



South Seattle College - Shared Governance Model

Adopted 1.13.26

South Seattle College Mission

As an open-access learning institution, Seattle Colleges prepares each student for success in life and work, fostering a diverse, engaged, and dynamic community.

Introduction & Purpose

This Shared Governance Model establishes the structure, principles, and processes guiding inclusive decision-making at South Seattle College (SSC). Aligned with the Seattle Colleges District governance framework and NWCCU Standard 2.A.4, it ensures that faculty, staff, administrators, and students are meaningfully involved in institutional decisions on matters of reasonable and direct interest.

This model is intentionally designed as an interconnected system rather than a linear hierarchy. Councils and committees operate within defined domains (academic, student services, administrative, and strategic), while remaining linked through formal information pathways that ensure alignment and coherence.

Guiding Principles of Shared Governance

Shared governance at SSC is built on the following principles:

- *Transparency* – Processes and outcomes are clear, documented, and accessible to the community.
- *Inclusivity & Participation* – All constituent voices are represented and valued. Participation is an expectation of all members; shared governance functions effectively only when all stakeholders engage responsibly and consistently.
- *Accountability* – Roles, responsibilities, and outcomes are clearly defined and reviewed.
- *Evidence-Informed Practice* – Decisions are based on institutional data, assessment results, and community feedback.
- *Sustainability (Fiscal and Organizational)* – Decisions prioritize long-term financial health, resource stewardship, and organizational stability, ensuring SSC can sustain its mission over time.

Acknowledgment: *SSC recognizes that additional committees, task forces, advisory groups, and short-term working bodies exist now and will continue to emerge. These groups support the work of the college and provide valuable input, even if they do not sit formally within the shared governance structure.*

Governance Structure Overview



The South Seattle College governance model operates within the Seattle Colleges District structure. The Board of Trustees provides policy and fiduciary oversight, the Chancellor leads system-level administration, and the College President leads the implementation of policies and strategies at the college level. Participatory councils and committees ensure broad input in academic, student, and operational matters.

Roles and Responsibilities

Each council and committee contributes to transparent and collaborative decision-making. Responsibilities are adapted from best practices and aligned with NWCCU standards for inclusive governance. The following bodies provide institutional advice, policy recommendations, and continuous improvement support:

Board of Trustees

Primary Role: Policy Oversight and Mission Stewardship

- Establish and uphold the college mission, values, and strategic direction.
- Approve policies, budgets, and major institutional plans.
- Evaluate the Chancellor and review overall system performance.
- Ensure accountability for student success, equity, and fiscal stewardship.

Chancellor

Primary Role: District Leadership and System Integration

- Provide executive leadership for the Seattle Colleges District.
- Ensure college policies align with district goals and state/federal regulations.
- Facilitate coordination and shared initiatives among colleges.
- Ensure responsible fiscal stewardship and alignment of resource decisions with district priorities.
- Communicate district priorities to the Board of Trustees and Presidents.

President

Primary Role: College Leadership and Strategic Implementation

- Lead the college's operational, strategic, and academic functions.
- Implement district and Board policies at the college level.
- Champion shared governance and inclusive decision-making.
- Ensure fiscal responsibility and alignment of budget decisions with mission and strategic priorities.
- Communicate decisions and rationales transparently to the campus community.

President's Cabinet

Primary Role: Executive Decision-Making and Operational Alignment

- Serve as the President's senior leadership team.



SOUTH SEATTLE COLLEGE

- Make final decisions within assigned areas of authority.
- Align college operations with strategic and accreditation priorities.
- Uphold fiscal responsibility, ensuring transparent and strategic resource allocation.
- Review and approve recommendations elevated from councils.
- Ensure cross-functional coordination and accountability.

Strategic Advisory Council (SAC)

Primary Role: Strategic Opportunities for Improvement and Enhancement

- Advise the President and Cabinet on collegewide strategy, mission alignment, and institutional priorities.
- Integrate feedback from other councils into planning processes.
- Monitor progress on strategic plan implementation and KPIs.

Deans Council

Primary Role: Academic and Student Services Operational Coordination

- Coordinate instructional and student service operations across divisions.
- Implement strategic and policy decisions within divisions and programs.
- Share information between academic departments, faculty, and Cabinet.
- Recommend cross-divisional initiatives that advance student success and equity.
- Recommend resource priorities and enrollment strategies.
- Monitor progress on strategic plan implementation and KPIs.

Managers of Student Services (MOSS)

Primary Role: Student Experience and Operational Effectiveness

- Address student service delivery, access, and retention issues.
- Implement equity initiatives that improve the student journey and engagement.
- Recommend improvements to advising, registration, financial aid, and support programs.
- Communicate student services updates and needs to SAC and Cabinet.
- Monitor progress on strategic plan implementation and KPIs.

Instructional Council (IC)

Primary Role: Academic Program Oversight and Instructional Excellence

- Review and recommend policies on curriculum, scheduling, and instructional delivery.
- Coordinate academic planning, faculty development, and learning outcomes assessment.
- Ensure instructional equity and academic quality across divisions.
- Serve as liaison between the Curriculum & Instruction Committee and Deans Council.
- Monitor progress on strategic plan implementation and KPIs.

Administrative Services Managers

Primary Role: Resource Planning and Operational Infrastructure



SOUTH SEATTLE COLLEGE

- Review and coordinate Public Safety and Auxiliary Services.
- Monitor compliance and risk management for administrative functions.
- Provide operational input to the SAC and Cabinet.
- Support process improvement and fiscal transparency initiatives.
- Monitor progress on strategic plan implementation and KPIs.

United Students Association (USA)

Primary Role: Student Representation and Advocacy

- Represent student perspectives in shared governance discussions.
- Recommend programs that promote student engagement and belonging.
- Communicate decisions back to the broader student body.
- Collaborate with IC, MOSS and SAC to advance student-centered improvements.

Office of Institutional Effectiveness (OIE)

Primary Role: Data Leadership and Continuous Improvement

- Support data-informed decision-making across all councils and committees.
- Lead assessment of governance effectiveness and transparency.
- Manage institutional research, reporting, and accreditation data.
- Facilitate training in data literacy and evaluation practices.

Accreditation Executive Committee

Primary Role: Institutional Compliance and Quality Assurance

- Oversee accreditation standards, timelines, and evidence collection.
- Coordinate institutional self-evaluation and reporting.
- Monitor alignment between college practices and NWCCU standards.
- Report progress to SAC and Cabinet.

Assessment Committee

Primary Role: Learning Outcomes and Educational Effectiveness

- Guide the design, implementation, and review of learning assessment.
- Support academic and student services departments in using results for improvement.
- Provide annual assessment summaries to the Instructional Council and OIE.
- Ensure connection between assessment and program review processes.

Curriculum & Instruction Committee (CIC)

Primary Role: Curriculum Development, Learning Outcomes, and Academic Standards

- Review and recommend curriculum proposals, revisions, and archive.
- Ensure compliance with district, state, and accreditation requirements.
- Maintain academic integrity, transferability, and relevance of programs.
- Forward approved recommendations to the VPI for action.

SOUTH SEATTLE COLLEGE - SHARED GOVERNANCE

