27 and beyond.

SECTION 3: External Engagement

Create and maintain relationships with external constituents.

- Engage yearly with the School Districts, including:
 - Enhanced monthly Board reports targeting audience
 - The Northshore School District enrollment-visioning planning
 - The Lake Washington School District principals' initiatives
 - Reconnecting with Cedarcrest (Riverview) principal on dual credit

- Develop a Marketing & Communications strategy based off the Fall 2025 consultant report and new leadership model.
- Engage with legislators to lobby for Cascadia’s continued legislative support and reasonable policy expectations, especially focused on advocating for CC5.
- Present the *State of the College* address to local city councils and school boards.
- Aid the Foundation in the execution of their Strategic Plan

SECTION 4: Management / Internal Relationships

Evaluate feedback from campus and/or community entities on effectiveness of communications, morale, Human Resources, maintenance, and the guidance leadership team.

- Facilitate success of the Executive Team completing their goals.
- Maintain President’s timely/effective response to Trustees.
- Continue to update and maintain a governance system effective for employee communication and cohesion.

Cascadia College Board of Trustees

Discussion Item 5.B

Subject: Accreditation Standard 2

Justification:

The college's 7-year accreditation cycle requires the submission of the Year 6 Standard 2 report in March 2026. This item offers the Board a chance for review.

Background:

The Northwest Commission on Colleges and Universities (NWCCU) is the college's accrediting body. The 7-year accreditation cycle (2020-2027) includes a Year 6 report on Standard 2 (**Governance, Resources, and Community**). This report is due March 2026.

In March 2027, the Year 7 report on Standard 1 (**Student Success and Institutional Mission & Effectiveness**) is due.

This report is attached along with the Board Packet emailed on February 17, 2026.

Cascadia College Board of Trustees

Discussion Item 6.A

Subject: Mission Fulfillment: Assessment & Program Review (Part 1)

Justification:

This item helps provide Trustees with information about how the college has responded to NWCCU recommendations.

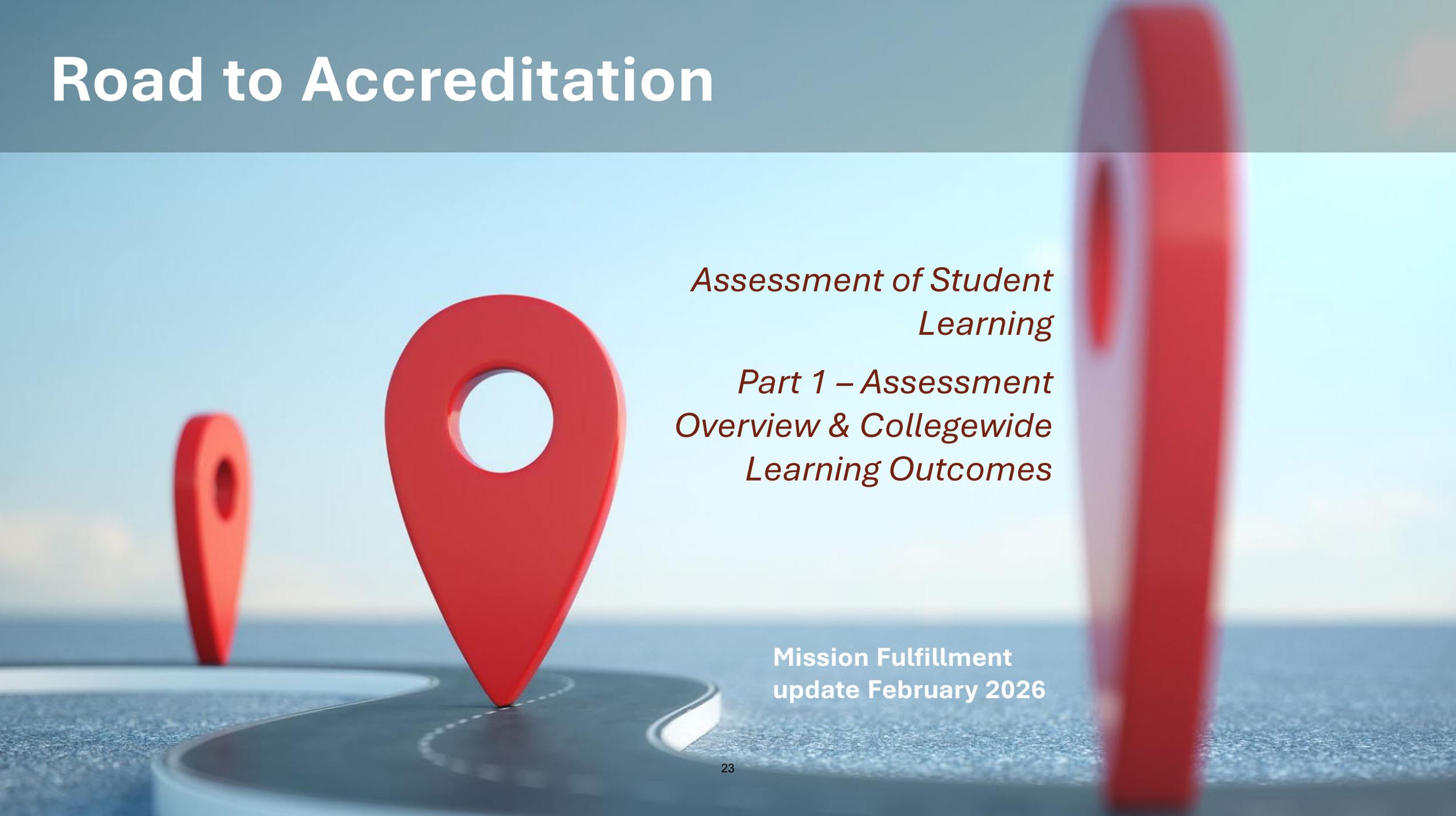
Background:

One of the college's three recommendations at the NWCCU mid-cycle review was to develop an effective system of assessment and program review (see **below**). This agenda item overviews how we accomplished this.

For reference, these are the three recommendations by NWCCU.

- **Improving Institutional Effectiveness**
 - 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**
 - 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**
 - 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)

Road to Accreditation



*Assessment of Student
Learning*

*Part 1 – Assessment
Overview & Collegewide
Learning Outcomes*

**Mission Fulfillment
update February 2026**

Accreditation 2020 -- Findings



Use an ongoing and systematic evaluation and planning process to inform decision making and resource allocation, toward improving institutional effectiveness and achieving mission fulfillment (2020 Standard 1.B.1; 1.B.2).



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 (2020 Standard 1.C.5; 1.C.7).

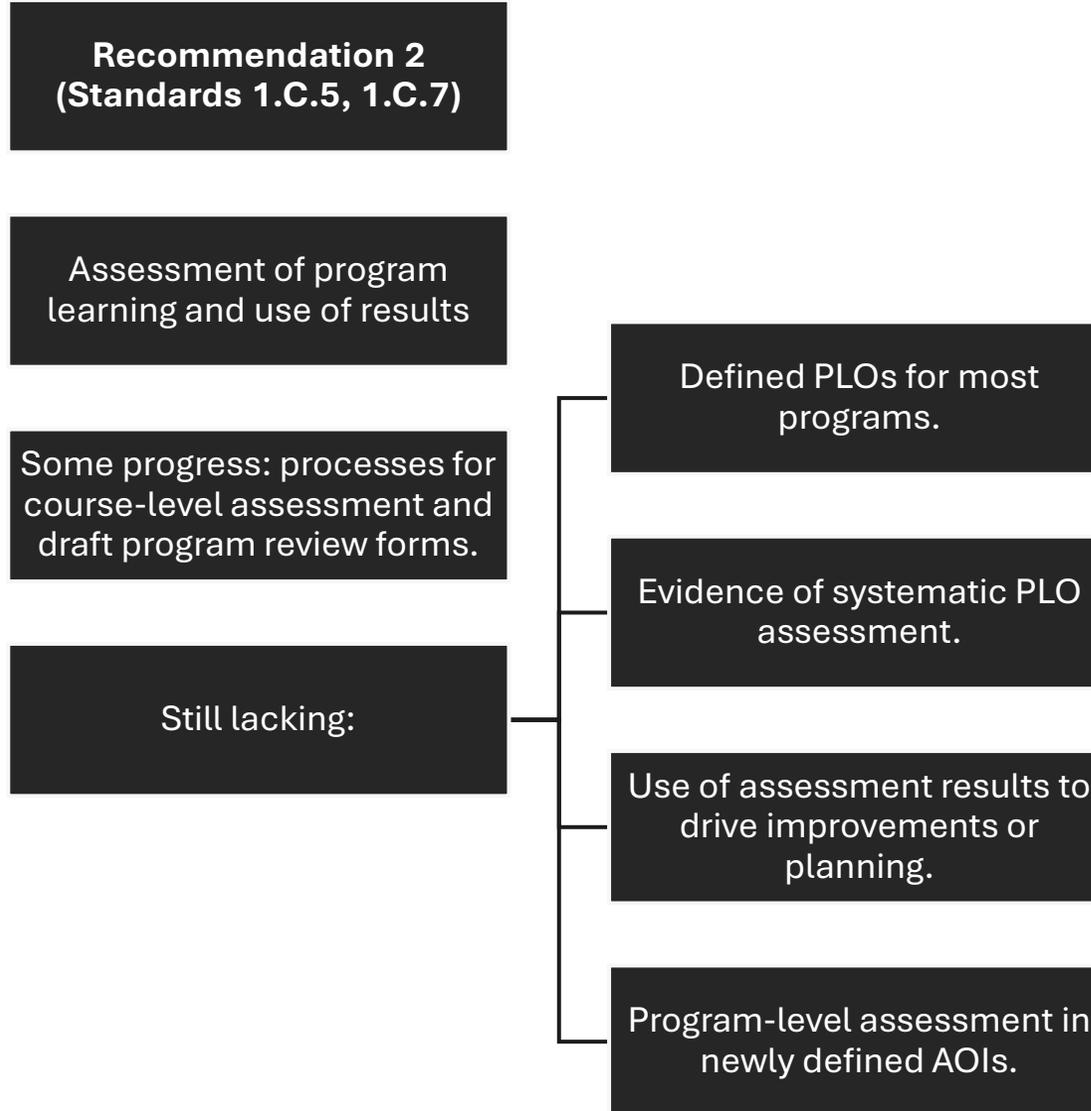


Establish and share widely a set of indicators for student achievement that are disaggregated and compared to regional and national peer institutions in a manner that identifies and removes barriers to academic excellence and success (equity gaps), and promotes student achievement (2020 Standard 1.D.2; 1.D.3).

The Challenge

- Create an assessment process that meets Cascadia's needs and values while adhering to accreditation standards.
- Example guiding questions:
 - Who meets student learning outcomes?
 - Who does not?
 - Where are students meeting student learning outcomes?
 - What indicators of success can we replicate?

Mid-Cycle



Assessment Committee

- Approach
 - Authentic
 - Representative
 - Inclusive
 - Sustainable
- Faculty disciplinary representatives & Dean for Student Learning, with support by Librarian, Director of Institutional Effectiveness, Dean for Student Learning and Success

Collegewide Student Learning Outcomes: The SLOs

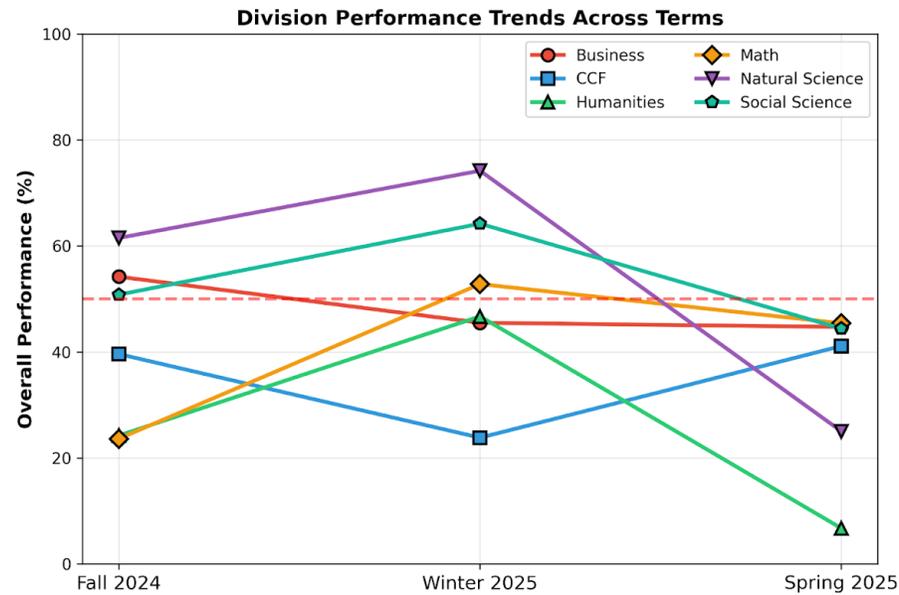
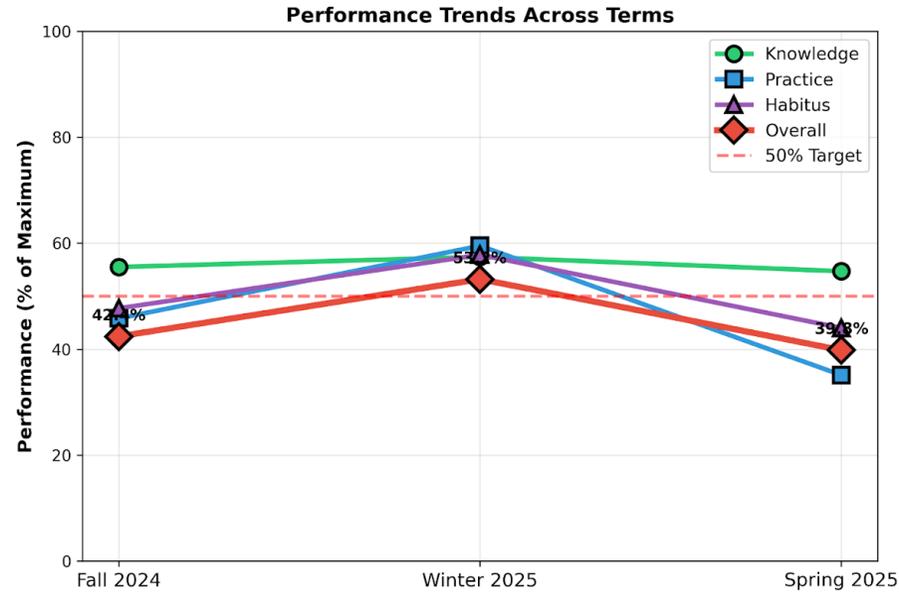
- Committee established 2020
- Process developed 2021/implemented 2022
- Outcome rubrics created 2022
- Applied SLO rubrics winter 2023 (baseline and rubric test); Fall samples only
- Focused on assessment practices and created AOI/program outcomes and process 2022-2025
- Larger comparison sample collected over 2024-2025
- Adopted Watermark 2024-2025 for rating and display
- Fall/Winter 2025-2026 rated and reviewed SLOs

Assessment – College-wide Student Learning Outcomes Framework

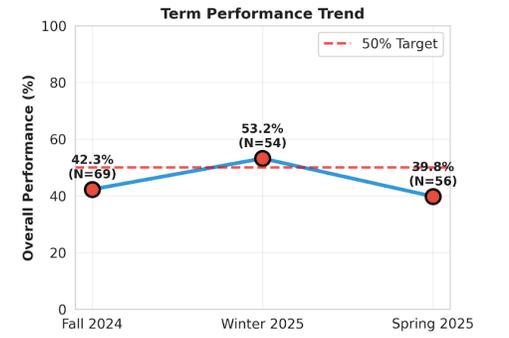
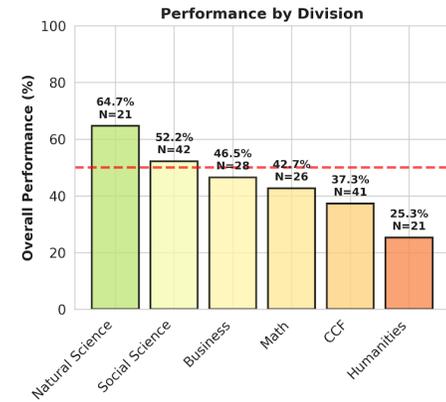
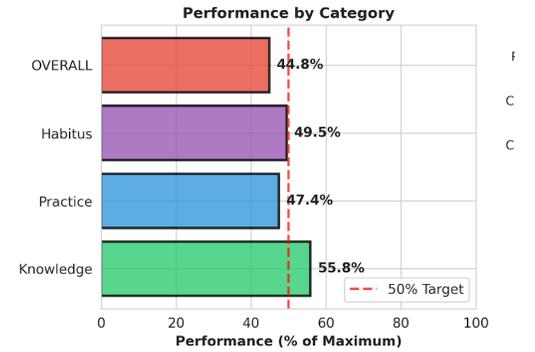
- How it works
 - Faculty developed rubrics for Learn Actively; Think Critically, Creatively & Reflectively; Communicate with Clarity and Originality; Interact in Diverse and Complex Environments
 - All faculty rate student works (called “artifacts”) from selected classes by using Watermark Assess software
 - Two readers rate each artifact
 - Results published in Student Learning Outcomes dashboards and discussed by faculty
 - Results applied to course and discipline decisions where applicable



Example results— Learn Actively



KEY METRICS	
Total Students:	176
Total Assessments:	179
Courses Analyzed:	12
OVERALL PERFORMANCE	
Learn Total Score:	44.8%
RUBRIC CATEGORIES	
Knowledge:	55.8%
Practice:	47.4%
Habitus:	49.5%
ACADEMIC YEAR	
Fall 2024 - Spring 2025	



Next Steps

- Deeper comparisons of assessment results
 - Demographics for students
 - Course choices for artifacts
 - Artifact choices
 - Rubric review
- Evaluation of process
- Application of identified adjustments
- Continuous Improvement for post accreditation based on larger recommendations

Preview of Coming Attractions and Q&A

Part 2 --March

- **Program Review**
 - What is a program?
 - Action Plans
 - Countdown to Accreditation

Q&A

Cascadia College Board of Trustees

Discussion Item 6.B

Subject: 10th Day Enrollment

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:

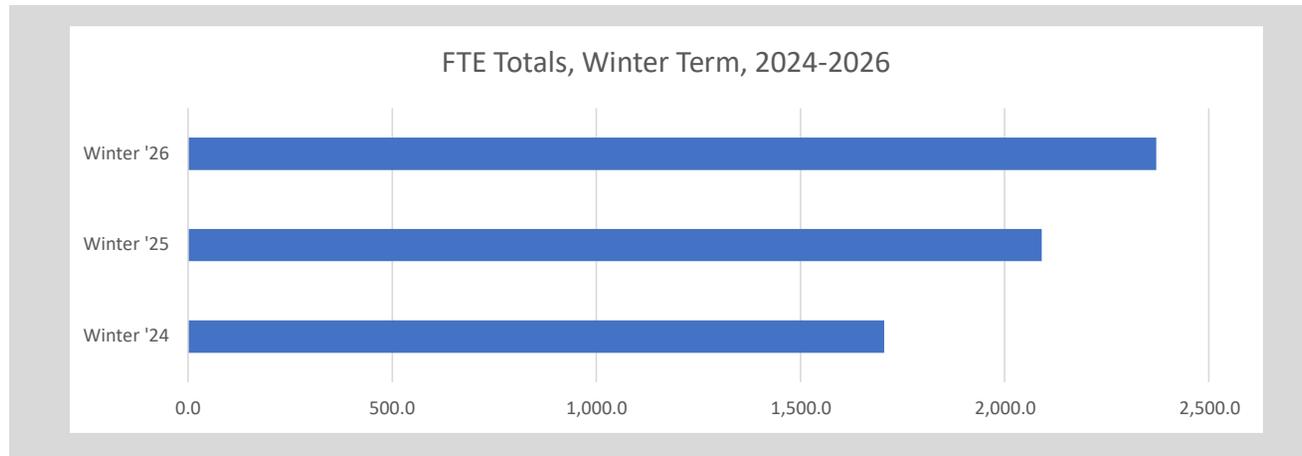
Tenth day enrollment provides a snapshot of our current position compared to previous years and provides the foundation for understanding our enrollment pattern for the academic and fiscal year. The data presented will include data drawn 1/20/26.

Erin Blakeney and Michael Horn will be available to respond to questions.

Winter 2026

Full-Time Equivalency (FTE)

Funding Source	Enrollment Kind	Winter '24	Winter '25	Winter '26
State		894.2	1,074.0	1,222.4
	Regular State Supported	750.9	880.1	1,029.1
	Basic Skills (BEA/CCF)	128.2	182.4	186.8
	Applied Science (BAS)	15.1	11.4	6.5
Contract		810.2	1,017.1	1,148.5
	Running Start ¹	649.1	820.0	1,012.1
	International (CCF, Acad, & BAS)	161.1	197.1	136.4
	Int'l (ELP/CCF) sub-tl	38.6	54.6	19.3
	Int'l Academic sub-tl	120.8	141.8	117.1
	Int'l Upper Division BAS sub-tl	1.7	0.7	0.0
Total		1,704.5	2,091.1	2,370.9



Cascadia College Board of Trustees
Discussion Item 6.C

Subject: Monthly Finance Report

Justification:

The Board has the responsibility of staying up to speed on the college's financials.

Background:

The finance report will include the following topics:

- Estimated Projections for the current fiscal year given enrollment.
- FY27 Budget Timeline

Agenda

01

Financial Tenants

02

FY Budget Methodology and Planning Assumptions

03

Budget Methodology Approach

04

Strengthening Conservative Assumptions: Our Commitment

05

CASCADIA COLLEGE FY 2025–2026 BUDGET PROJECTION

06

Net Impact Goal (Reserve Pull Estimate)

Financial Tenants

Cascadia College Mission & Values

Why We Do This Work

Our Vision

We strive to be a place where every individual is supported and engaged in lifelong learning.

Our Mission

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.

Our Values

We stand for diversity, equity, and inclusion; collaboration; access; success; innovation; environmental sustainability; global awareness; responsiveness; and creativity.

Our Student Learning Outcomes

We prepare students to:

- Think creatively, critically, and reflectively
- Learn actively
- Interact in complex and diverse environments
- Communicate with clarity and originality

FY Budget Methodology and Planning Assumptions

(Future Budget Planning Focus)



Cascadia Community: At its core, Cascadia's budget development process is grounded in our mission, values, and long-term commitment to student success.



Every financial decision we make is shaped by one guiding question: *What best supports the institution, our people, and our ability to deliver on our purpose today and into the future?*



As we look ahead to the next budget cycle, we will continue approaching this work with a strong emphasis on transparency, curiosity, and responsible stewardship.



We believe a strong financial future is not created through optimism alone, but through clear-eyed planning, disciplined forecasting, and consistent decision-making.

Budget Methodology Approach

In upcoming planning, Cascadia is taking a more conservative approach to budget assumptions due to evolving cost pressures across higher education and the broader marketplace.

We are seeing continued upward pressure in:

- ✓ Goods and services
- ✓ Labor and compensation costs
- ✓ Benefits and healthcare-related expenses
- ✓ Vendor renewals and contract resets
- ✓ General inflation and supply chain variability

These conditions create real financial risk, even when organizational demand remains stable



Strengthening Conservative Assumptions: Our Commitment

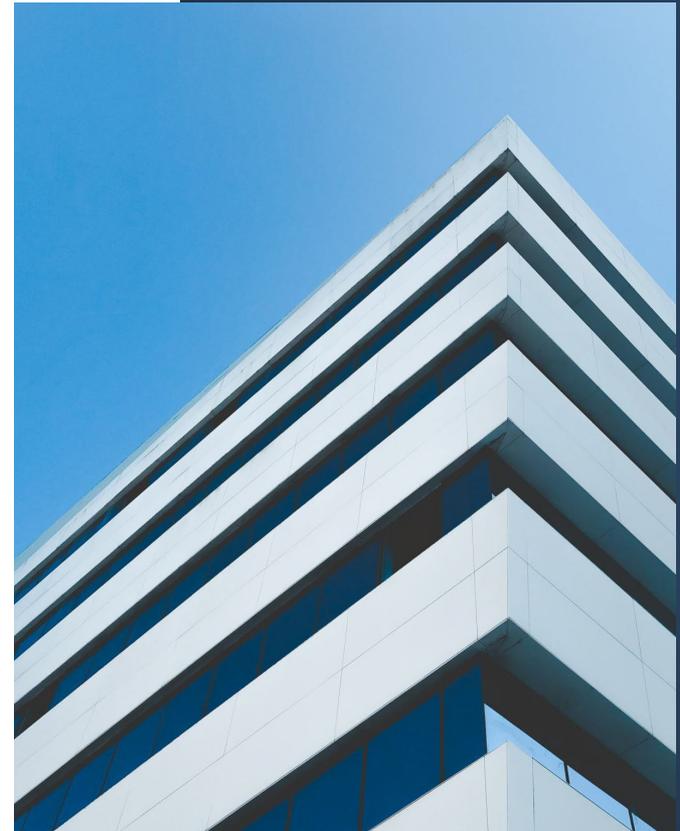
Our Commitment

- Our approach is not about pessimism.
- It is about stability, responsibility, and protecting the long-term health of the institution.

We remain committed to:

- ✓ Clear and consistent budget communication
- ✓ Data-driven planning
- ✓ Transparency in assumptions and constraints
- ✓ Collaborative engagement across divisions
- ✓ Long-term financial sustainability

Thank you for your continued partnership and trust as we navigate the realities of today's financial environment while planning for Cascadia's future.



CASCADIA COLLEGE FY 2025–
2026 BUDGET PROJECTION
UPDATE October 10 Projection
vs January 2026 Projection

- **Projected Net Deficit (January 2026): (\$1,696,086)**
- Prior Projection (October 10): (\$529,742)
- **Net Change Since October: (\$1,166,344) Unfavorable**

Category	Oct 10 Projection	Jan 2026 Projection	Change
Total Revenue	\$31,911,340	\$32,741,084	\$829,744
Total Expenses	\$32,441,082	\$34,437,170	\$1,996,088
NET	(\$529,742)	(\$1,696,086)	(\$1,166,344)

FY25–26 Financial Gap Summary

Key Drivers of the FY25–26 Deficit

FY25–26 Deficit: (\$1,700,000)

The deficit is largely driven by timing issues and underestimated cost exposure, including:

- Underestimated part-time faculty release timing: (\$300,000)
- IP student retention decline: (\$500,000)
- Campus benefits costs higher than expected due to staffing model assumptions: (\$650,000)
- Vacancy savings not realized: (\$400,000)

FY25–26 Stabilization Plan

Resource Alignment Target: \$1,700,000

The stabilization approach is structured into four primary action buckets:

- Right Size Staffing Model & Hiring Freeze: \$500,000 – \$800,000
- PT Faculty & Section Alignment: \$50,000 – \$200,000
- Goods & Services Reductions: \$500,000 – \$900,000
- End-of-Year State Allocation Positive Bump: \$200,000 – \$400,000

Net Impact Goal (Reserve Pull Estimate)

The stabilization plan is designed to reduce reserve dependency as much as possible, while acknowledging the volatility of revenue and market factors

Reserve Pull Outlook

Optimistic Outlook	\$No Pull – \$250,000
Favorable Outlook	\$251,000 – \$350,000
Curveball Outlook	\$351,000 – \$500,000

Appendix



FY25–26 Financial Gap Summary

Revenue Challenges:

Drivers Behind the Deficit Increase (Why the Gap Expanded)

New Faculty Additions: **\$400,000**
UWB Joint Master Agreement: **\$60,000**
UWB Library Joint Master Agreement: **\$85,000**
Student Services Expansion Needs: **\$60,000**
AD Compliance (Services & Staffing): **\$220,000**

Revenue Challenges:

Additional Local and State Political Drives

Governor State Budget Reduction: **\$290,000**
SBCTC Overpayment Drawback: **\$180,000**

Total Net Negative Change

This represents the baseline structural pressure impacting the FY25–26 financial outlook.

(\$1.1M – 1.3M)

Tuition Scenario: Quick Look (Enrollment + IP Sensitivity)

**Scenario A: Enrollment Growth
/ Stable IP**

7% Enrollment Increase

IP Flat

Revenue Impact: +\$1,400,000

Tuition Scenario: Quick Look (Enrollment + IP Sensitivity)

**Scenario B: Enrollment up / IP
down materially**

7% Enrollment Increase

IP Revenue Reduction (50%)

Revenue Impact: -\$750,000



Report to the Board of Trustees

February 2026

Events & Advocacy Board

Cascadia College

By Muskaan Grewal, Advocacy Chair

Recent Events:

- Swipe Right on Clubs Tabling - February 5th
 - EAB hosted a valentine's day themed clubs tabling, with 134 students in attendance. Students stopped by to grab a cookie or donut while learning more about the clubs on campus. EAB also had cardboard cutouts of Superman, Batman, Shrek, and Chewbacca for students to take pictures with.
- Casino Night - January 28th
 - EAB brought together 111 students (over 400 total) for a night of casino fun in the ARC Overlook. Students masked up for an unforgettable Masquerade Gala themed Casino Night! There were casino games, food, drinks, and even a live game show to win a cash prize. This was a cosponsored event with UWB's Campus Events Board (CEB).

Upcoming Events:

- Lunar New Year - February 26th

EAB will host a Lunar New Year celebration in the ARC Overlook on Thursday, February 26th, from 4-6:30PM. There will be food, games, calligraphy, lantern making, and small competitions to win prizes! There will also be lion dancers coming in to demonstrate a traditional lion dance. The purpose of the event is to celebrate the cultural holiday, and to entertain and educate students on many aspects of Asian culture!
- Disco Party Dance – February 13th
 - The Disco Party Dance will be from 6:00 PM to 8:00 PM on February 13th in the ARC Overlook. Students will enjoy a night of fun with a DJ to bring the energy, decorated photo areas for students to take pictures, a dance floor, and some appetizers! This social event will encourage students to meet new people, enjoy themselves with friends, and dress up for the night.

Advocacy:

- EAB is still working on the pervious reusable water bottle campaign of handing out reusable water bottles and encouraging students to use those rather than purchasing bottled water.
- EAB has also been advocating for cameras in the parking garages due to complaints about break ins and speeding in the parking garages.
- Lastly, EAB has been doing some passive programming, checking in with students about how they feel about today's world.

Cascadia Community College Federation of Teachers Local 6191, AFT



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

❖ Lobby Day 2026

CCCFT members, joined with union siblings from around the state of Washington on Presidents' Day to advocate with state legislators to oppose balancing the state's budget on the backs of working Washingtonians. Union priorities for this session include strengthening and increasing progressive revenue, preventing further cuts to education, and keeping the conversations around school-related personnel, professional exempt staff, and contingent faculty wages alive for 2027. We know that it is crucial to not merely survive but to make the investments that allow us to thrive.

Central issues we advocated for include:

- Protecting education at all levels from damaging cuts.
- Reestablishing the provisos for education funding that were removed in the last session.
- Preparing legislators for pay increases in the 2027 budget session.
- Working with Communities for Our Colleges to push for cost-free college for our students.
- Working with the Balance Our Tax Code coalition to advocate for increased progressive revenue.

We appreciate the support of our Cascadia leadership and Board of Trustees in working together to achieve these goals as we hold paramount our mission to deliver accessible, equitable, and superior educational experiences to inspire every person to achieve their educational and career goals, especially in these challenging budget times.