



June 23, 2026

Dr. Monica Brown
President
South Seattle College
6000 16th Avenue Southwest
Seattle, WA 98106

Dear President Brown:

Attached please find the Spring 2026 Policies, Regulations, and Financial Review (PRFR) Evaluation Committee's review of South Seattle College. The attached review documents areas where the institution was found to be in compliance with the NWCCU Standards for Accreditation and where additional opportunities for improvement exist. Please note that the Year Seven Evaluation of Institutional Effectiveness (EIE) Evaluation Team will receive a copy of this report, as will the NWCCU Board of Commissioners at your EIE evaluation by the Commission in roughly one year's time.

Please address any areas of needed improvement that the PRFR Evaluation Committee has noted as findings in this report in your EIE self-evaluation.

Type 1: Standards Substantially in Compliance but in Need of Improvement

- Finding Type 1: Spring 2026 Policies, Regulations, and Financial Review - The following standards are areas substantially in compliance but where improvement is needed. (2020 Standard(s) 2.C.2; 2.I.1)

Future Evaluations

- Year 7 - Evaluation of Institutional Effectiveness Spring 2027
 - Recommendation 1: Spring 2024 Special Report
 - Finding Type 1: Spring 2026 Policies, Regulations, and Financial Review

Thank you for your commitment to the process of peer evaluation and continuous quality improvement. If you have questions about any of the information in this letter, please contact your staff liaison, Dr. Chris Bragg, at cbragg@nwccu.org.

Sincerely,

Teresa Rivenes, PhD
Senior Vice President

cc: Mr. Greg Dempsey Jr., Executive Director of Institutional Effectiveness
Ms. Louise Chernin, Chair, Board of Trustees
Dr. Rosannette Rimando-Chareunsap, Chancellor, Seattle Colleges



Peer Evaluation for: South Seattle College

Standard 2: 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.

Team Verification: Compliant (sufficient evidence that indicates compliance)

Required Evidence:

- Institutional board governance policies and procedures **_Y_**
- System governance policies and procedures (if applicable) **_Y_**
- Multiple board governing policies and procedures (if applicable) **_Y_**
- Bylaws and Articles of Incorporation referencing governance structure **_Y_**

Optional Evidence:

- Board's calendar for reviewing institutional and board policies and procedures or evidence that demonstrates regular review of board policies and procedures **_N_**
- Board onboarding materials **_N_**
- Board professional development/training materials **_N_**
- Board self-evaluation **_N_**

Rationale: Institution presents the required evidence to support being in compliance. Potential evidence gaps in optional evidence with board self-evaluation, recent board training/onboarding materials, and limited evidence of regular review cycles, but as these are optional, there was no impact on institutional compliance with this standard.

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.

Team Verification: Compliant

Required Evidence:

- Leadership organizational chart **_Y_**
- Curriculum vitae of executive leadership **_Y_**

Rationale: The institution presents the required evidence to support being in compliance. The institution should consider specific examples of leadership assessment outcomes and how evaluations inform improvements or succession planning.

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.

Team Verification: Compliant

Required Evidence:

- Curriculum vitae of President/CEO **_Y_**

Rationale: Institution presents the required evidence to support being in compliance.

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.



Team Verification: Compliant

Required Evidence:

- Institutional governance policies and procedures **_Y_**

Optional Evidence:

- Documentation of decision-making structures and processes publicly available to relevant constituencies, if not already addressed in the provided policies **_N_**

Rationale: Institution presents the required evidence to support being in compliance. However, optional evidence is thin with the implementation of a new recently adopted model. The institution has articulated a clearly documented and publicly available Shared Governance Model that defines roles, decision-making pathways, and participatory structures for faculty, staff, administrators, and students. The model is aligned with NWCCU expectations and demonstrates institutional commitment to inclusive decision-making.

However, the Shared Governance Model was adopted recently, and the evidence provided is primarily descriptive rather than demonstrative. The report does not yet include sufficient evidence of implementation, such as meeting minutes, decision outcomes, examples of constituent input influencing institutional decisions, or an assessment of governance effectiveness. As a result, while the framework exists and appears appropriate, the EIE team may want to review this particular area during their visit.

Standard 2.B.1

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.

Team Verification: Compliant

Required Evidence:

- Academic freedom policies and procedures (evidence could include language from negotiated agreements or employee handbooks with faculty and/or staff, where appropriate) **_Y_**
- Evidence of students' academic freedom (evidence could include language from Student Rights and Responsibilities or Catalog) **_Y_**

Rationale: Institution presents the required evidence to support being in compliance.

Standard 2.B.2

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.

Team Verification: Compliant

Rationale: Institution presents the required evidence to support being in compliance.

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.

Team Verification: Compliant

Required Evidence:

- Transfer of credit policies and procedures (could include catalog and transfer websites) **_Y_**

Optional Evidence:

- Transfer outcomes data (e.g., transfer student success measures) **_N_**

Rationale: Institution presents the required evidence to support being in compliance. The evidence is thin in regard to transfer success and outcomes, as well as evidence of appeals or review of decisions. This will be something to consider under the new standards.

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.

Team Verification: Type 1 Finding

Required Evidence:

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

- Academic honesty **_Y_**



- Conduct _Y_
- Appeals, grievances _Y_
- Accommodations for persons with disabilities _Y_

Rationale: Many policies have not been reviewed in a significant amount of time (e.g., Student Complaints (policy and procedure) haven't been revised since 2009 & 2004. Policies need to be reviewed on a regular basis and updated as needed.

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.

Team Verification: Compliant

Required Evidence:

- Policies and procedures for admitting and placing students _Y_
- Policies and procedures related to continuation and termination from educational programs including appeal process and readmission _Y_

Rationale: Institution presents the required evidence to support being in compliance. Student understanding of policies is noted as a concern, but no assessment data is presented to support or address the concern.

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.

Team Verification: Compliant

Required 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) _Y_

Rationale: Institution presents the required evidence to support being in compliance.

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.

Team Verification: Compliant

Required Evidence:

- Description of procedures or process for reviewing published materials for academic programs _Y_
- Links to program information that demonstrate clear information about time to completion for programs _Y_
- Description of procedures or process for reviewing published materials about services available to students _Y_
- Description or evidence of recruiting practices that ensures accurate information is provided to prospective students _Y_

Rationale: Institution presents the required evidence to support being in compliance.

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.

Team Verification: Compliant

Required Evidence:

- Policies and procedures for reviewing internal complaints, including:
 - Student academic-related grievances _Y_
 - Discrimination _Y_
 - Title IX _Y_
 - 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 _Y_
 - Description of process for maintaining a record of qualifying student complaints for seven years or longer and the processing of such complaints _Y_



- Policies and procedures for reviewing external complaints and grievances **_Y_**

Rationale: Institution presents the required evidence to support being in compliance.

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.

Team Verification: Compliant

Required Evidence:

- Policies and procedures prohibiting conflict of interests among employees and board members **_Y_**

Rationale: Institution presents the required evidence to support being in compliance.

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.

Team Verification: Compliant

Required Evidence:

- Policies and procedures that articulate the oversight and management of financial resources **_Y_**
- Latest external financial audit including management letter **_Y_**
- For institutions for whom the most recent external financial audit is more than one fiscal year from the time of PRFR submission, also include for the most recent complete fiscal year:
 - Statement of cash flow **_Y_**
 - Income Statement (or equivalent) **_Y_**
 - Balance Sheet (or equivalent) **_Y_**

Rationale: The institution presents the required evidence to support being in compliance due to the submission of the most recent audit.

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.

Team Verification: Compliant

Required 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 **_Y_**

Optional Evidence:

- Sample of meeting agendas, minutes, and/or other documentation as evidence of meaningful opportunities for participation by stakeholders **_N_**

Rationale: Institution presents the required evidence to support being in compliance.

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.

Team Verification: Compliant

Required Evidence:

- Description of internal financial controls **_Y_**
- Board approved financial policies, state financial policies, or system financial policies **_Y_**

Rationale: Institution presents the required evidence to support being in compliance.

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.



Team Verification: Compliant

Required Evidence:

- Human resource policies and procedures **_Y_**
- Policies and procedures related to teaching, scholarship, service, and artistic creation **_Y_**
- Policies and procedures for apprising employees of working conditions, rights and responsibilities, evaluation, retention, promotion, and termination **_Y_**

Rationale: Institution presents the required evidence to support being in compliance.

Standard 2.F.2

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

Team Verification: Compliant

Required Evidence:

- Employee professional development policies and procedures for faculty, staff, and administrators **_Y_**

Rationale: Institution presents the required evidence to support being in compliance.

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.

Team Verification: Compliant

Required Evidence:

- Documentation about engagement and responsibilities specified for faculty and staff, as appropriate **_Y_**
- Personnel hiring policies and procedures **_Y_**
- Organization charts **_Y_**

Optional Evidence:

- Policies and procedures for determining positions and anticipated resource allocation **_N_**

Rationale: Institution presents the required evidence to support being in compliance.

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.

Team Verification: Compliant

Required Evidence:

- Administrator/staff/faculty evaluation policies and procedures **_Y_**

Rationale: Institution presents the required evidence to support being in compliance.

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.

Team Verification: Compliant

Required Evidence:

- Listing of programs and services supporting student learning and success needs **_Y_**

Optional Evidence:

- Assessment measures of effectiveness for programs and services **_N_**



Rationale: Institution presents the required evidence to support being in compliance. Assessment is recognized as new and aspirational, utilization of outcome data will be an opportunity for the assessment and effectiveness. The institution provides a comprehensive inventory of academic and student support programs designed to promote student learning, success, and equity. The number of services and intentional focus on access and equity demonstrate strong institutional commitment aligned with the standard.

However, assessment of student support services is in an early stage of implementation. While the institution describes assessment frameworks and planned use of data, the evidence does not yet include sufficient outcomes data demonstrating the effectiveness of programs or how assessment results are being systematically used to improve learning environments and close equity gaps. Continued development and documentation of assessment results will be necessary to fully demonstrate sustained effectiveness.

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.

Team Verification: Compliant

Required Evidence:

Catalog (and/or other publications) that provides information regarding:

- Institutional mission **_Y_**
- Admission requirements and procedures **_Y_**
- Grading policy **_Y_**
- Information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion **_Y_**
- Names, titles, degrees held, and conferring institutions for administrators and full-time faculty **_Y_**
- Rules and regulations for conduct, rights, and responsibilities **_Y_**
- Tuition, fees, and other program costs **_Y_**
- Refund policies and procedures for students who withdraw from enrollment **_Y_**
- Opportunities and requirements for financial aid **_Y_**
- The academic calendar **_Y_**

Rationale: Institution presents the required evidence to support being in compliance.

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.

Team Verification: Compliant

Required 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 **_Y_**
 - Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials **_Y_**

Optional Evidence:

- A list of programs leading to fields with licensure requirements **_Y_**

Rationale: Institution presents the required evidence to support being in compliance.

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.



Team Verification: Compliant

Required Evidence:

- Published financial aid policies and procedures including information about categories of financial assistance _Y_

Rationale: Institution presents the required evidence to support being in compliance.

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.

Team Verification: Compliant

Required Evidence:

- Information to students regarding repayment obligations _Y_
- Policies and procedures for monitoring student loan programs _Y_
- Most recent loan default rate published on institutional website in accessible location _Y_

Optional Evidence:

- Sample letter to students regarding award and repayment obligations _Y_

Rationale: Institution presents the required evidence to support being in compliance.

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.

Team Verification: Compliant

Required Evidence:

- Description of advising program, staffing, and advising publications (Student handbook or Catalog; links to webpages – please note specific pages or areas) _Y_
- Description and evidence of systematic evaluation of advising _Y_
- Professional development policies and procedures for advisors _Y_

Rationale: Institution presents the required evidence to support being in compliance.

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.

Note: Institutions should refer to NWCCU Distance Education Policy for guidance and definitions related to the required evidence.

Team Verification: Compliant

Required 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 _Y_
- Policies and procedures make it clear that these identity verification processes (e.g., admissions processes, proctoring, etc.) protect student privacy _Y_
- Notification to students at the time of registration of any additional charges associated with verification procedures _Y_
- Academic policies and procedures for instructors to implement requirements for *regular and substantive interaction* in distance education courses/programs _Y_

Rationale: It appears the institution presents the required evidence to support being in compliance. (This is mentioned in the Faculty Contract. EIE team should follow up on implementation during the visit.)

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.



Team Verification: Compliant

Required Evidence:

- Procedures for assessing adequacy of library collections **_Y_**
- Library planning committee and procedures for planning and collection development **_Y_**
- Library instruction plan; policies and procedures related to the use of library and information resources **_Y_**
- Library staffing information; policies and procedures that explains faculty/library partnership for assuring library and information resources are integrated into the learning process **_Y_**

Rationale: Institution presents the required evidence to support being in compliance.

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.

Team Verification: Type 1 Finding

Required Evidence:

Facilities master plan, including:

- Equipment replacement policies and procedures **_Y_**
- Procedures for assessing sufficiency of physical facilities **_Y_**
- Policies and procedures for ensuring accessible, safe, and secure facilities **_Y_**
- Policies and procedures for the use, storage, and disposal of hazardous waste **_Y_**
- Technology master plan and planning processes **_N_**
- Link to Clery Annual Security Report posted on website **_Y_**
- Cybersecurity Policies and Procedures, including description of training **_Y_**

Rationale: While the institution provided policies and procedures, there were concerns with the campus master plan being expired, the technology master plan pending, and a heavy reliance on interim planning due to budget constraints and personnel transitions. The committee felt that the absence of formally adopted and updated long-range planning documents limits the institution's capacity for long-term planning, thus the need for follow up.

Concluding Comments

This report is well organized and easy to follow. The institution's transparency and thoughtful self-reflection regarding opportunities for continued growth and improvement will further support its efforts to strengthen sustainable institutional effectiveness.