

POLICIES, REGULATIONS, AND FINANCIAL REVIEW

SOUTH SEATTLE COLLEGE



**SOUTH SEATTLE
COLLEGE**

MARCH 1, 2026

Prepared for the Northwest Commission
on Colleges and Universities

APPENDIX J: INSTITUTIONAL REPORT CERTIFICATION FORM

Please use this certification form for all institutional reports (Self-Evaluation, Annual, Mid-Cycle, PRFR, Evaluation of Institutional Effectiveness, Candidacy, Ad-Hoc, or Special)



Institutional Report Certification Form

On behalf of the Institution, I certify that:

- There was broad participation/review by the campus community in the preparation of this report.
- The Institution remains in compliance with NWCCU Eligibility Requirements.
- The Institution will continue to remain in compliance throughout the duration of the institution's cycle of accreditation.

I understand that information provided in this report may affect the continued Candidacy or Accreditation of my institution. I certify that the information and data provided in the report are true and correct to the best of my knowledge.

South Seattle College

(Name of Institution)

Dr. Monica R.M. Brown

(Name of Chief Executive Officer)

A handwritten signature in black ink, appearing to read "Dr. Monica R.M. Brown", written over a horizontal line.

(Signature of Chief Executive Officer)

12/12/2025

(Date)

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Disclaimer: South Seattle College is one of three separately accredited colleges in the Seattle Colleges District. Accordingly, sections of this report pertaining to Seattle Colleges District functions and policies were written in collaboration with Seattle Central College and North Seattle College.

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Introduction and Institutional Context

[South Seattle College \(SSC\)](#) is an open-access, comprehensive, two-year public institution authorized by the State of Washington under the Community College Act of 1967. Located on an 87-acre hilltop campus in West Seattle overlooking downtown Seattle and Elliott Bay, the College serves students from across Seattle and the surrounding region and provides accessible, mission-aligned pathways for students with diverse educational, professional, and life goals.

SSC is one of three separately accredited colleges within the [Seattle Colleges District](#), alongside Seattle Central College and North Seattle College. The Colleges operate within a unified district framework that supports strategic alignment, shared accountability, and local responsiveness.

Seattle Colleges is Washington State's largest community college district and has served the Seattle community for more than 50 years. The Seattle Colleges District includes three comprehensive colleges and multiple instructional and specialty centers throughout the city and offers a broad range of academic transfer, professional-technical, applied baccalaureate, adult basic education, and continuing education programs supported by strong partnerships with educational, industry, labor, government, and community organizations.

Founded in 1969, SSC has served its community for more than five decades. The main campus includes extensive green spaces, a six-acre arboretum, and the adjacent Seattle Chinese Garden, and the College operates additional instructional sites in Georgetown and Beacon Hill to expand access across the city.

SSC serves a diverse student population pursuing pathways in [college transfer, workforce and professional-technical education, apprenticeships, basic and transitional studies, distance learning, and lifelong learning](#). The College enrolls international students, supports student veterans, and is designated as an [Asian American and Native American Pacific Islander-Serving Institution \(AANAPISI\)](#), reflecting its sustained commitment to equity, access, and student success.

Through strong partnerships with industry, labor, and community organizations, the College supports workforce development, educational mobility, and community advancement in alignment with its mission and district priorities.

Mission Fulfillment at South Seattle College

South Seattle College defines mission fulfillment as the sustained demonstration of institutional effectiveness through achievement of outcomes aligned with its mission.

As an open-access learning institution, Seattle Colleges prepare each student for success in life and work, fostering a diverse, engaged, and dynamic community, and the [Seattle Colleges District's strategic priorities](#).

In 2017, following the adoption of a unified district mission and strategic framework, South Seattle College established a structured, outcomes-based [methodology](#) for evaluating mission fulfillment. Implemented during the 2017-2023 strategic planning cycle, this methodology embedded consistent performance indicators, scorecard reporting, and institution-wide review processes into routine planning and decision-making.

This established methodology has been carried forward and strengthened under the Seattle Colleges Strategic Plan 2024-2034. Mission fulfillment is operationalized through an [integrated planning and evaluation framework](#) supported by [mission fulfillment scorecards](#) and [district-level Key Performance Indicators \(KPIs\)](#), which serve as the College's primary measures for tracking and monitoring progress.

South Seattle College uses scorecard and KPI evidence, in combination with qualitative information, to inform planning, prioritize resources, and guide improvement efforts. Mission fulfillment is demonstrated through progress toward established benchmarks and the College's sustained, reflective use of multiple sources of evidence to strengthen programs, services, and institutional capacity in service of its mission and community.

Eligibility Requirements

South Seattle College attests that it remains in compliance with all Northwest Commission on Colleges and Universities Eligibility Requirements.

SSC is accredited by the Northwest Commission on Colleges and Universities and has maintained continuous accreditation since its initial accreditation. Founded in 1969, the College is one of three separately accredited institutions within the Seattle Colleges District.

The College is authorized to operate under the Community College Act of 1967 and is approved to grant associate degrees, certificates, and Bachelor of Applied Science degrees pursuant to the Revised Code of Washington ([RCW 28B.50](#) and [RCW 28B.50.040](#)) and approvals of the Washington State Board for Community and Technical Colleges and the Northwest Commission on Colleges and Universities.

SSC affirms that it remains in good standing with the Commission.

Governance, Resources, and Capacity

The institution articulates its commitment to a structure of governance that is inclusive in its planning and decision-making. Through its planning, operational activities, and allocation of resources, the institution demonstrates a commitment to student learning and achievement in an environment respectful of meaningful discourse.

Standard 2.A.1

The institution demonstrates an effective governance structure, with a board(s) or other governing body(ies) composed predominantly of members with no contractual, employment relationship, or personal financial interest with the institution. Such members shall also possess clearly defined authority, roles, and responsibilities. Institutions that are part of a complex system with multiple boards, a centralized board, or related entities shall have, with respect to such boards, written and clearly defined contractual authority, roles, and responsibilities for all entities. In addition, authority and responsibility between the system and the institution is clearly delineated in a written contract, described on its website and in its public documents, and provides the NWCCU accredited institution with sufficient autonomy to fulfill its mission.

South Seattle College is one of 34 community and technical colleges in Washington State. The [State Board of Community and Technical Colleges \(SBCTC\)](#) administers the [Community and Technical College Act](#) and provides leadership, coordination, and oversight of the statewide system. The Board consists of nine members appointed by the Governor of Washington, none of whom have contractual, employment, or financial interests with the colleges. SBCTC establishes broad educational policy, system goals, and funding allocations for all Washington community and technical colleges.

As part of the Seattle Colleges District, South Seattle College is overseen by a five-member [Board of Trustees](#), also appointed by the Governor. Trustees do not have contractual, employment, or personal financial interests in the district or its institutions. Their responsibility is to fulfill the Seattle Colleges mission by reflecting community needs, establishing districtwide policy, approving the annual operating budget, and ensuring effective institutional leadership.

[Seattle Colleges District Policy 107](#) enumerates the Board's powers and duties, including the authority to certify [institutional missions and goals](#), evaluate the district's chief executive officer, and adopt governing [policies](#).

The Board appoints the [Chancellor](#), the chief executive officer for Seattle Colleges. The Chancellor, in turn, appoints the President of each college, consistent with [District Policy 108](#). Each College President holds appointing authority for all employees and positions at their respective institutions and serves as a member of the [Chancellor's Executive Cabinet \(CEC\)](#), which provides coordination across the district's colleges and administrative units.

South Seattle College collaborates with North Seattle College and Seattle Central College on districtwide initiatives such as strategic planning, resource alignment, and systemwide policy development.

South Seattle College Institutional Autonomy and Authority

While South Seattle College operates within a multi-college district and under the overarching authority of the Seattle Colleges Board of Trustees, the College retains **clear and sufficient autonomy** to fulfill its mission as an open-access learning institution.

[District Policy 108](#) establishes that the **College President is the appointing authority for all employees at the College**, granting SSC direct control over personnel decisions, organizational structure, and campus operations. This authority includes hiring, evaluation, oversight of academic and non-academic programs, and the delegation of responsibilities to administrators, faculty leaders, and governance bodies. The President also leads college-specific strategic priorities, manages institutional resources, and ensures alignment with accreditation requirements.

South Seattle College (SSC) exercises sufficient autonomy over academic, student services, operational, and institutional effectiveness functions to fulfill its mission within the Seattle Colleges District. Academic decision-making, including curriculum, program review, assessment, scheduling, and instructional planning, is conducted at the college level through established faculty-led governance structures, ensuring responsiveness to local student, transfer, and workforce needs while aligning with district and state requirements.

Student services are designed and implemented locally, with SSC directing advising, retention strategies, wraparound supports, and student engagement initiatives to meet the specific needs of its student population and support equity-centered Guided Pathways implementation.

Within districtwide fiscal parameters approved by the Board of Trustees, SSC conducts internal budget development, establishes college priorities, and allocates resources across divisions.

The College independently manages [institutional effectiveness](#), [assessment](#), [strategic planning evaluation](#), [data analysis](#), and [accreditation reporting](#) through its Office of Institutional Effectiveness, ensuring direct accountability for educational quality, learning outcomes, planning, and continuous improvement.

Together, these practices demonstrate that SSC, under the authority of the College President and supported by internal governance structures, possesses the autonomy necessary to fulfill our mission.

Opportunities for Continuous Improvement

To address Board of Trustees turnover during the 2025–26 academic year, South Seattle College will collaborate with the Chancellor, who will work directly with the Governor’s Office to support timely appointments and ensure governance continuity. The College will

support structured onboarding and orientation to reinforce trustee roles, institutional authority, and accreditation responsibilities. Ongoing review of governance documentation and communication practices will promote stability, transparency, and institutional effectiveness.

2.A.1 Evidence

- Institutional board governance policies and procedures
 - [Seattle Colleges District Policy 107](#)
 - [Seattle Colleges District Policy 108](#)
- System governance policies and procedures (if applicable)
 - [RCW 28B.50.100: Boards of trustees - Generally.](#)
- Multiple board governing policies and procedures (if applicable)
 - Not applicable
- Bylaws and Articles of Incorporation referencing governance structure
 - [Section 100 of SCD Policies and Procedures](#)

Standard 2.A.2

The institution has an effective system of leadership, staffed by qualified administrators, with appropriate levels of authority, responsibility, and accountability who are charged with planning, organizing, and managing the institution and assessing its achievements and effectiveness.

South Seattle College (SSC) as a member of the Seattle College District, maintains a clearly defined and effective administrative structure staffed by qualified leaders with appropriate authority, responsibilities, and accountability. As reflected in both the [Seattle Colleges District organizational chart](#) and the [College-level organizational charts](#), leadership roles and reporting lines are clearly delineated to ensure coordinated governance and operational oversight. The College employs administrators across Instruction, Student Services, Administrative Services, and cross-functional operational areas to ensure the institution is effectively managed and capable of fulfilling its mission.

Executive-Level Leadership: President’s Cabinet

SSC’s executive leadership team, the [President’s Cabinet](#), is composed of senior administrators responsible for providing strategic vision, operational oversight, and cross-divisional coordination.

As stated in the Cabinet’s [purpose statement](#), this body is the College’s “key decision-making group for campus-wide issues,” charged with providing institutional leadership, modeling and supporting a campus culture that advances diversity and

student learning, and ensuring alignment with the College mission. Cabinet members oversee major administrative and academic divisions and engage in collaborative decision-making that supports strategic planning, student success, institutional effectiveness, compliance, and accreditation.

Organizational Structure and Administrative Capacity

The College's [organizational charts](#), updated and publicly available, clearly depict administrative units, reporting relationships, and lines of authority. These charts reflect a leadership system that covers all core operational areas, including academic instruction, student support services, administrative and financial operations, campus management, human resources, and communications. Each administrative position includes a formal job description that defines responsibilities, supervisory authority, and expectations for accountability.

Leadership Responsibilities and Evaluation

Administrators at South Seattle College are responsible for planning, managing, and evaluating their assigned operational areas; contributing to institutional planning; ensuring regulatory and accreditation compliance; and using evaluative data to improve programs, services, and operations. Leadership responsibilities span academic oversight, student learning and support, financial stewardship, campus operations, equity and access initiatives, and cross-functional coordination.

The President and senior administrators are evaluated annually against defined performance expectations, ensuring accountability and continuous improvement. Cabinet members similarly oversee annual evaluations of administrators and managers within their divisions, aligned with institutional goals and functional responsibilities.

SSC's executive leadership structure includes representation from budget and business services, instruction, student services, human resources, communications, community access, campus operations, and institutional effectiveness ensuring coordinated management across major functional areas. The President's Cabinet provides coherent leadership supported by clear organizational charts, defined roles and responsibilities, and systematic evaluation processes, enabling effective planning, operational oversight, and mission fulfillment.

Opportunities for Continuous Improvement

To strengthen leadership effectiveness and institutional capacity, South Seattle College will continue to assess administrative structures, role clarity, and workload distribution to ensure alignment with evolving institutional priorities and student needs. The College will expand professional development and succession planning to support leadership continuity and growth. Regular review of evaluation processes and cross-divisional coordination practices will further promote accountability, adaptability, and continuous improvement.

2.A.2 Evidence

- Leadership organizational chart
 - [SCD Organization Chart](#)
 - [SSC President's Cabinet Organization chart](#)
- Curriculum vitae of executive leadership
 - [Monica Brown, Ed.D. - President](#)
 - [Sayumi Irej, Ph.D. - Vice President of Instruction](#)
 - [Joseph Barrientos, M.Ed. - Vice President of Student Services](#)
 - [Hip Nguyen, MSML - Vice President of Administrative Services](#)
 - [Laura Kingston, MA - Executive Dean, Georgetown Campus](#)
 - [Greg Dempsey, MPA - Executive Director of Institutional Effectiveness](#)
 - [Lolita Khachaturova, MSE - Director of Budget & Business Services](#)
 - [Briane Franks - Director of Human Resources](#)
 - [Ty Swenson - Director of Communications and Marketing](#)
 - [Alexis Burris, MPS - Interim Director of Access, Community, and Opportunity](#)
 - [Koh Phasomsap - Administrative Chief of Staff](#)

Standard 2.A.3

The institution employs an appropriately qualified chief executive officer with full-time responsibility to the institution. The chief executive may serve as an ex officio member of the governing board(s) but may not serve as its chair.

South Seattle College, as part of the Seattle Colleges District, is led by appropriately qualified, full-time executive officers whose responsibilities to the institution are full-time and clearly defined. The Seattle Colleges Board of Trustees appoints a full-time Chancellor who serves as the District's chief executive officer and is responsible for carrying out the District's mission, implementing Board policies, and providing strategic and operational leadership across the multi-college system. Authority is delegated to the Chancellor according to [District Policy 108: Delegated Authority of the Board of Trustees](#).

In August 2023, [Dr. Rosie Rimando-Chareunsap](#) was appointed as the Chancellor of Seattle Colleges. Dr. Rimando-Chareunsap brings more than 20 years of leadership experience within the District, including service as President of South Seattle College prior to becoming Chancellor. Her professional background reflects extensive expertise in student success, community engagement, institutional effectiveness, and equity-centered

leadership-qualifications that align with expectations for a chief executive officer of a large, urban multi-college community college district.

Each college within the District is additionally led by a full-time College President, appointed by the Chancellor. The South Seattle College President serves as the college's chief executive officer and reports directly to the Chancellor with responsibility for academic programs, student affairs, administrative and fiscal operations, institutional planning, accreditation, and representation of the College in external partnerships.

[Dr. Monica R. M. Brown](#) was appointed as the full-time President of South Seattle College in August 2024. Dr. Brown brings over 30 years of higher education experience, including more than 18 years of progressive community college leadership and eight years in executive roles. Prior to joining South Seattle College, she served as Senior Vice President for Student Affairs at Montgomery College, where she oversaw a multi-campus division, led strategic enrollment management efforts, advanced student success and equity initiatives, and contributed to institutional planning and accreditation processes. Dr. Brown holds a Doctor of Education in Higher Education Administration (Community College Leadership) from Morgan State University, a Master's degree in Counseling (Student Development in Higher Education), and a Bachelor's degree from Georgetown University, demonstrating strong preparation for executive leadership within a comprehensive community college.

In accordance with NWCCU Standard 2.A.3, neither the Chancellor nor any College President - including the President of South Seattle College - serves as chair of the Seattle Colleges Board of Trustees. While executive leaders may participate in board meetings in an ex officio or advisory capacity, governance authority rests solely with the Board. This separation of duties ensures appropriate checks and balances and preserves the independence of the governing board.

The District's leadership structure - anchored by a qualified, full-time Chancellor and a qualified, full-time President - provides stable governance, effective decision-making, and strong institutional leadership that supports mission fulfillment, student success, and operational integrity at South Seattle College.

2.A.3 Evidence

- Curriculum vitae of President/CEO
 - [Monica Brown, Ed.D. - President](#)

Standard 2.A.4

The institution's decision-making structures and processes, which are documented and publicly available, must include provisions for the consideration of the views of faculty, staff, administrators, and students on matters in which each has a direct and reasonable interest.

South Seattle College recently adopted a revised [Shared Governance Model](#) through President’s Cabinet to strengthen clarity, transparency, and inclusive participation in institutional decision-making. The model formalizes how faculty, staff, administrators, and students contribute to decisions in areas where they have a direct and reasonable interest and aligns with district policy, state statute, and NWCCU Standard 2.A.4.

The Shared Governance Model defines roles, responsibilities, and decision pathways and is grounded in the principles of transparency, inclusivity, participation, accountability, evidence-informed practice, and sustainability. Participatory governance bodies engage campus stakeholders across academic, student support, and operational areas, ensuring broad input into institutional planning and decision-making.

Decision-making authority and flow are clearly articulated: councils and committees develop recommendations; the Strategic Advisory Council (SAC) synthesizes and aligns collegewide priorities; President’s Cabinet reviews and integrates recommendations and makes executive decisions; and the President holds final campus-level authority consistent with district policy.

Through this recently adopted and clearly documented governance framework, South Seattle College ensures meaningful consideration of faculty, staff, administrator, and student perspectives and demonstrates compliance with NWCCU Standard 2.A.4.

Opportunities for Continuous Improvement

As South Seattle College implements its recently adopted Shared Governance Model, ongoing improvement efforts will focus on strengthening campus-wide clarity regarding roles, decision pathways, and points of influence. The College will regularly assess the effectiveness and impact of governance participation through structured feedback from faculty, staff, administrators, and students. Assessment results will be used to refine the model, strengthen communication, and ensure governance processes remain transparent, inclusive, and mission-aligned.

2.A.4 Evidence

- Institutional governance policies and procedures
 - [SCD Policies and Procedures](#)
 - [SSC Cabinet Descriptions](#)
- Documentation of decision-making structures and processes publicly available to relevant constituencies, if not already addressed in the provided policies
 - [SSC Shared Governance Structure](#)

Standard 2.B.1 and 2.B.2

Within the context of its mission and values, the institution adheres to the principles of academic freedom and independence that protect its constituencies from inappropriate internal and external influences, pressures, and harassment.

Within the context of its mission and values, the institution defines and actively promotes an environment that supports independent thought in the pursuit and dissemination of knowledge. It affirms the freedom of faculty, staff, administrators, and students to share their scholarship and reasoned conclusions with others. While the institution and individuals within the institution may hold to a particular personal, social, or religious philosophy, its constituencies are intellectually free to test and examine all knowledge and theories, thought, reason, and perspectives of truth. Individuals within the institution allow others the freedom to do the same.

Promoting an environment that celebrates academic freedom is one way that South Seattle College lives out Seattle Colleges' values of collaboration; diversity, inclusion, and equity; growth and engagement; innovation; and integrity. The freedom to ask tough questions, explore ideas, and have brave conversations are crucial to building a community of learners and fulfilling our mission to "prepare each student for success in life and work, fostering a diverse, engaged, and dynamic community".

[Article 6.9 of the Faculty Collective Bargaining Agreement](#) defines academic freedom as "the freedom of speech guaranteed by the First Amendment" and states that "free inquiry and free discourse shall not be abridged, whether directly or indirectly, by statute or community pressure." Academic freedom is further described as "unconditional freedom of discussion in the classroom" and "the absence of restriction upon the faculty's teaching method."

Article 6.9B of the faculty collective bargaining agreement delineates academic freedoms for faculty, including classroom freedom (freedom over class content and conduct), freedom from library censorship, constitutional freedom, freedom of association, freedom of petition and silence, and the right to organize.

Students' rights to academic freedom are guaranteed by [Washington State Academic Code \(WAC\) 132F-121-020](#) and explained in the [academic catalog](#). The catalog defines academic freedom as the "ability to think critically, explore different viewpoints, and pursue educational goals." Students have the right to:

- Express ideas freely - including asking questions and participating in discussions on campus and in classrooms
- Choose educational goals-by selecting from college programs, services, and classes
- Fair grading-based on academic performance, not personal opinion, bias, or unfair treatment

- A respectful learning environment-that is free from unlawful discrimination, harassment, and inappropriate or disrespectful behavior, including sexual harassment

[Seattle College District Policy 365](#) affirms that academic freedom is indispensable for the Seattle Colleges’ goal of educating students. The policy states that “faculty at Seattle Colleges encourage free discussion, inquiry, and expression, both in and out of the classroom setting.”

Members of the SSC community have the right to exercise their academic freedom and responsibility to treat others with courtesy and respect. Students, faculty and staff are protected from inappropriate internal and external influences, pressures, and harassment by [Seattle College District Policy 282](#) (Discrimination, Harassment and Bullying). The accompanying [Procedure 282](#) describes the district’s responsibility to “stop, remediate, and prevent all manners of discrimination and harassment.” Members of the college community who believe that they have been the subject of bullying are encouraged to report the incident to the SSC Human Resources Director or Student Conduct Officer.

2.B.1 and 2.B.2 Evidence:

- Academic freedom policies and procedures (evidence could include language from negotiated agreements or employee handbooks with faculty and/or staff, where appropriate)
 - [Article 6.9 of the Faculty Collective Bargaining Agreement](#)
 - [Seattle College District Policy 365](#)
- Evidence of students’ academic freedom (evidence could include language from Student Rights and Responsibilities or Catalog)
 - [Academic catalog](#)

Standard 2.C.1

The institution's transfer-of-credit policy maintains the integrity of its programs and facilitates the efficient mobility of students desirous of the completion of their educational credits, credentials, or degrees in furtherance of their academic goals.

South Seattle College maintains clear and comprehensive transfer-of-credit policies that uphold the integrity of its academic programs while supporting efficient student mobility. As part of the Seattle Colleges District, SSC follows [Seattle Colleges District Policy 515](#), which outlines the conditions under which students may be awarded credit, including:

- Transfer of credit from another regionally accredited college or university
- Transfer of credit from a recognized international college or university
- Adequate performance on a challenge exam or standardized advanced placement exam
- Prior experiential learning
- Recognized educational experience, such as military training

In addition to district policy, SSC adheres to [transfer-of-credit policies established in the Washington SBCTC Policy Manual](#). These statewide policies ensure reciprocal acceptance of credits across Washington's community and technical colleges and support seamless transitions for students moving within the state system. SSC also maintains Direct Transfer Agreement pathways through the [Intercollege Relations Commissions \(ICRC\)](#) guidelines and participates in [Washington 45](#), a statewide list of commonly accepted general education courses recognized by all Washington public four-year institutions.

To maintain program integrity and ensure consistent evaluation of incoming coursework, SSC implements [Seattle Colleges District Procedure 515](#), which outlines standards for reviewing transcripts, awarding prior learning credit, and determining course equivalencies. Credential evaluators apply a structured review process that includes consulting statewide equivalency databases, reviewing course descriptions from sending institutions, requesting additional documentation when necessary, and collaborating with instructional faculty to confirm academic comparability.

Students and community members can access detailed information about transfer pathways and evaluation processes through the [Transfer & Other Forms of Credit Assessment webpage](#), which provides clear guidance on how transfer credit is reviewed and applied.

Transcript evaluations are typically completed within four to six weeks, allowing students to receive timely information needed to plan their academic pathways. Through its combination of district policy, statewide agreements, rigorous evaluation practices, and publicly available resources, SSC ensures that transfer decisions maintain academic integrity while enabling students to efficiently apply previously earned credits toward degree or certificate completion.

Opportunities for Continuous Improvement:

South Seattle College strives to refine and clarify the process for the transfer of credit through prior or experiential learning to better support adult learners. This is an ongoing effort and requires integration with various state entities and other colleges but is important to ensure that prior learning encompasses all forms that students can access.

2.C.1 Evidence:

- Transfer of credit policies and procedures (could include catalog and transfer websites)
 - [Seattle Colleges District Policy 515](#)
 - [Washington SBCTC Policy Manual](#)
 - [South Seattle College Transfer Resources webpage](#)
 - [Transfer and Other Forms of Credit Assessment webpage](#)

Standard 2.C.2

The institution's policies and procedures related to student rights and responsibilities should include, but not be limited to, provisions related to academic honesty, conduct, appeals, grievances, and accommodations for persons with disabilities.

South Seattle College adheres to policies regarding student rights and responsibilities established in the [Washington Administrative Code \(WAC\) 132F-121](#) and in [Seattle Colleges District Policy 365](#). Students access information about these rights and responsibilities on pages 58-63 of the [academic catalog](#) and on the [Students Rights and Rules webpage](#).

SSC adheres to procedures established in WAC 132F-121 for academic honesty, student conduct and discipline ([Seattle College District Procedure 375](#)), complaints and grievances ([Seattle College District Procedure 370](#)). These policies and procedures are communicated to students via the [South Seattle College Student Conduct Policy and Procedures Manual](#).

The Seattle Colleges are committed to providing accessible services, programs, and activities to students with disabilities in compliance with the Americans with Disabilities Act, Section 504 of the Rehabilitation Act of 1973, and the disability laws of the State of Washington ([Seattle College District Policy 387](#)).

SSC refrains from making pre-admission inquiry regarding whether an applicant has a disability but does inform students to contact the [Office of Access Services](#) if they need accommodations for a disability and informs students of their rights to disability services. Students are responsible for requesting specific accommodations and for providing appropriate written documentation of the functional impact of the disability.

Access Services provides information to students on requesting individualized accommodations by the following practices:

- Requesting accommodations procedures on the Access Services website
- Recommending that faculty include a statement in their syllabi to inform students of the process for requesting accommodations through Access Services
- Posting signage on campus that includes Access Services contact information
- Giving presentations during Campus Orientations
- Hosting tables at Campus Connect events
- Providing information at Ask Me tables during first week of classes

Opportunities for Continuous Improvement:

South Seattle College strives to provide students with access to all the resources that they would need to succeed. To achieve this goal, SSC is actively identifying areas where student outreach can occur for these services, including presentations during new faculty orientation, quarterly presentations for all faculty and staff and attending meetings with student government.

2.C.2 Evidence:

Documentation of student's rights and responsibilities policies and procedures, which include:

- Academic honesty
 - [SCD Academic catalog](#)
 - [Students Rights and Rules](#)
 - [Seattle Colleges District Policy 365](#)
 - [Seattle College District Procedure 375](#)
 - [South Seattle College Student Conduct Policy and Procedures Manual](#)
- Conduct
 - [Seattle College District Procedure 375](#)
 - [South Seattle College Student Conduct Policy and Procedures Manual](#)
- Appeals, grievances
 - [Seattle College District Procedure 370](#)
 - [South Seattle College Student Conduct Policy and Procedures Manual](#)
- Accommodations for persons with disabilities
 - [Seattle College District Policy 387](#)
 - [Office of Access Services](#)

Standard 2.C.3

The institution's academic and administrative policies and procedures should include admission and placement policies that guide the enrollment of students in courses and programs through an evaluation of prerequisite knowledge, skills, and abilities to ensure a reasonable probability of student success at a level commensurate with the institution's expectations. Such policies should also include a policy regarding continuation in and termination from its educational programs, including its appeal and re-admission policy.

South Seattle College maintains clear and comprehensive admission and placement policies that support student readiness and promote successful progression through academic programs. In alignment with [Seattle College District Policy 305](#), SSC operates an open-door admissions process, admitting all applicants who demonstrate the ability to benefit from instruction. Students who are 18 years of age or older, high school graduates, or holders of a GED are eligible for admission. Applicants who do not meet the minimum age requirement may be admitted with appropriate high school release documentation or through established processes for special populations.

SSC offers additional admissions pathways for specific groups. Students ages 16 to 21 may enroll in the Career Link program, and adults over 21 may pursue a high school credential through the High School 21+ program offered by Transitional Studies. Programs such as [Running Start](#), [International Education](#), and the Bachelor of Applied Science programs in [Hospitality Management](#) and [Sustainable Building Science Technology](#) maintain specialized admission requirements consistent with state and federal regulations.

Placement policies ensure students begin coursework at levels aligned with their prior learning and readiness. In accordance with [Seattle Colleges District Policy 306](#), SSC assesses students' knowledge, skills, and abilities in English and mathematics using multiple measures, including directed self-placement, high school transcripts, transfer credits, GED scores, and standardized assessments. Professional-technical programs may assess additional prerequisite knowledge and skills to support academic success and program progression.

SSC follows [Seattle Colleges District Policy 311](#) regarding continuation and termination from educational programs. This policy outlines expectations for satisfactory academic progress, including minimum grade point average requirements, successful course completion thresholds, and limits related to program completion timelines. Students who do not meet these standards receive interventions designed to support academic improvement and reestablish progress toward their educational goals.

Appeals and re-admission procedures are governed by the [South Seattle Colleges Student Conduct Policy and Procedures Manual](#) and are consistent with [Washington Administrative Code \(WAC\) 132F-121-170](#). These processes ensure that students have access to a fair and transparent review of decisions related to academic standing or re-enrollment.

Opportunities for Continuous Improvement:

South Seattle College is continuously striving to understand how students engage with and understand our policies and procedures related to their academic standing, probation and re-enrollment, as well as the differences between admissions and financial aid academic standing requirements. To this end, we are hoping to gain more clarity from student surveys or direct interaction with students to build a more robust student-centered communication strategy related to this.

2.C.3 Evidence:

- Policies and procedures for admitting and placing students
 - [Seattle College District Policy 305](#)
- Policies and procedures related to continuation and termination from educational programs including appeal process and readmission
 - [Seattle Colleges District Policy 311](#)
 - [South Seattle Colleges Student Conduct Policy and Procedures Manual](#)

Standard 2.C.4

The institution's policies and procedures regarding the secure retention of student records must include provisions related to confidentiality, release, and the reliable backup and retrievability of such records.

South Seattle College ensures the secure retention, confidentiality, and accessibility of student records through a comprehensive framework of district policies, procedures, and state and federal regulations. [Seattle Colleges District Policy 205](#), the Information Technology Security Policy establishes institutional responsibility for safeguarding the availability, confidentiality, and integrity of all information systems, including those that house student records. [Seattle Colleges District Policy 380](#) and [Seattle Colleges District Procedure 380](#) further outline requirements and processes for the retention, security, release, and appropriate disposal of educational records in compliance with the [Family Educational Rights and Privacy Act \(FERPA\)](#) and the [Revised Code of Washington \(RCW\) 40.14](#) governing public records retention.

Students are notified annually via email about their rights under FERPA, linking them to the [Seattle Colleges Academic Catalog](#) and the [FERPA webpage](#), which include procedures for inspecting, reviewing, and requesting amendments to their educational records. This ensures that students understand how their records are maintained and how they may access them.

SSC maintains reliable and secure backup systems for both electronic and physical records. The College uses the statewide student management system, ctcLink, which is backed up regularly as part of a centralized Washington State Board for Community and

Technical Colleges (SBCTC) infrastructure, ensuring continuity and recoverability in the event of system failure. Student records processed through ctcLink are stored and managed in compliance with state-level data protection protocols.

Access to electronic student records is restricted to authorized personnel. Employees must submit a written request outlining job-related justification for access to systems such as ctcLink, the imaging system OnBase, or the [Starfish student success platform](#). Requests must be reviewed and approved by supervisors and by the Registrar or the Dean of Student Success before access is granted. Employees accessing Starfish are also required to complete online training to ensure proper use of system features and compliance with FERPA requirements.

Physical academic and financial aid records are maintained in secure, access-controlled environments. Documents retained in paper form are stored in fireproof rooms or scanned and archived in OnBase. Historical paper files are transferred to secured storage until they reach their mandated destruction date, at which point they are disposed of through a certified third-party shredding provider. Access to these records is limited to authorized staff in accordance with district policies and regulatory requirements.

2.C.4 Evidence:

- Policies and procedures regarding secure retention of student records, (i.e., back-up, confidentiality, release, data security for physical and electronic student records, where applicable)
 - [Seattle Colleges District Policy 205](#)
 - [Seattle Colleges District Policy 380](#)
 - [Seattle Colleges District Procedure 380](#)
 - [Seattle Colleges Academic Catalog](#)

Standard 2.D.1

The institution represents itself clearly, accurately, and consistently through its announcements, statements, and publications. It communicates its academic intentions, programs, and services to students and to the public and demonstrates that its academic programs can be completed in a timely fashion. It regularly reviews its publications to ensure accuracy and integrity in all representations about its mission, programs, and services.

South Seattle College represents itself clearly, accurately, and consistently through its public communications and publications. Information about the College's [mission](#), [academic programs](#), and [student services](#) is made available through official platforms, including the SSC website, the Seattle Colleges District website, and the [academic catalog](#).

The Seattle Colleges District conducts a biannual academic catalog review process to ensure accuracy, completeness, and integrity of published academic and student services information. Designated content owners review and update catalog materials to reflect current policies, program requirements, and institutional practices.

Information for prospective and newly enrolled students is easily accessible on the SSC website, including webpages for:

- [Admissions](#)
- [Audience-based Steps to Enroll](#)
- [Financial Aid Office](#)
- [Cost of Attendance](#)
- [Math and English Placement Information](#)
- [Welcome Center](#)
- [Program and Career Exploration](#)
- [Advising Office](#)

SSC ensures that academic program information is accurate and aligned across student-facing systems, including program webpages, the academic catalog, ctcLink Academic Advisement Reports, and the [Starfish Degree Planner](#). Each academic program webpage includes:

- A program description
- Enrollment information
- A sample quarterly schedule (for transfer programs) for full-time students
- Course sequences (for career training programs)
- Program learning outcomes (if applicable)
- Estimated time-to-completion
- Career opportunities
- Future education opportunities

Program information is updated through a centralized system to maintain consistency across platforms. Faculty and instructional deans conduct regular reviews to ensure accuracy, supported by academic advisors and [college transfer faculty coordinators](#). Student services webpages are also [reviewed routinely](#), with updates submitted through an established [web support process](#), the frequency of updates depends on the area and their need to provide updated website information.

Recruitment and outreach activities, including district-sponsored events ([Discover Seattle Colleges](#)), campus information sessions, and services provided through the [Welcome Center](#), are designed to ensure that prospective and returning students receive current and accurate information. [The Communications and Public Information Office](#) supports these efforts through ongoing updates to digital content and print-on-demand materials.

Opportunities for Continuous Improvement:

While a clear process is in place for employees to submit website updates to keep information current and accurate, South Seattle College is exploring a plan to create periodic “website review days” where employees have the opportunity to review their department or programs web content as a sole focus for the day or portion of the day. This approach would provide the space to not only review for accuracy, but work with communications staff to think about how the overall experience and flow of content could be improved to better support the student experience.

2.D.1 Evidence:

- Description of procedures or process for reviewing published materials for academic programs
 - [College Transfer Coordinator Position Description](#)
- Links to program information that demonstrate clear information about time to completion for programs
 - [SSC academic programs webpages](#)
- Description of procedures or process for reviewing published materials about services available to students
 - [Information for Editing Academic Program Webpages](#)
 - [Student Services Webpage Update Procedure](#)
 - [SSC student services webpages](#)
- Description or evidence of recruiting practices that ensures accurate information is provided to prospective students
 - [Discover Seattle Colleges](#)
 - [Welcome Center](#)

Standard 2.D.2

The institution advocates, subscribes to, and exemplifies high ethical standards in its management and operations, including in its dealings with the public, NWCCU, and external organizations, including the fair and equitable treatment of students, faculty, administrators, staff, and other stakeholders and constituencies. The institution ensures that complaints and grievances are addressed in a fair, equitable, and timely manner.

South Seattle College advocates for and exemplifies high ethical standards in its management and operations, ensuring fair and equitable treatment of students, faculty, staff, administrators, and external stakeholders. Ethical conduct is guided by Seattle Colleges District policies and applicable state and federal laws, supporting integrity in the College's interactions with the public, external organizations, and its accrediting body. [Seattle College District Policy 131](#), which establishes a code of ethics for members of the Seattle Colleges District Board of Trustees, includes standards for dealing ethically with the public and the college community.

All Seattle Colleges employees are required to comply with ethics policy ([Seattle College District Policy 400](#)) and Washington State's laws regarding Ethics in Public Service ([RCW 42.52](#)). Employees learn about our ethics policies during new hire orientations and in ethics training sessions. The Director of Compliance sends routine email reminders of these policies to the campus community.

SSC ensures that complaints and grievances are addressed fairly, equitably, and in a timely manner in accordance with Washington State ([WAC 132F-121-080](#)) and Seattle College District policies and procedures regarding student-academic-related grievances ([Seattle College Policy 370](#)); discrimination, harassment, and bullying ([Seattle College District Policy 282](#)); and sexual harassment ([Seattle College District Policy 283](#), [Seattle College District Policy 421](#) and elucidated on the [South Seattle College Sexual Harassment Policy Webpage](#)). The student complaint process at SSC is detailed specifically on a dedicated [Student Complaints webpage](#).

SSC adheres to grievance procedures outlined in article 15 of the [faculty contract](#) (page 88), article 5 of the [professional staff contract](#) (page 10) and article 5.14 of the [classified staff contract](#) (page 14).

SSC positions related to academic dishonesty, falsification of statements, forgery, and other matters of student behavior are delineated on the [Student Conduct, Issues and Reporting webpage](#), which provides links to relevant state laws. This webpage also includes information on academic standards, sexual harassment, and a student's right to privacy under FERPA regulations. Academic policy information is further communicated through course syllabi and institutional communications.

Three district policies govern the use of students as human subjects for research purposes. [District Policy 390](#) requires prior approval from the appropriate administrator and affirms students' right to decline participation. [District Policy 530](#) recognizes the Seattle Colleges' responsibility to protect the rights, well-being, and

personal privacy of individuals involved in instructional or research activities. SSC's [Human Subjects Review webpage](#) provides detailed guidance on approval requirements, dissemination of results, and students' right to refuse or discontinue participation at any time.

SSC ethically and responsibly manages student and employee data. Before access is granted to student information systems or advising tools, employees review and acknowledge materials on FERPA, either through signed documentation or [training resources](#). Access to student data systems requires documented approval and adherence to FERPA guidelines.

External complaints and inquiries from the public are addressed through established institutional channels. Members of the public may contact the College through the "[Contact Us](#)" page on [South Seattle College's website](#), the [Public Records Requests website](#) or through the [Equal Opportunity Statement and Accommodation website](#). Registration- and application-related inquiries are supported through the [Welcome Center](#), which serves as a primary point of contact for guidance and assistance. Media inquiries and communications through social media are managed by the [Communications and Public Information Office](#) to ensure timely and accurate responses.

2.D.2 Evidence:

- Policies and procedures for reviewing internal complaints, including:
 - Student academic-related grievances
 - [Seattle College Policy 370](#)
 - Discrimination
 - [Seattle College District Policy 282](#)
 - Title IX
 - [Seattle College District Title IX information](#)
 - [SSC Equal Opportunity Statement and Accommodation](#)
 - Evidence that complaint information is provided to students and prospective students with contact information for filing complaints with its accreditor and with state approval or licensing entity that would appropriately handle a student's complaint
 - [Student Complaints webpage](#)
 - Description of process for maintaining a record of qualifying student complaints for seven years or longer and the processing of such complaints
 - [CTC Records Retention Schedule](#)
- Policies and procedures for reviewing external complaints and grievances
 - [Equal Opportunity Statement and Accommodation Website](#)

- [Public Records Request Website](#)
- [“Contact Us” page on South Seattle College’s Website](#)

Standard 2.D.3

The institution adheres to clearly defined policies that prohibit conflicts of interest on the part of members of the governing board(s), administration, faculty, and staff.

South Seattle College adheres to the standards of ethical conduct and conflict of interest established by [Seattle College District Policy 400](#) in accordance with [RCW 42.52](#). The policy prohibits Board of Trustee members and employees from having an interest, transaction, or obligation “that is in conflict with the proper discharge of the state employee’s duties.” Employees at SSC receive training on Policy 400 in New Hire Orientations and are reminded of the policy in an annual email.

2.D.3 Evidence:

- Policies and procedures prohibiting conflict of interests among employees and board members
 - [Seattle College District Policy 400](#)

Standard 2.E.1

The institution utilizes relevant audit processes and regular reporting to demonstrate financial stability, including sufficient cash flow and reserves to achieve and fulfill its mission.

South Seattle College (SSC) demonstrates financial stability through sufficient cash flow, prudent reserve management, and established audit and reporting practices that support institutional operations and mission fulfillment. In recent years, the College has navigated sustained financial pressures related to enrollment trends, staffing turnover, technology modernization needs, and constrained state funding. Within this context, SSC has maintained fiscal stability through disciplined financial management, strategic reductions, and coordinated district oversight.

Financial stability is supported through balanced budgeting, regular financial review, and alignment with Seattle Colleges District policies, including [Section 600 policies and procedures](#) governing financial oversight and resource management.

SSC operates under a balanced budget framework designed to preserve cash flow and reserves while adapting to changing fiscal conditions. In response to ongoing revenue pressures, the College has implemented [targeted cost reduction](#) and containment measures, organizational adjustments, and prioritization processes to align expenditures with available resources. These efforts have enabled SSC to maintain financial solvency while sustaining core instructional and student support functions.

Audit Processes

South Seattle College's financial stability is supported by established audit processes that ensure accountability and compliance. SSC is subject to multiple audits, including accountability, performance, and Federal Single Audits under [Title 2 of the Code of Federal Regulations](#), conducted by or on behalf of the Washington State Auditor's Office (SAO). These audits are standardized across Washington State community and technical colleges.

During this review period, SSC worked collaboratively with state and contracted auditors to address historical audit backlogs and strengthen internal systems. As a result, [audited financial statements](#) are now current, and procedures are in place to support timely production on an ongoing basis. Audit Reports, with identified concerns and recommendations, are shared with college leadership and the Board of Trustees.

Accounting, Budget Controls, and Reserve Management

Financial stability at South Seattle College is supported by established [accounting practices and internal budget controls](#). In December 2025, the Board of Trustees adopted three financial sustainability KPIs as part of the new strategic plan, strengthening long-term fiscal planning and institutional resilience.

SSC follows [Seattle Colleges District Policy 608](#) (Operating Reserves), which establishes reserve thresholds to address enrollment fluctuations, economic volatility, and

unanticipated needs. In response to sustained fiscal pressures, SSC has enhanced budget monitoring, strengthened expenditure controls, and implemented targeted cost-reduction measures. Budget planning, staffing decisions, and program adjustments are reviewed regularly by senior leadership and the Board, with attention to fund balance trends, cash flow stability, and alignment with institutional priorities.

At the same time, SSC recognizes the need to continue strengthening financial management systems. Current priorities include improving real-time budget visibility, expanding multi-year forecasting, strengthening links between planning and resource allocation, and further standardizing financial procedures.

Through continued investment in financial systems, staff capacity, and planning tools, SSC is strengthening its budget and reserve management practices to promote transparency, accountability, and long-term sustainability.

Financial Reporting and Oversight

SSC utilizes [regular financial reporting](#) to support informed decision-making and institutional transparency. In accordance with Seattle Colleges District Policy 608, the Board of Trustees receives routine financial statements highlighting reserve balances, revenues, expenditures, and budget variances. These reports enable continuous monitoring of financial performance and support timely corrective action when needed.

In addition, SSC participates in IPEDS financial reporting and submits annual year-end financial disclosures and Cash Balance Reports to the Washington State Board for Community and Technical Colleges through the District.

Opportunities for Continuous Improvement:

The Business Office at SSC continues to identify opportunities for improvement by reviewing workflows, improving coordination with campus departments, and leveraging technology to increase efficiency. The implementation of a salary control sheet has increased internal controls and provided clearer visibility into personnel costs. Ongoing staff development and process refinement will further strengthen financial management.

2.E.1 Evidence:

- Policies and procedures that articulate the oversight and management of financial resources
 - [Section 600 of Seattle College District Policies and Procedures](#)
 - [Seattle Colleges District Policy 601](#)
 - [Seattle Colleges District Policy 608](#)
- Latest external financial audit including management letter
 - [Latest external financial audit](#) (FY 2025 Audit will be published March 2026)

Standard 2.E.2

Financial planning includes meaningful opportunities for participation by stakeholders and ensures appropriate available funds, realistic development of financial resources, and comprehensive risk management to ensure short term financial health and long-term financial stability and sustainability.

Based on the [Seattle Colleges District-wide budget development schedule](#), South Seattle College engages stakeholders at multiple levels in financial planning and budgeting to ensure appropriate allocation of limited resources, realistic revenue development, and effective risk management. In recent years, financial planning has occurred within the context of sustained enrollment declines, staffing turnover, and constrained state funding, requiring careful prioritization, broad engagement, and disciplined decision-making to maintain institutional stability.

Meaningful Participation in Financial Planning

SSC's annual budget development process provides structured opportunities for participation by faculty, staff, administrators, and governance bodies in accordance with [District Policy 601](#). Early in the budget cycle, the Business Office solicits [funding requests](#) from campus units, including requests for equipment, travel, staffing, and program support. These requests are reviewed by key stakeholder groups and forwarded to the President's Cabinet with recommendations.

Given ongoing resource constraints, Cabinet and senior leadership evaluate requests in relation to institutional priorities, enrollment trends, and available funding. Budget managers develop budget estimates and align proposed expenditures accordingly, reinforcing fiscal discipline and sustainability.

Budget development utilizes [standardized templates](#) and [instructions](#) requiring justification and documentation. Proposals undergo divisional and college-wide review before consolidation by the Business Office, promoting transparency, shared responsibility, and informed prioritization in a constrained fiscal environment.

Oversight and Governance

The Board of Trustees provides financial oversight through policy direction and approval of annual operating and capital budgets. The Board reviews preliminary and final budgets and receives regular updates on projections, enrollment impacts, and fiscal risks.

Throughout the year, the SCD CFO, College President, Vice President for Administrative Services and the Budget Director provide quarterly financial updates and respond to Board inquiries, ensuring accountability and timely adjustments in response to changing financial conditions.

Realistic Revenue Development and Risk Management

Revenue projections are developed using enrollment forecasts, tuition assumptions, and state allocation models established by the Washington State Board for Community and Technical Colleges. District Finance applies a funding model that accounts for base

allocations, enrollment-based funding, enhanced FTE categories, performance measures, and restricted funds.

In response to revenue volatility and enrollment fluctuations, SSC employs conservative forecasting, phased spending strategies, and ongoing budget monitoring. Risk management is embedded through multiple levels of review, alignment of expenditures with confirmed resources, and contingency planning.

Broad stakeholder involvement, standardized tools, and Cabinet oversight help mitigate financial risks while supporting compliance, operational continuity, and long-term sustainability.

Opportunities for Continuous Improvement:

Despite sustained fiscal pressures, the College has maintained stability through transparent processes and disciplined prioritization. SSC continues to strengthen financial planning through improved enrollment forecasting, expanded multi-year modeling, enhanced budget communication, and increased staff capacity, supporting proactive risk management and long-term sustainability.

2.E.2 Evidence:

- Policies and procedures for planning and monitoring of operating and capital budgets, reserves, investments, fundraising, cash management, debt management, transfers and borrowing between funds
 - [Section 600 of Seattle College District Policies and Procedures](#)
 - [Finance and Business Affairs](#)
 - [Seattle College District Procedure 608: Reserve Policy Procedures](#)
- Sample of meeting agendas, minutes, and/or other documentation as evidence of meaningful opportunities for participation by stakeholders
 - [President's Cabinet 24-25 Annual Budget Meetings Summary](#)

Standard 2.E.3

Financial resources are managed transparently in accordance with policies approved by the institution's governing board(s), governance structure(s), and applicable state and federal laws.

South Seattle College manages financial resources transparently and in accordance with Board-approved policies, established governance structures, and applicable state and federal laws. In the context of sustained financial pressures related to enrollment declines, staffing turnover, and constrained revenues, the College has strengthened oversight, documentation, and reporting practices to ensure accountability and informed decision-making.

Financial resource management is guided by [Seattle Colleges District Policy 608](#), which establishes expectations for financial planning, monitoring, and reporting across the District. This policy provides a consistent framework for managing operating and capital budgets, reserves, and other financial resources in a manner that promotes transparency and fiscal discipline.

The Seattle Colleges District Board of Trustees exercises oversight and approval authority in accordance with [District Policy 108](#) through [public meetings](#) and published materials. Regular review of budget projections, enrollment impacts, and fiscal risks ensures transparency and responsiveness in periods of financial constraint.

Financial management practices align with external standards, including the [Washington State Board for Community and Technical Colleges Accounting Manual](#), the [Office of Financial Management State Accounting and Administrative Manual \(SAAM\)](#), and [Generally Accepted Accounting Principles \(GAAP\)](#). These standards reinforce consistent, compliant, and transparent practices across all financial operations.

SCD utilizes an accounting system that adheres to GAAP and incorporates effective internal controls to support accurate and timely financial reporting. Since transitioning to the statewide ctcLink (PeopleSoft) system in 2021, the College has navigated a significant learning curve, new coding structures, and revised reporting standards. While implementation has required ongoing staff training, process adjustments, and system refinement, and these systems continue to evolve, these efforts have strengthened standardized accounting, reporting, and business processes and access to financial information.

Seattle College District maintains a comprehensive set of Board-approved financial policies ([Section 600 – Financial Policies](#)) governing operating and capital budgets, reserves, fundraising, cash and debt management, and interfund transfers. These policies provide clear guidance for managing limited resources in alignment with institutional priorities and long-term sustainability goals.

Opportunities for Continuous Improvement:

South Seattle College will continue to strengthen financial transparency and compliance by enhancing staff training on evolving financial systems, further standardizing coding and reporting practices, and improving documentation of financial procedures. Ongoing priorities include strengthening cross-departmental coordination, expanding system-based quality controls, improving real-time access to financial data, and refining internal review processes. These efforts will support more consistent reporting, reduce operational risk, and strengthen institutional capacity for transparent, data-informed financial decision-making.

2.E.3 Evidence:

- Description of internal financial controls
 - [Section 600 – Financial Policies](#)
 - [Seattle Colleges District Policy 601](#)
 - [Seattle Colleges District Policy 608](#)
 - [Accounting Services](#)
- Board approved financial policies, state financial policies, or system financial policies
 - [Section 600 – Financial Policies](#)
 - [Washington State Board for Community and Technical Colleges Accounting Manual](#)
 - [Office of Financial Management State Accounting and Administrative Manual \(SAAM\)](#)

Standard 2.F.1

Faculty, staff, and administrators are apprised of their conditions of employment, work assignments, rights and responsibilities, and criteria and procedures for evaluation, retention, promotion, and termination.

South Seattle College ensures that faculty, staff, and administrators are clearly informed of their conditions of employment, work assignments, rights and responsibilities, and the criteria and procedures for evaluation, retention, promotion, and termination. These expectations are communicated through Seattle Colleges District policies, position descriptions, and applicable collective bargaining agreements, ensuring transparency, consistency, and equitable application across employee groups.

Administrative-Exempt Employees

Administrative-exempt employees are not represented by a bargaining unit. [Seattle Colleges District Policy 470](#) requires that each administrator receive an employment contract and job description outlining duties, authority, and expectations.

Administrators participate in annual evaluations that include review of job responsibilities, progress toward goals, and performance outcomes. Termination procedures for administrative employees are governed by [Seattle Colleges District Policy 471](#).

Classified Staff

Classified staff are represented by the Washington Federation of State Employees Higher Education (WFSE HE). Conditions of employment-including hiring and appointments, performance evaluations, promotion and retention, and termination-are defined in the [Collective Bargaining Agreement](#). Classified staff receive current job descriptions and participate in annual performance evaluations aligned with contractual requirements.

Faculty

Faculty are represented by the American Federation of Teachers Local 1789.

The [faculty's Collective Bargaining Agreement](#) outlines professional obligations, academic freedom, evaluation procedures, tenure provisions, and dismissal processes. Evaluation of timelines and criteria vary by faculty status and are clearly articulated in the agreement, ensuring consistent and equitable assessment of teaching effectiveness and professional responsibilities.

Professional Staff

Professional staff are represented by the American Federation of Teachers Seattle Professional Staff, Local 6550. The [Collective Bargaining Agreement for Professional Staff](#) specifies workload expectations, compensation, working conditions, evaluation procedures, and processes related to reductions in force and termination. Professional staff receive job descriptions and participate in annual evaluations consistent with contractual guidelines.

Opportunities for Continuous Improvement:

South Seattle College Human Resources is developing a comprehensive onboarding packet for all employee groups to support effective transitions and long-term employee

retention. The Human Resources Department is continuously refining its standardized evaluation process to support leadership development and career progression.

2.F.1 Evidence:

- Human resource policies and procedures
 - Administrative-Exempt positions [Policy 470](#) and [Policy 471](#)
 - [Faculty \(AFT\)CBA](#)
 - Article 8 – Dismissal
 - [Exempt \(AFT-SPS\) CBA](#)
 - Article 13 – Conditions of Employment
 - Article 13.3 - Non-Renewal
 - Article 13.4 - Dismissal For Cause
 - Article 13.5 - Sufficient Cause
 - Article 13.8 - Displacement/Reassignment of regular employees
 - Article 15 – Reduction in Force (RIF)
 - [Classified \(WFSE\) CBA](#)
 - Article 29 – Discipline
 - Article 35 – Layoff and Recall
- Policies and procedures related to teaching, scholarship, service, and artistic creation
 - [AFT Collective Bargaining Agreement](#)
 - AFT CBA Article 9 – Seniority
 - AFT CBA Article 13 – Curriculum Development
- Policies and procedures for apprising employees of working conditions, rights and responsibilities, evaluation, retention, promotion, and termination
 - [Progressive Discipline Supervisor Training](#)
 - [Performance Evaluation Training](#)
 - [Exempt Pro Staff CBA\(AFT-SPS\)](#)
 - Article 14 – Professional Development
 - Article 11.1 - Reasonable Workload
 - Article 16 – Job Descriptions, Hiring, Vacancies, Transfers, Unit Work
 - Article 17 – Personnel File
 - Article 18 – Performance Evaluations
 - Article 13.3 - Non-Renewal
 - Article 13.4 - Dismissal For Cause
 - Article 13.5 - Sufficient Cause
 - Article 13.8 - Displacement/Reassignment of regular employees
 - Article 14 – Training and Development
 - [Classified CBA \(WFSE\)](#)
 - Article 3 – Workplace Behavior
 - Article 4 – Hiring and Appointments
 - Article 6 – Performance Evaluation
 - Article 9 – Training and Employee Development

- RCW 28B.15.558 - Tuition Waiver
- Article 29 – Discipline
- Article 33 – Employee Files
- Article 35 – Layoff and Recall
- [Faculty CBA \(AFT\)](#)
 - Article 4 – Positions, Salary, and Rates of Pay
 - Article 6 – Personnel Policies
 - Article 7 - Tenure Provisions
 - Article 8 – Dismissal
 - Article 9 – Seniority
 - Article 11 – Operational Policies
 - Article 13 – Curriculum Development
 - Article 14 – Professional Development

Standard 2.F.2

The institution provides faculty, staff, and administrators with appropriate opportunities and support for professional growth and development.

The Seattle Colleges District promotes professional growth and development through districtwide trainings, workshops, and other professional development opportunities, in compliance with [Seattle Colleges District Policy 415](#).

The District Manager of Learning and Development serves as the District-Wide Staff Development Coordinator and is responsible for the District-wide [Staff Development Program](#). This program includes training related to workplace safety, technology tools, Title IX and Clery Act compliance, and participation in employee search committees.

Faculty throughout the Seattle Colleges District receive professional development opportunities through the District Faculty Development Coordinator, a faculty member on full course release who plans and coordinates professional development activities across the district. The District Faculty Development Coordinator also leads faculty committees that advise on and distribute funding for faculty professional development districtwide.

College-Level Commitment to Professional Growth

South Seattle College recognizes the value of professional growth and development for faculty, staff, and administrators and supports opportunities for employees to remain current in their roles while developing skills for career advancement. Professional development opportunities at South Seattle College are available across employee groups and are aligned with institutional priorities and equity-centered practices.

Faculty Professional Development

Faculty professional development is supported through the faculty collective bargaining agreement and college-based planning structures. [Article 14 of the faculty collective bargaining agreement](#) guarantees faculty 3 professional development and 5 non-

instructional days each academic year, in addition to Convocation and President's Day. These days are allocated to support course and curriculum development, instructional preparation, laboratory and shop maintenance, divisional work, and faculty development activities conducted throughout the academic year.

The content for Faculty Professional Development days is planned collaboratively by unit administrators and faculty through the Professional Development (PD) Committee. The PD Committee works in coordination with faculty assessment teams, Guided Pathways, the Vice President of Instruction, and the Director of Access, Community and Opportunity to advance equity-focused professional development. The committee meets regularly to identify relevant, current, and evidence-based professional development opportunities.

South Seattle College also partners with the South Seattle College Foundation to support faculty professional development and curriculum innovation through the Excellence in Education grant program. These competitive grants support instructional improvement and anti-racist teaching practices. Grant opportunities are offered quarterly for individual and group projects, and completed projects are shared with faculty through division presentations, workshops during Faculty Professional Development days, and the [Excellence in Education Canvas site](#).

Additional faculty professional development resources are available through [the South Faculty Professional Development](#) site and documentation related to the Faculty Professional Development Coordinator role.

Classified Staff Professional Development

Classified staff are eligible for professional development activities as outlined in Article 9 of the classified staff [collective bargaining agreement](#). The Classified Development Advisory Committee (CDAC) provides a range of professional development opportunities, including an annual retreat and mini grants for external training.

In addition, since 2012, South Seattle College's Student Services division has convened quarterly mandatory training for full- and part-time staff. These trainings address technical skill development, cultural competency, and engagement in college-wide initiatives such as Guided Pathways. This structured approach supports sustainable professional development while allowing for department- and role-specific training coordinated by supervisors and department leads.

Opportunities for Continuous Improvement:

At the Seattle College's District level, local Human Resource Representatives have partnered with the Training and Development Manager to deliver ongoing monthly professional development for mid to senior level managers, strengthening leadership capacity and consistency across colleges. Concurrently, the launch of the Dean's Academy provides districtwide management training for deans led by subject matter experts, reinforcing core leadership competencies. At the South Seattle College HR level, the HR Team is mapping college-based professional development and career pathway

opportunities to better align workforce development with institutional priorities and employee growth.

2.F.2 Evidence:

- Employee professional development policies and procedures for faculty, staff, and administrators
 - [Seattle Colleges District Policy 415](#)
 - [Staff Development Program](#)
 - [Article 14 of the faculty CBA](#) Professional Development- AFT CBA
 - [Professional Development Article 14 – AFT SPS CBA](#)
 - [Employee Training and Development Article 9 – WFSE CBA](#)
 - [RCW 28B.15.558](#) - Tuition Waiver

Standard 2.F.3

Consistent with its mission, programs, and services, the institution employs faculty, staff, and administrators sufficient in role, number, and qualifications to achieve its organizational responsibilities, educational objectives, establish and oversee academic policies, and ensure the integrity and continuity of its academic programs.

The Seattle Colleges are committed to recruiting dedicated employees who create a welcoming academic climate that reflects the diverse backgrounds of our community. The Seattle Colleges' Workforce Diversity policy emphasizes' the colleges' commitment to ensure accuracy and inclusivity in the hiring and evaluation processes for all positions at the colleges ([Seattle College District Policy 404](#)).

The Seattle Colleges' [hiring process](#) ensures that the colleges employ enough well-qualified faculty, staff, and administrators. Hiring managers submit a [Position Request Justification Form](#) and [position description](#) to Human Resources (HR) prior to posting job openings. Position descriptions include a position summary, essential functions, and qualifications. Position Requests are reviewed by Human Resources and the Business Office for budgetary approval.

At South Seattle College the staffing needs are departmental based and typically determined by Vice-Presidents and the Deans in their respective areas and these hiring requests are brought to the President's Cabinet where the [Decision-Making Matrix](#) can be applied. HR ensures that leadership is going through the position management and recruiting process per policy and procedures. HR will ensure minimum qualifications of potential employees are accurate and consistent with state and CBA compliance. Thusly, the President, Vice-Presidents, Deans and HR all work together to be responsible for determining if SSC is employing faculty, staff, and administrators sufficient in role, number, and qualifications to achieve our organizational responsibilities,

educational objectives, establish and oversee academic policies, and ensure the integrity and continuity of our academic programs.

Once a position has been approved the hiring manager forms a screening committee consisting of a committee chair, committee members, and an inclusion advocate, a non-voting committee member focused on ensuring that the hiring process remains inclusive and free from bias. The screening committee reviews the position description to ensure equitable and inclusive posting language, creates a [screening matrix](#) based on position qualifications, and develops interview questions. The screening committee reviews all applicants' materials against their screening matrix to ensure that applicants meet requirements, interviews qualified candidates, and selects final candidates. The hiring manager interviews finalists for the position and conducts reference checks before hiring a candidate.

As a result of the hiring process described, South Seattle College employs a highly qualified and diverse workforce to meet its strategic goals.

2.F.3 Evidence:

- Documentation about engagement and responsibilities specified for faculty and staff, as appropriate
 - [Position Descriptions](#)
 - [Position Justification Form](#)
 - [New Hire Form](#)
 - [Screening Matrix](#)
- Personnel hiring policies and procedures
 - [Seattle College District Policy 404](#)
- Organization charts
 - [Organization Charts | South Seattle College](#)
- Policies and procedures for determining positions and anticipated resource allocation
 - [SSC President's Cabinet Decision Making Matrix](#)
 - [AFT CBA](#)

Standard 2.F.4

Faculty, staff, and administrators are evaluated regularly and systematically in alignment with institutional mission and goals, educational objectives, and policies and procedures. Evaluations are based on written criteria that are published, easily accessible, and clearly communicated. Evaluations are applied equitably, fairly, and consistently in relation to responsibilities and duties. Personnel are assessed for effectiveness and are provided feedback and encouragement for improvement.

The Seattle Colleges review the efforts of faculty, staff, and administrators through a program of systemic evaluations. These evaluations are designed and conducted to encourage professional growth and improvement, recognize outstanding performance, and implement corrective and improvement processes related to performance, when appropriate. Performance evaluation processes and forms for personnel were designed in accordance with [Seattle College District Policy 409](#) and applicable collective bargaining agreements.

Administrators

Administrators are evaluated at the end of each academic year. Employees prepare written self-evaluations of their progress in meeting their goals and develop goals for the coming year. Supervisors rate employee performance with the [Exempt Evaluation Competencies](#).

Classified Staff

In accordance with Article 6.2 (page 15) of the [Washington Federation of State Employees \(WFSE\) Collective Bargaining Agreement](#), classified staff are evaluated annually. Supervisors discuss performance goals with staff and review their performance with regard to those goals. Supervisors can suggest professional development opportunities and staff may identify organizational support as needed. Each employee's performance goals are guided by the Seattle Colleges' [mission statement and strategic plan](#).

Faculty

The frequency of faculty evaluations differs by employment status, as outlined in Articles 6 and 7 (pages 33-59) of the [AFT 1789 Collective Bargaining Agreement](#). Tenure-track faculty are evaluated quarterly by the members of their tenure review committee. Post-tenure and priority hire part time faculty submit student evaluations from one class per year to their unit administrator and are evaluated every three years. Part-time faculty are typically evaluated before the beginning of their fifth quarter.

Faculty within a department create evaluation criteria in conjunction with their Unit Administrator. Faculty evaluations consist of classroom observation, written self-evaluations, a review of student evaluations, a written summary of faculty performance based upon previously determined criteria, a discussion with the faculty member, and a response and signature of the faculty member.

Professional Staff

In accordance with Article 18 (page 30) of the [AFT Professional Staff Collective Bargaining Agreement](#), professional staff are evaluated at the end of each academic year. Employees prepare written self-evaluations of their progress in meeting their goals and develop new goals for the coming year. Supervisors rate employee performance with [Exempt Evaluation Competencies](#).

Opportunities for Continuous Improvement:

South Seattle College Human Resources is continuously reviewing and evaluating the annual employee evaluation process to improve usability and consistency across all employee groups. Given the complexity of managing multiple employee types with differing evaluation cycles and timelines, HR is assessing opportunities to streamline processes and reduce administrative burden for supervisors. As part of this effort, the team is exploring strategies to equip managers with timely, clear guidance and tools that support ongoing performance conversations and help ensure evaluations are completed regularly and in alignment with established timelines.

2.F.4 Evidence:

- Administrator/staff/faculty evaluation policies and procedures
 - [Seattle College District Policy 409](#)
 - [Administrator Evaluation Competencies](#)
 - [HR Presentation of Annual Evaluation Training](#)
 - Classified Staff: [Article 6.2 \(page 15\) of the Washington Federation of State Employees \(WFSE\) Collective Bargaining Agreement](#)
 - Professional Staff: [Article 18 \(page 30\) of the AFT Professional Staff Collective Bargaining Agreement](#)
 - Faculty: [Articles 6 and 7 \(pages 33-59\) of the AFT 1789 Collective Bargaining Agreement](#)

Standard 2.G.1

Consistent with the nature of its educational programs and methods of delivery, and with a particular focus on equity and closure of equity gaps in achievement, the institution creates and maintains effective learning environments with appropriate programs and services to support student learning and success.

Consistent with the nature of its educational programs and methods of delivery, South Seattle College creates and maintains effective learning environments that support student learning and success, with a particular focus on equity and the closure of achievement gaps, as supported and guided by our [Access, Community, and Opportunity Center](#). Recognizing that many students are first-generation and from historically underserved populations, the College intentionally integrates academic instruction and student services to promote access, persistence, completion, and equitable outcomes.

South Seattle College provides a comprehensive network of academic support programs and student services designed to address diverse student needs across the student lifecycle. These services include culturally responsive spaces, academic and career guidance, enrollment and financial support, and targeted programs for specific student populations.

Key student learning and support services include:

- **The AANAPISI Center:** Provides culturally relevant, student-centered programs and services to support academic success and inclusion
- **Access Services:** Coordinates reasonable accommodations and academic adjustments for students with disabilities
- **Advising Services:** Supports educational planning, course selection, degree and certificate completion, and transfer preparation
- **The Counseling Office:** Assists students with career, educational, and personal goal development
- **Enrollment Services:** Supports students with [processing applications](#), [registering for classes](#), [applying for graduation](#), [transferring college credits](#), [establishing placement](#), and [ordering transcripts](#)
- **Financial Aid Office:** Assists students with financial aid applications and administers Title IV and other aid programs
- **Welcome Center:** Provides centralized guidance and onboarding support for new, returning, and continuing students
- **Student Life:** Fosters student engagement, leadership development, community building, and co-curricular learning
- **Veterans Student Services:** Supports academic achievement, leadership development, and community-building for student veterans

- **Workforce Education:** Provides case management and financial support for eligible students, including assistance with tuition, fees, books, transportation, and employment-related needs
- **WorkSource Career Center:** Offers career counseling, job readiness workshops, employment resources, and partnerships that support student transition to the workforce

Targeted and academic learning support services include:

- **TRIO Student Success Services (SSS):** Provides advising, tutoring, financial literacy, and transfer support for eligible first-generation, low-income students, and students with disabilities
- **Collaborative Learning and Instruction Center (CLIC):** Offers tutoring and learning support for TRIO Student Success Services participants
- **The Tutor Center:** Provides one-on-one tutoring and facilitates study groups across disciplines
- **Center for Learning and Understanding English (CLUE):** Offers tutoring support for writing and language development
- **Math and Science Tutoring Center (M.A.S.T.):** Provides drop-in support for mathematics and science coursework
- **Business, Accounting and Economics tutoring:** Offers discipline-specific academic support

Student Service Area Assessment

South Seattle College has implemented a [Student Service Area Assessment process](#) to support planning, coordination, and continuous improvement across student services. Student Service Area Outcomes are developed collaboratively by deans and directors along with the Student Services Assessment Committee and are aligned with institutional priorities and equity goals. Assessment measures use a combination of quantitative and qualitative data to establish baseline performance beginning in the 2025-2026 academic year. Results are used to inform planning, service improvements, and alignment of student support strategies.

Opportunities for Continuous Improvement:

South Seattle College is actively integrating assessment and continuous improvement into our student service areas. This approach will lead to a better understanding of how students engage with our student services and how we can utilize the student data available to us to improve student success outcomes.

2.G.1 Evidence:

- Listing of programs and services supporting student learning and success needs
 - [SSC Student Support Services Website](#)

- Assessment measures of effectiveness for programs and services
 - [Student Services Outcomes and Assessment Procedure Document](#)

Standard 2.G.2

The institution publishes in a catalog, or provides in a manner available to students and other stakeholders, current and accurate information that includes: institutional mission; admission requirements and procedures; grading policy; information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion based on normal student progress and the frequency of course offerings; names, titles, degrees held, and conferring institutions for administrators and full-time faculty; rules and regulations for conduct, rights, and responsibilities; tuition, fees, and other program costs; refund policies and procedures for students who withdraw from enrollment; opportunities and requirements for financial aid; and the academic calendar.

The Seattle Colleges District publishes an electronic academic catalog every 2 years. Students and other interested parties can access the academic catalog from the [district](#) website.

The Seattle Colleges District’s biannual academic catalog review process ensures that the catalog provides accurate, up-to-date information about academic programs and services. Designated content owners review catalog information to ensure accuracy. The catalog contains the following sections:

- **About Seattle Colleges:** Contains general information about the Seattle Colleges District, including the institutional mission.
- **Degrees and Training:** Describes academic programming and credentials offered
- **Enrollment and Funding:** Contains admission requirements and procedures; grading policy; rules and regulations for conduct; rights and responsibilities; tuition, fees, and other program costs; refund policies and procedures for students who withdraw from enrollment; and opportunities and requirements for financial aid.
- **Colleges (North, South, Central):** Provides an overview, campus profile, and areas of study available at each college in the Seattle Colleges District.
- **Courses:** Includes course descriptions
- **Faculty and Administration:** Contains names, titles, degrees held, and conferring institutions for administrators and full-time faculty
- **Academic Calendar**

Students can easily access information about programs on the South Seattle College [Programs webpage](#), which will have specific information for each individual program including:

- Program descriptions
- Enrollment information
- A sample quarterly schedule (for transfer programs) for full-time students
- Courses sequences (for career training programs)
- Program or Degree learning outcomes (if applicable)
- Estimated time-to-completion
- Career opportunities
- Future education opportunities

2.G.2 Evidence:

- [Catalog](#) (and/or other publications) that provides information regarding:
 - [Institutional mission](#) (and Page 3 of [25-27 Academic Catalog](#))
 - [Admission requirements and procedures](#)
 - [Grading policy](#) (and Page 56 of [25-27 Academic Catalog](#))
 - Information on [academic programs and courses](#), including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion (and Page 12 of [25-27 Academic Catalog](#))
 - Names, titles, degrees held, and conferring institutions for administrators and full-time faculty: (Page 321 of [25-27 Academic Catalog](#))
 - [Rules and regulations for conduct, rights, and responsibilities](#) (and Page 58 of [25-27 Academic Catalog](#))
 - [Tuition, fees, and other program costs](#) (and Page 14 and 53 of [25-27 Academic Catalog](#))
 - [Refund policies and procedures for students who withdraw from enrollment](#)
 - [Opportunities and requirements for financial aid](#) (and Page 46 of [25-27 Academic Catalog](#))
 - [The academic calendar](#) (and inside back cover of [25-27 Academic Catalog](#))

Standard 2.G.3

Publications and other written materials that describe educational programs include accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered. Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials.

When applicable, South Seattle College clearly communicates eligibility criteria for state or national licensure and other unique requirements related to employment or advancement. This information is published on departmental webpages within the South Seattle College website and in program requirement descriptions in the Seattle Colleges District online academic catalog, ensuring transparency for prospective and current students.

South Seattle College currently offers two programs that prepare students for external licensure or certification. The [Aviation Maintenance Technology Program](#) is designed to prepare students to successfully complete the Federal Aviation Administration (FAA) Airframe and Powerplant (A&P) examination, a required credential for employment in the aviation maintenance field. The [Welding Fabrication Technology Program](#) prepares students for [Washington Association of Building Officials \(WABO\) certification](#), and faculty in the program support students by assisting with preparation and administration of the certification exam.

For programs that require state or federal licensure, or where industry certification enhances employability, South Seattle College closely monitors student success rates on required examinations. Program Learning Outcomes for these programs are intentionally aligned with licensure and certification requirements and are reviewed and updated as needed to ensure curriculum relevance and alignment with industry standards.

2.G.3 Evidence:

Samples of publications and other written materials that describe:

- Accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered
 - [Aviation Maintenance Technology Program](#)
 - [Welding Fabrication Technology Program](#)
- Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials
 - [Aviation Maintenance Technology Program](#)
 - [Welding Fabrication Technology Program](#)

Standard 2.G.4

The institution provides an effective and accountable program of financial aid consistent with its mission, student needs, and institutional resources. Information regarding the categories of financial assistance (such as scholarships, grants, and loans) is published and made available to prospective and enrolled students.

The Seattle Colleges provide prospective and current students with an effective and accountable program of financial aid consistent with its mission and individual student needs.

In 2021, the Seattle Colleges began reorganizing financial aid programs across the district to streamline practices and improve student and staff experience. Prior to the reorganization, financial aid departments at each college operated independently, with each college's financial aid department processing financial aid applications, managing awards, and providing financial aid coaching to students. The Seattle Colleges [Financial Aid Reorganization](#) created district-wide teams dedicated to processing applications and managing awards for students at all three colleges. By bringing processing and disbursement work into a centralized District Financial Aid team, while keeping individual campus Financial Aid teams focused on one-to-one service, students now have a [financial aid experience](#) that is predictable and transparent.

At South Seattle College, students receive specific financial aid information through the [Financial Aid webpage](#) and at the Financial Aid Office, ensuring access to clear guidance on available resources and application steps. Financial Aid teams across the district share a common [policy and procedure manual](#), which provides staff with detailed information on financial aid administration, including descriptions of all available financial aid programs, student eligibility requirements, application procedures and forms, and criteria for selecting recipients and determining aid amounts for financial aid packaging. This shared framework ensures consistent service delivery and clear communication across the district.

South Seattle College participates in the Federal Pell Grant, Federal Supplemental Educational Opportunity Grant, Federal Direct Loan Programs, the Federal Work-Study Program, state work-study, various state and college grant and scholarship programs, and administer private loans for their students. This information is published on the SSC Financial Aid webpage and is readily available to all current and prospective students.

The administration of the Financial Aid Office submits annual reports for compliance with federal and state regulations, and financial aid staff members participate in regular training events to ensure timely and accurate implementation of all regulatory changes. The district and campus financial aid teams continually review their practices to identify opportunities for improvement, and changes are implemented on an ongoing basis to ensure that all SSC students receive excellent financial aid services.

Opportunities for Continuous Improvement:

South Seattle College is planning to improve the student financial aid process by implementing extended service hours during peak business periods, simplifying language across websites, forms, and checklists to reduce confusion, and further aligning financial aid processes across the Seattle Colleges District to ensure greater consistency and more predictable expectations for students.

2.G.4 Evidence:

- Published financial aid policies and procedures including information about categories of financial assistance
 - [Seattle Colleges Financial Aid Office Policies and Procedures](#)
 - [Step 2: Plan Funding | Seattle Colleges](#)
 - [SSC Financial Aid Webpage](#)
 - [Types of Financial Aid Webpage](#)
 - [Financial Aid Documents | Seattle Colleges](#)

Standard 2.G.5

Students receiving financial assistance are informed of any repayment obligations. The institution regularly monitors its student loan programs and publicizes the institution's loan default rate on its website.

The Seattle Colleges ensure that students receiving financial assistance are fully informed of their repayment obligations. In alignment with federal requirements, all first-time federal loan borrowers complete entrance loan counseling prior to the disbursement of any loan funds. The Seattle Colleges district financial aid team sends notifications directing students to complete this counseling at studentaid.gov, following the U.S. Department of Education's approved process.

Additionally, the district proactively sends exit loan counseling notifications to students who drop below half-time enrollment, graduate, or withdraw from the institution. These notifications guide students to studentaid.gov to complete their counseling, ensuring they are reminded of their repayment responsibilities and equipped with the knowledge to manage their loans effectively after leaving school.

To further support students throughout the loan lifecycle, the district leverages [Inceptia's](#) services to provide targeted outreach during grace and repayment periods. These efforts include timely, personalized communication to help students understand their repayment options and avoid delinquency or default. Students also benefit from access to a robust financial literacy curriculum that promotes informed financial decision-making and long-term financial wellness.

South Seattle College is committed to transparency regarding student loan outcomes. SSC publishes its most recent cohort default rate on the [Financial Aid](#) webpage, ensuring students have access to information that supports informed financial planning. This ensures students have easy access to data that supports informed financial planning and institutional accountability.

South Seattle College alerts students to all repayment obligations, award notifications and the subsequent loan disclosure statement. These are sent electronically to students when loans are awarded and when they are disbursed. All students awarded federal loans are required to complete entrance counseling via the [studentaid.gov](#) website. The Financial Aid Office ensures that a staff member is available during office hours to meet with any student via phone or on a walk-in basis to follow up on their loan entrance counseling or any other financial aid question.

Additionally, all students who received federal loan funds are required to complete exit counseling via the [studentaid.gov](#) website. Within 30 days of graduation, withdrawal, or dropping to less than half-time enrollment, students are directed via email or the ctcLink Message Center from the campus Financial Aid Office to complete their loan exit counseling and the message includes a link to the [studentaid.gov](#) site and a pdf of exit counseling materials is attached.

Opportunities for Continuous Improvement:

South Seattle College is developing a new system for each aid year that includes quarterly outreach and priority processing for special and vulnerable student groups, such as former foster youth and unaccompanied homeless youth, who are at higher risk of verification melt, while also simplifying language across websites, forms, and checklists to ensure information is clear, concise, and easier for students to understand.

2.G.5 Evidence:

- Information to students regarding repayment obligations
 - [SSC Financial Aid Direct Loan Guide](#) (see “Loan Repayment” section)
- Policies and procedures for monitoring student loan programs
 - [SSC Financial Aid Policies](#)
- Most recent loan default rate published on institutional website in accessible location
 - [SSC Financial Aid Direct Loan Guide](#) (see “South Seattle College 3 Year Default Rates (CDRs)” section)
- Sample letter to students regarding award and repayment obligations
 - [SSC Financial Aid Award Letter](#)
 - [SSC Loan Dept Repayment Letter](#)

Standard 2.G.6

The institution designs, maintains, and evaluates a systematic and effective program of academic advisement to support student development and success. Personnel responsible for advising students are knowledgeable of the curriculum, program and graduation requirements, and are adequately prepared to successfully fulfill their responsibilities. Advising requirements and responsibilities of advisors are defined, published, and made available to students.

South Seattle College provides effective, coordinated academic advising through a centralized [Advising Center](#) that serves Running Start students and the general student population not affiliated with specialized programs such as Seattle Promise, TRIO Student Success Services, International Programs, Bachelor of Applied Science programs, Career Link, or Apprenticeship. The Advising Center is led by the Director of Advising and Running Start and includes an Associate Director of Advising and AANAPISI, eight Student Success Specialists (Advisors), and three support staff.

Advising caseloads are organized by Area of Study to support consistency and subject-area expertise. The advising model includes an Entry and Transition Advisor who works with new, undecided, and Transitional Studies students as they transition into college-level coursework. Advisors are [trained](#) with comprehensive knowledge of college curricula, program requirements, and graduation standards and maintain specialized expertise within their assigned Areas of Study. Students are assigned to an advisor at admission and are connected through [Starfish](#), South Seattle College's student success technology platform.

Advisors [support students](#) throughout their academic journey assist with placement interpretation, prerequisite review, course sequencing, and quarterly scheduling. Advisors develop [individualized educational plans](#) aligned with certificate and degree requirements, transfer preparation, and graduation timelines. They also assist students experiencing academic difficulty, support exception-to-policy and waiver processes, and refer students to appropriate academic and student support services as needed.

The Associate Director of Advising leads assessment and data-informed planning for the Advising Center. Quantitative data-including [Starfish service reports, dashboards, and appointment metrics](#) are used to evaluate advising volume, modality preferences, and scheduling trends. Data are disaggregated in collaboration with the Office of Institutional Effectiveness to better understand the demographics of students served. Qualitative feedback is gathered through student satisfaction surveys following advising interactions. These data inform continuous improvement efforts and guide strategies to strengthen student support within advising.

To ensure consistency and continuity of advising across campus, the Director of Advising and Running Start coordinates regular communication and training through the Advising and Counseling group. This cross-functional group includes Advisors and advising-adjacent departments such as Financial Aid, Workforce Education, Enrollment Services, Completion Coaching, Credentials, and Placement. The group facilitates information

sharing related to curriculum updates, policy changes, campus initiatives, and professional development opportunities.

Advisors participate regularly in professional development, including conferences and training offered by the National Academic Advising Association (NACADA), the Washington State Board for Community and Technical Colleges, regional baccalaureate institutions, and national student affairs organizations. The Advising Center also maintains an internal digital resource, the [Advising Quick Reference](#), which provides up-to-date guidance and supports consistent advising practices across centralized and specialized advising programs.

Advisors collaborate closely with instructional partners by visiting classrooms to promote academic planning and by providing input to instructional deans on course scheduling, modality, and frequency. Through centralized coordination, data-informed assessment, professional development, and collaboration with instructional partners, South Seattle College ensures that advising services are effective, consistent, and aligned with student success.

Opportunities for Continuous Improvement:

South Seattle College is committed to providing an effective form of advising to each and every one of our students and is taking steps to continuously improve. Advising will continue promoting the Ed Planning/Advising communications plan through classroom visits, regularly revising mandatory New Student Orientation based on student survey feedback, refining program plan and advising codes, and conducting targeted outreach to undecided students after their first quarter and to non-award-seeking students each quarter. Advising will also begin increasing collaboration with Financial Aid on Educational Planning logistics and work toward implementing a brief exit survey for graduating students to better understand what supported their success and where additional support is needed.

2.G.6 Evidence:

- Description of advising program, staffing, and advising publications (Student handbook or Catalog; links to webpages - please note specific pages or areas)
 - [SSC Advising Webpage](#)
 - [Staffing](#)
 - [Forms and Documents](#)
- Description and evidence of systematic evaluation of advising
 - [Starfish Advising Assessment](#)
- Professional development policies and procedures for advisors
 - [Advising Quick Reference](#)

Standard 2.G.7

The institution maintains an effective identity verification process for students, including those enrolled in distance education courses and programs, to establish that the student enrolled in such a course or program is the same person whose achievements are evaluated and credentialed. The institution ensures that the identity verification process for distance education students protects student privacy and that students are informed, in writing at the time of enrollment, of current and projected charges associated with the identity verification process.

The Seattle Colleges maintain an effective identity verification process for students enrolled in all programs, including online courses. All students' identities are verified when they apply to the college through the Washington State Board of Community & Technical Colleges [Online Admissions Application Portal](#). Admitted students receive [ctcLink credentials](#) by email and activate their ctcLink accounts by providing their ctcLink ID along with their first name, last name, and date of birth. Students use their ctcLink credentials to access student records, financial aid, and Canvas, our learning management system. The identities of all students admitted to the college are verified in this way. No exceptions are made based on course modality.

Students log in to online courses with their ctcLink credentials, which are protected by multifactor authentication (MFA). Multifactor authentication requires that students enter their ctcLink ID, password, and an additional code that they receive via phone, email, text, or an authenticator application.

South Seattle College assesses an Instructional Technology fee, which supports the colleges' Learning Management System (Canvas) and instructional technologies, including video recording software used in online courses. Students are notified of this fee during the registration process. There are no additional charges associated with identity verification. Student privacy related to online identity verification and system access is protected in accordance with the Washington State Board for Community and Technical Colleges [ctcLink Data Usage and Privacy Policies](#).

Faculty at South Seattle College are required to provide regular and substantive interaction with students in online courses in accordance with federal requirements and institutional policy ([Article 6.8 of the faculty collective bargaining agreement; U.S. Department of Education, 2025](#)). Faculty initiate interaction with students on a predictable and scheduled basis and actively monitor students' academic engagement and progress. Substantive interaction is provided through direct instruction, assessment and timely feedback on coursework, responses to questions related to course content, and facilitation of academic discussion. These practices support student learning while reinforcing the integrity and authenticity of student participation in online courses.

Seattle Colleges' eLearning offers a variety of trainings and workshops in which faculty learn about regular and substantive interaction and other-pedagogical best practices in online courses. Faculty are encouraged to enroll in the [eLearning Education Across the](#)

[District \(LEAD\) program](#), a paid professional development opportunity in which faculty are advised to maintain academic integrity with the following practices:

- **Regular and Substantive Interaction (RSI):** Design online courses so that students participate in ongoing engagement with their instructors and peers. Observe patterns in student participation, communication, and assignment submissions so instructors can better gauge each student’s individual learning journey and recognize any potential discrepancies.
- **Holistic Student Portfolios:** Develop holistic portfolios for students to develop consisting of cumulative work across the course, including discussions, assignments, projects, and exams. Assess student progress over time, looking for consistent growth and mastery of the subject. Significant deviations in performance or submission quality will prompt a closer investigation into potential academic dishonesty.
- **1:1 and Synchronous Meetings:** Conduct one-on-one meetings and synchronous sessions for the entire class between students and instructors scheduled throughout the course allowing for direct communication and assessment of student progress, providing another layer of identity verification.
- **Attendance and Engagement Monitoring:** Monitor and track individual student attendance, interaction patterns, and academic performance throughout the course to identify any irregularities that may suggest that a student is not the one completing their own work.

Faculty preparation for online instruction begins with required training through South Seattle College’s Instruction Hub. This training includes [specific sections for online course design and delivery](#), where faculty can access instructional resources and a [rubric to analyze a specific course’s level of RSI](#) to support alignment with federal requirements and institutional expectations for online instruction.

Through this multi-layered approach, South Seattle College ensures a secure and effective online learning environment that protects student privacy while verifying the authenticity of student participation and academic work. These practices address risks related to fraudulent enrollment and inappropriate external assistance while supporting meaningful engagement and student learning in online courses.

2.G.7 Evidence:

- Policies and procedures for ensuring the student who registers in a distance education course/program is the same student who participates in the course and receives credit
 - [Online Admissions Application Portal](#)
 - [ctcLink credentials](#)
- Policies and procedures make it clear that these identity verification processes (e.g., admissions processes, proctoring, etc.) protect student privacy

- [ctcLink Data Usage and Privacy Policies](#)
- Notification to students at the time of registration of any additional charges associated with verification procedures
 - [Student Tuition and Fees](#) (there is no “additional charges for verification procedures”)
- Academic policies and procedures for instructors to implement requirements for *regular and substantive interaction* in distance education courses/programs
 - [Article 6.8 of the faculty collective bargaining agreement; U.S. Department of Education, 2025](#)
 - [eLearning Education Across the District \(LEAD\) program](#)
 - [SSC Instruction Hub specific sections for online course design and delivery](#)
 - [RSI Course Rubric](#)

Standard 2.H.1

Consistent with its mission, the institution employs qualified personnel and provides access to library and information resources with a level of currency, depth, and breadth sufficient to support and sustain the institution's mission, programs, and services.

Consistent with its Mission and Core Themes of Teaching and Learning, Student Achievement, and Community Engagement and Partnership, South Seattle College provides library and information resources with appropriate currency, depth, and breadth to support its academic programs and services, regardless of instructional modality or location. The [South Seattle College Library](#) is supported by [4 full-time and 2 part-time faculty reference librarians and 2 circulation staff members](#) who ensure that collections, services, and instructional support remain aligned with institutional needs. Library operations are fulfilled by a Dean of Library and Instructional Support Services as well as a program assistant.

Library [policies](#) and library faculty guide the ongoing assessment of collection adequacy and relevance. Library faculty evaluate collections holistically and through [subject liaison responsibilities](#), ensuring alignment with academic programs and curricular changes. Library instruction and information literacy practices are also regularly reviewed to ensure accuracy, effectiveness, and relevance. Faculty librarians are assigned to specific instructional areas and work closely with faculty to integrate information resources and instruction into the learning process.

Located centrally on the main campus, the South Seattle College Library provides access to a robust collection of print and media resources, including 22,508 books, 119 serials, and 1,981 media items, available to students, faculty, staff, and community members during approximately 36 hours of weekly operation. As part of the Seattle Colleges District, students also have access to collections at North Seattle College and Seattle Central College through the shared library catalog and interlibrary loan services. This districtwide access allows South Seattle College to maintain a focused, program-aligned collection while offering students and faculty access to a broader range of academic resources.

Library faculty support teaching and learning by collaborating with instructors to incorporate [information literacy](#) into coursework and by providing instruction on topics such as orientation to library resources, citation and bibliography development, scholarly research, and effective use of reference sources. Library faculty also teach credit-bearing courses that strengthen students' research skills and understanding of information sources.

The library further supports student achievement through a course reserve program, which allows instructors to place textbooks, books, DVDs, and articles on reserve for limited checkout. This program reduces financial barriers by enabling students to access required materials without purchasing costly textbooks, supporting course completion, and equitable access to learning resources.

Library computing resources include 36 public workstations providing access to the online catalog, databases, internet resources, Microsoft Office, and other educational software. To support accessibility, the library offers assistive technologies including adjustable tables, large monitors with ZoomText Magnifiers, JAWS Screen Readers, and Kurzweil K1000 software with a high-speed scanner to support users with visual disabilities.

Electronic resources, including e-books, online journals, streaming media, and databases, are available 24/7 through the [library website](#), which is prominently linked from the South Seattle College homepage. These resources are accessible on multiple platforms and devices. The library also provides 24/7 online chat reference services through the AskWA local library cooperative and a global library cooperative, ensuring continuous research support for both on-campus and remote users.

Opportunities for Continuous Improvement:

South Seattle College is continuously improving its Library services and resources based on student needs. In the coming years, the Library plans to further strengthen and potentially expand its programming, including initiatives such as Otter Homeroom, which provides supported study sessions for students, and the Student Library Advocacy and Advisory Committee, a student-driven group focused on identifying ways the Library can better support student goals and foster a stronger sense of community on campus. Additionally, the Library remains committed to ongoing assessment by tracking circulation statistics, reviewing database usage, and regularly monitoring user demand, and emerging needs to ensure services remain relevant and responsive. All of this continues to inform SSC's library collection and the opportunities to support students and faculty.

2.H.1 Evidence:

- Procedures for assessing adequacy of library collections
 - [Library Policies - Home: South Seattle Library](#)
- Library planning committee and procedures for planning and collection development
 - [Library Policies - Home: South Seattle Library](#)
- Library instruction plan; policies and procedures related to the use of library and information resources
 - [Library Services - Home: South Seattle Library](#)
- Library staffing information; policies and procedures that explains faculty/library partnership for assuring library and information resources are integrated into the learning process
 - [Instruction - Home: South Seattle Library](#)
 - [South Information Literacy Outcomes - Home: South Seattle Library](#)
 - [Faculty librarian subject liaison responsibilities](#)

Standard 2.I.1

Consistent with its mission, the institution creates and maintains physical facilities and technology infrastructure that are accessible, safe, secure, and sufficient in quantity and quality to ensure healthful learning and working environments that support and sustain the institution's mission, academic programs, and services.

South Seattle College recognizes the importance of long-range facilities planning in supporting its mission and institutional effectiveness. While the College's formal Campus Master Plan expired in 2017, South has continued to manage and plan for its physical resources through systematic, mission-aligned processes that prioritize safety, functionality, and responsiveness to institutional needs. The delay in updating the Campus Master Plan reflects a combination of sustained budgetary constraints and significant personnel transitions at both the college and district levels, which limited the College's capacity to undertake a comprehensive planning process during the prior cycle.

Physical Facilities Infrastructure

South Seattle College operates a main campus in West Seattle and two satellite campuses in the nearby neighborhoods of Georgetown and Beacon Hill. The main campus consists of 27 buildings encompassing 503,243 square feet of state-owned facilities. The [New Holly Learning Center](#) satellite campus in Beacon Hill consists of one building encompassing 8,584 square feet and the [Georgetown Apprenticeship & Education Center](#) satellite campus in Georgetown consists of five buildings encompassing 152,011 square feet of state-owned facilities. Vigor Industrial Shipyards partnered with South Seattle College to form the [Harbor Island Training Center](#), Classroom-In-A-Shipyard. This location is 170,000sq ft of cover space.

Sufficiency of Equipment

South Seattle College provides the necessary equipment to support the College's Mission, Core Themes, programs and services. There are four main areas of College equipment: maintenance equipment, technology equipment, office equipment, and instructional equipment. Maintenance equipment is managed through the College's Facilities Department and primarily used to maintain campus buildings as discussed in 2.G.1. We follow Seattle Colleges [purchasing policy and procedure 621](#) and partner with the purchasing department when we need to purchase any items that are \$10,000 - \$30,000.

Assessment of cost for repair and replacement for SSC facilities occurs by working with an external committee from [SBCTC Capital Budget, Planning, and Facilities](#). A team member from SBCTC performs a site walk-through. Once assessment is completed, SBCTC awards the College a budget every biennial for fixing or replacing old equipment or building. The College also collaborates with [DES](#) Facility Professional Services to help with capital projects that cost more than \$30,000. DES FPS ensures that we follow all city, county, and state laws that are required for construction.

Requests for new and/or additional equipment takes place through the relevant College budget development processes. For example, replacing large equipment (such as HVAC

systems) is handled through the capital budget process. The College is awarded an Unanticipated Repair Funds (URF) every two years for emergency repairs. Maintenance is performed on an established schedule and on an as-needed basis, using a work order system and may be outsourced as necessary. The Facilities Department maintains an inventory of buildings and fixed equipment.

Health, Safety, and Access

South Seattle College prioritizes campus health and safety in accordance with [Seattle Colleges District Policy 209](#) and associated [procedures](#). Campus Safety includes two full-time Security Sergeants, eight full-time Security Officers, work-study staff, and a Security Director. Officers meet minimum experience requirements and complete onboarding, Industrial First Aid, and Incident Command System (ICS) training.

Security staff monitor facilities through patrols and scheduled checks. Building access is controlled by management authorization, with nightly locking and scheduled unlocking. Card access systems are installed in many newer classrooms and continue to expand as funding allows.

The College maintains a comprehensive [Emergency Action Plan](#) aligned with ICS. Emergency preparedness includes monthly meetings, tabletop exercises, and quarterly drills conducted during day and evening hours. Emergency communication tools include [Seattle Colleges Alerts \(RAVE\)](#), outdoor speakers, and loudspeaker systems.

South Seattle College complies with the [Jeanne Clery Disclosure of Campus Security Policy and Crime Statistics Act](#), publishing [annual reports](#) and providing timely notifications. New construction projects meet or exceed city, state, and federal health and safety codes and Americans with Disabilities Act (ADA) standards, with design reviews conducted by state and local agencies.

Hazardous Waste Management

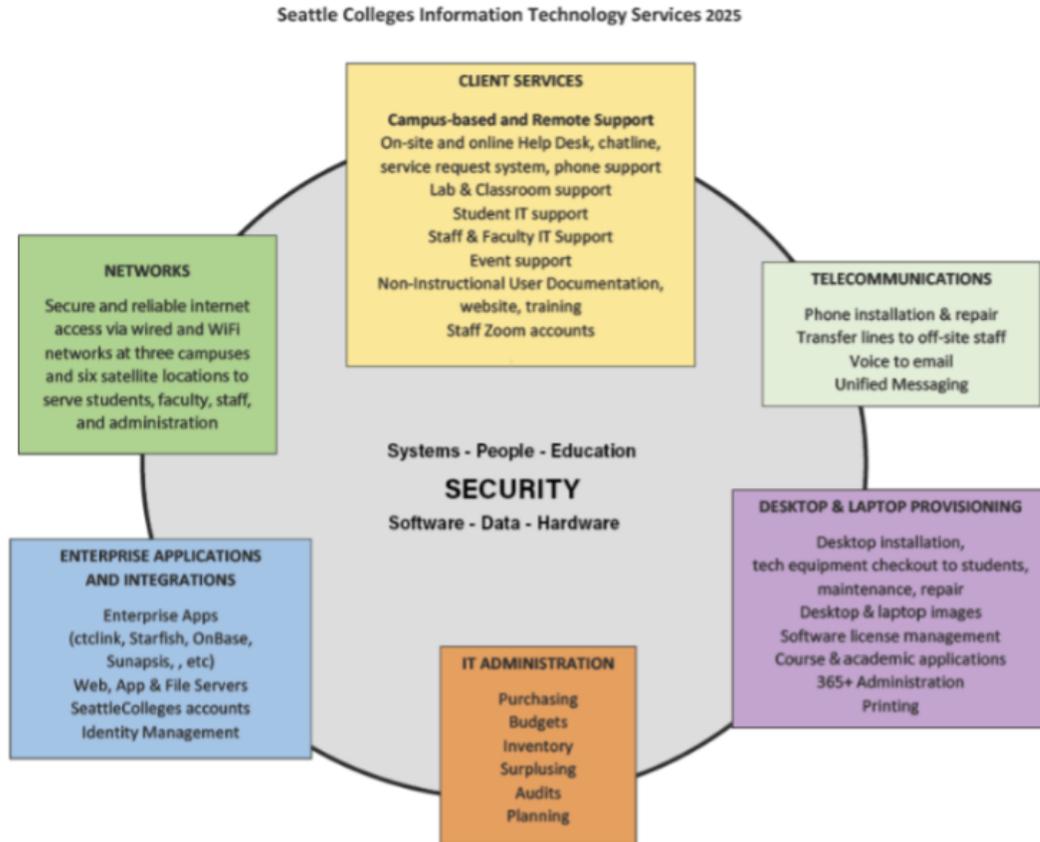
The Environmental Health and Safety (EHS) Manager oversees hazardous materials management in compliance with [Washington Administrative Code \(WAC\) Chapters 296-800](#) and [296-843](#). Campus policies include the Chemical Hygiene Plan, Gas Cylinder Leak procedures, and the Undergraduate Research Manual.

South Seattle College coordinates purchasing practices to minimize hazardous materials and tracks improvements through a Pollution Prevention Plan and Annual Progress Reports submitted to the Department of Ecology. These efforts have reduced the College's hazardous waste generator status from large to small quantity.

Hazardous materials training is provided annually, and Safety Data Sheets are maintained electronically via [EHS Velocity](#). Waste storage areas are inspected weekly, and disposal is conducted through state-contracted vendors.

Information Technology Infrastructure

Seattle Colleges District [Information Technology Services](#) provides secure and reliable technology through six core service areas: Client Services, Telecommunications, Hardware, IT Administration, Enterprise Applications, and Networks.



Since 2018, IT Services has operated as a unified districtwide unit under the leadership of a Chief Information Officer. Seattle Colleges IT Services provides academic and administrative operations for all of these information technology functions, including data and voice networks, servers and user accounts, classroom technology, student computer labs, technology purchasing, software licensing, hardware and software maintenance, new technologies research, assistance to users in selecting and using hardware and software, desktop support, all college software installation, and helpdesk services for faculty, staff, and students.

Furthermore, the technical infrastructure at South Seattle has appropriate and adequate systems to support its mission, academic programs, and student support services as well as operational and management functions. The College's technological infrastructure is based on a high-speed network which links to the internet via a fiber-optic backbone. This infrastructure includes 120+ physical and virtual servers. The technical infrastructure is maintained and upgraded to keep up with changing needs. Telephones have been upgraded to IP phones with Power Over Internet where wiring is adequate.

All South Seattle students and employees have automatically generated login accounts for accessing computing equipment on campus, Wi-Fi, and online services such as Office 365, specialized instruction software, student information systems and administrative applications.

South Seattle's student computing facilities support 842 student personal computers (PCs) and 463 faculty and staff computers. South Seattle College and all satellite sites have Wi-Fi available via their secure Seattle Colleges account. Administrative applications (Student, Payroll/Personnel, and Financial Management Systems) are statewide operations coordinated through the district. All classrooms have an instruction station and data projector or large display screens, while thirty-four classrooms are equipped student workstations at every desk. The Library computer lab contains 45 PC workstations and a high speed color printer/copier. All student printers are managed by IT Services, supported through a vendor contract.

Technology Resource Planning

The CIO conducts annual assessments of hardware and software needs to inform prioritized replacement and upgrade strategies. Employees have access to [Help Desk support](#), [eLearning support](#) for [instructional design](#) and [technology](#), [remote desktop access](#), and classroom technology resources. Students have access to on-campus and virtual computer labs, program-specific software, and regularly refreshed hardware funded through the Universal Technology Fee.

As integration of services and resources have now been fully realized, long-term planning efforts are being undertaken. In June 2026, the current Chief Information Officer (CIO) will retire, and the Seattle Colleges will initiate a search for a successor. Once the new CIO is in place, they will convene a [workgroup tasked with creating a new Technology Master Plan](#) to determine specific IT goals in support of the Seattle Colleges overarching mission and strategic vision.

Data Security and Cybersecurity

Seattle Colleges maintain a secure and reliable technology environment to protect institutional and personal data and to support safe learning and working conditions. This commitment is formalized through [Seattle Colleges District Policy 205](#) and supported by districtwide data governance aligned with [Seattle Colleges District Policy 259](#) and statewide IT policies ([WaTech](#) and Washington Administrative Code [\(WAC\) 292-110-010](#)).

South Seattle College operates within a centralized data security and cybersecurity framework that includes role-based access controls, centralized identity management through ctcLink, and secure authentication protocols. Cybersecurity oversight is coordinated under the leadership of the Chief Information Officer and a districtwide Data Security Team. To strengthen capacity, Seattle Colleges established a dedicated IT Security Senior position in 2025.

Cybersecurity practices are evaluated against recognized standards, including the [Washington Technology Solutions \(WaTech\) Security Standard](#), [NIST 800-171](#), and [CIS version 8 controls](#). The district employs layered security protections and conducts annual external penetration testing. Identified risks are prioritized and addressed through targeted remediation efforts. Required cybersecurity awareness training further supports responsible data use and system security.

Accessibility

Seattle Colleges are committed to ensuring that physical and digital environments are accessible and support equitable access to learning, services, and employment. This commitment is established through Seattle Colleges District Policy 241 and associated procedures and aligns with Title II of the Americans with Disabilities Act, WCAG 2.1 AA standards, and Washington State’s USER-01 Digital Accessibility Policy.

Accessibility governance is supported by the Accessible Technology Team within the Office of Compliance and the [Digital Accessibility Committee](#), formed in 2024, which includes representatives from Information Technology, eLearning, Access Services, Human Resources, Communications and Web Services, and the Office of Access, Community, and Opportunity. The Seattle Colleges are committed to making our digital content accessible in accordance with state and federal regulations, including Title II of the Americans with Disabilities Act (ADA), and Washington State’s USER-01 Digital Accessibility Policy. Our efforts are guided by the Web Content Accessibility Guidelines (WCAG) 2.1 AA standards, and accessibility is addressed through ongoing review, remediation, and user feedback.

Instructional accessibility is supported through the use of the Ally Accessibility Checker within Canvas, which provides institutional reporting and supports faculty in improving course materials. Required and optional accessibility training promotes digital accessibility literacy across the institution. These coordinated efforts ensure that South Seattle College maintains accessible learning and working environments consistent with institutional values and NWCCU Standard 2.I.1.

Opportunities for Continuous Improvement:

South Seattle College leadership, led by the Vice President of Administration, has identified the development of an updated Campus Master Plan as a priority for the upcoming fiscal year. The College will initiate a comprehensive planning process aligned with the Seattle Colleges Strategic Plan 2024–2034, informed by enrollment trends, programmatic needs, fiscal capacity, and long-term sustainability goals. At the District level development of a new **Technology Master Plan** is currently underway and will conclude this calendar year.

2.I.1 Evidence:

- Facilities master plan, including:
 - Equipment replacement policies and procedures

- [Purchasing Policy and Procedure 621](#)
- Procedures for assessing sufficiency of physical facilities
 - [SBCTC Capital Budget, Planning, and Facilities](#)
- Policies and procedures for ensuring accessible, safe, and secure facilities
 - [Seattle Colleges District Policy 209](#) and associated [procedures](#)
- Policies and procedures for the use, storage, and disposal of hazardous waste
 - [Washington Administrative Code \(WAC\) Chapters 296-800](#) and [296-843](#)
 - [Undergraduate Research Manual](#)
- Technology master plan and planning processes
 - [Seattle College District Policy 205: Information Technology Security](#)
 - [Seattle College District Policy 241: Accessible Technology and Electronic Content](#)
 - [Seattle College District Procedure 241: Accessible Technology and Electronic Content](#)
 - [Technology Master Plan Work Group](#)
 - [Digital Accessibility Committee Charter](#)
- Link to Clery Annual Security Report posted on website
 - [SSC Clery Annual Security Report](#)
- Cybersecurity Policies and Procedures, including description of training
 - [Seattle Colleges District Policy 205](#)
 - [Seattle Colleges District Policy 259](#)
 - [Seattle Colleges District Procedure 259](#)

Conclusion

South Seattle College's Year 6 Policies, Regulations, and Financial Review affirms the institution's stability, integrity, and sustained commitment to educational quality and continuous improvement. Through strong governance, effective leadership, responsible financial stewardship, and inclusive planning practices, the College demonstrates its capacity to fulfill its mission and serve students and community with excellence.

This review reflects meaningful progress in strengthening institutional systems, advancing evidence-informed decision-making, and aligning planning, assessment, and resource allocation with strategic priorities. Continued investments in shared governance, leadership development, student support services, fiscal management, and infrastructure reinforce a culture of transparency, accountability, and collaboration.

The College has also identified priority areas for continued growth, including strengthening governance implementation, enhancing cross-divisional coordination, expanding assessment capacity, improving student-facing communication, and refining long-term financial and facilities planning. These priorities build on strong foundations and support sustained institutional effectiveness.

As South Seattle College prepares for the Year 7 comprehensive evaluation, it does so with confidence and shared purpose. Guided by the Seattle Colleges Strategic Plan 2024–2034 and informed by ongoing assessment and stakeholder engagement, the College remains focused on advancing equity, strengthening outcomes, and improving student success.