

Policies, Regulations, and Financial Review (PRFR) Evaluation Report

Prepared for the Northwest Commission on Colleges & Universities

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Report Development Process

After the submission of the Mid-Cycle report and visit in the Spring of 2025, North Seattle College transitioned to planning for the submission of the Policies, Regulations, and Financial Review Report (PRFR) in the Spring 2026. Given that PRFR standards include responsibilities of North Seattle College and the broader Seattle College District, North Seattle College decided to draft PRFR standards in collaboration with staff from the other two colleges and the district office.

North 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 South Seattle College.

North Seattle College believes that this approach served the college well as it created a report in a collaborative voice, both within the college and with colleagues across the district. This approach allowed subject matter experts to prioritize pertinent sections without time spent on areas where they have less to contribute

Mission Fulfillment

Established in 1970, North Seattle College (NSC) provides learning opportunities for more than 12,000 students each year. Many students start at NSC and transfer to local or out of state universities. NSC also offers a variety of educational programs aligned to local community needs, including Adult Basic Education programs like GED completion and [High School 21+](#), and vocational certificate, associate, and baccalaureate degrees.

NSC is part of the [Seattle Colleges District](#). North, Seattle Central, and South Seattle College operate common functions through centralized district functions to [achieve administrative efficiency](#). Such functions include information technology services, financial aid, human resources, finance and other common business processes. The Seattle Colleges District Chancellor provides strategic leadership to all campuses and oversees district executive-level planning with assistance and advising from a cabinet made of the leaders of the district administrative units, and the three presidents of North, Central, and South.

The [Seattle College District Mission, Vision and Values](#) communicates the purpose of North, South, and Central Seattle College. Each college operationalizes its mission, vision, and values through a shared strategic plan. The [2024-2034 Strategic Plan](#) defines goals and provides appropriate measures to hold the colleges accountable for fulfilling its mission. In the 2023-2034 plan the goals are:

- 1) Culturally and Socially Responsive Teaching and Learning
- 2) Holistic and Inclusive Student Experience
- 3) Empowering Employee Experience
- 4) Effective and Sustainable Organizational Structures and Practices

The Seattle College District Board of Trustees approved new measures for the Strategic Plan in the [December 2025 meeting](#). [Approval](#) included measures aligned with strategic plan goals and accreditation standards, baselines, and targets.

Each college in the district is responsible for determining college specific strategies and actions to carry out the Strategic Plan Goals in alignment with the unique population and character of their students and communities. North Seattle College is reviewing the adopted measures and drafting a 2026-27 Mission Fulfillment (operational) plan to operationalize the strategic plan.

Next Steps

Core Themes: Setting the Guideposts for Mission Fulfillment Plan

NSC has embraced the use of the Core Themes as guideposts to inform how North Seattle College conducts all facets of college operations to fulfill the district mission and goals. The current core themes are no longer aligned with the district strategic plan, specifically

Building a Sustainable Community needs to be revised to align with Strategic Plan goals 3 & 4 (Empowering Employee Experience & Effective & Sustainable Organizational Structures & Practices). Consequently, NSC authorized a taskforce to review the Core Themes.

North Seattle College convened a task force of staff, faculty, and administrators to review the Core Themes over the Summer of 2025. The taskforce submitted a draft proposal to NSC's shared governance body, College Council, in September 2025.

All constituencies within College Council deliberated over which of the options below would best serve North Seattle College's commitment to fulfilling its Mission, Vision, and Values.

1. Retire Core Themes and align all college planning directly to the Strategic Plan goals
2. Adopt the modified core themes as recommended by the summer taskforce.
3. Revise the existing core themes to ensure alignment with the Strategic Plan goals.

In its February 2026 meeting, the College Council chose option #3. A taskforce will be convened to ensure the alignment of the existing core themes with the Strategic Plan goals. It is anticipated that College Council will come to consensus on the revision of the Core Themes in Spring quarter; that decision will guide the 2026-27 mission fulfillment (operational) plan. Even as the college awaits final core themes, it continues activities that provide foundation for 2026-27 operational plan and articulation with the District Strategic Plan and overall mission fulfillment.

Essential Learning Outcomes & Assessment

Assessment of Essential Learning Outcomes (ELOs) constitutes an essential component of all aspects of instruction and student services programming with teaching and learning components. NSC reviews ELOs during the adoption of new strategic plans to ensure alignment. North Seattle College approved a group of faculty and instructional administrators to organize a retreat in the Spring of 2026 to review North's Essential Learning Outcomes. Similar to the Core Theme Taskforce, the retreat will produce recommendations to either reaffirm or revise the ELOs. Findings will be presented to Student Services Leadership and the faculty academic standards committee (Curriculum and Assessment committee-CAS).

Focused Priorities

The Mission Fulfillment (Operating) Plan includes strategies and tactics to carry out the district's strategic plan. While each unit will identify its action plan, the institution will outline focused priorities that necessitate college-wide collective approaches in key areas. The unit and institutional priority action plan will then guide decisions around resource allocation and assessment.

The 2026-27 focused priorities are:

- 1) Enhancing Student Journeys from Outreach to Outcomes (aligned with strategic plan goal 1 & 2) with projects and initiatives supporting:
 - a. Excellence in teaching and learning
 - b. Outreach and recruitment
 - c. High impact engagement and support
- 2) Strengthening Partnerships for Impact (aligned with goals 1) with projects and initiatives that:
 - a. Diversify resources with partners
 - b. Build and deepen connections with community
- 3) Strengthening Systems for Employee Success (aligned with goals 3 & 4) with projects and initiatives that:
 - a. Improve operational and foundational systems and infrastructures
 - b. Provide caring professional growth opportunities

Eligibility Requirements

North Seattle College is authorized to operate as an accredited college based on the [Community College Act of 1967](#) (revised as the Community and Technical College Act of 1991) and is approved to grant associate degrees and certificates under the Revised Code of Washington ([RCW 28.B.50](#)). NSC was approved in 2012 by the State Board of Community and Technical Colleges (SBCTC) and the Northwest Commission of Colleges and Universities (NWCCU) to offer Bachelor of Applied Science degrees, and subsequently a Bachelor of Computer Science Program in 2024. NSC currently operates as an independently accredited college within the Seattle College District along with Seattle Central and South Seattle College. NSC currently operates as an independently accredited college within the Seattle College District along with Seattle Central and South Seattle College. North Seattle College's accreditation status was reaffirmed in 2023, and NSC successfully completed its mid cycle visit in 2025. NSC remains compliant with all NWCCU eligibility requirements.

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

North Seattle College is governed at the state level by the Washington State Board of Community and Technical Colleges and at the district-level by the Seattle Colleges Board of Trustees.

State Board of Community and Technical Colleges

North Seattle College is one of 34 community and technical colleges in Washington state. The [State Board for Community and Technical Colleges \(SBCTC\)](#) is responsible for administering the [Community and Technical College Act](#) and providing leadership and coordination for Washington's public system of community and technical colleges. The SBCTC is governed by a nine-member board appointed by the Washington state governor.

Seattle Colleges Board of Trustees

As a member of the Seattle Colleges District, North Seattle College is overseen by a five-member [Board of Trustees](#) appointed by the Washington state governor. Trustees have no contractual, employment relationship, or personal financial interest in the colleges or district. The primary responsibility of the board of trustees is to meet the changing educational needs of the community while reflecting the community's values in fulfilling the Seattle Colleges' mission. Trustees certify the consistency of [college missions and goals](#), formulate [policy](#), approve the district's annual operating budget, and ensure effective leadership. [Seattle College District Policy 107](#) enumerates the Board of Trustees' powers and duties.

The Board of Trustees appoints the [chancellor](#), the chief executive officer for Seattle Colleges District. Chancellor Dr. Rosie Rimando-Chareunsap provides strategic leadership to the district and serves as the appointing authority for the president of each college. The president of each college is the appointing authority for all employees and positions at their college ([Seattle College District Policy 108](#)). Each college president serves on the [Chancellor's Executive Cabinet \(CEC\)](#) alongside leaders of the district's administrative units.

North Seattle College collaborates with other colleges in the Seattle Colleges District to establish a shared mission and strategic plan. The Districtwide Strategic Planning Steering Committee was comprised of administrators, staff, and students from each college in the district.

NSC has been an independently accredited college since its beginning. NSC's President has the delegated authority for decisions regarding shaping NSC's future and progress toward mission fulfillment and maintaining NWCCU eligibility requirements.

Evidence for 2.A.1

Institutional governance policies and procedures

- [Seattle Colleges District Board of Trustees](#)
- [Seattle Colleges District Policies and Procedures](#)
- [Seattle Colleges District Policies and Procedures Manual](#)
- [Seattle Colleges District Board of Trustees Calendar and Meeting Minutes](#)
- [Seattle College District Policy 107: Powers and Duties](#)
- [Seattle College District Policy 108: Delegated Authorities of the Board of Trustees](#)

System governance policies and procedures

- [RCW 28B.50.30--Community and Technical College Act](#)
- [RCW 28B.50.050--State Board of Community and Technical Colleges](#)
- [SBCTC Policy Manual](#)

Bylaws and articles of incorporation referencing governance structure

- [Bylaws of the State Board for Community & Technical Colleges \(1.30\)](#)

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

North Seattle College's president leads an executive team called [President's Cabinet](#). Cabinet provides strategic counsel to the president on key issues within their respective divisions. This includes expert insights, shaping NSC programs and services, and keeping the president informed about developments in instruction, student affairs, and administrative operations. A detailed organization chart for these areas is published on the Inside Seattle Colleges website. Cabinet also includes representation from district offices assigned to North Seattle College. These include Human Resources, the Business/Finance Office, and the Office of Access, Community, and Opportunity (ACO).

North Seattle College is organized into three distinct administrative units led by the members of the Executive Team.

- [President's Office](#): Led by the President, this unit includes marketing, communications, institutional research and effectiveness and the public information office.

- **Instruction:** Led by a Vice President, this unit includes the five instructional divisions, workforce education, continuing education, library, tutoring services, testing services, the Teaching and Learning Center, and the Student Media Center.
- **Student Services:** Led by a Vice President, this unit includes enrollment services, credentialing, admission, advising, counseling, disability services, financial aid, Running Start, student leadership, Workforce Education (grants), Basic Needs, Veterans' services, and the Wellness Center.
- **Administrative Services:** Led by a Vice President, this unit includes the facilities and grounds, fiscal compliance and rentals, food services, and safety and security.

In addition to college leadership, the college is supported by the Chancellor and the Chancellor's Executive Cabinet (CEC). The CEC is led by the Seattle Colleges District Chancellor and includes the presidents of each college as well as leaders of units that provide leadership and shared services to all three colleges in the district, including the Departments of Access, Community, and Opportunity; Finance and Operations; Human Resources; Information Technology; eLearning; Communications; and Financial Aid. These leaders and their corresponding offices provide leadership and shared services to all three colleges in the Seattle Colleges District. Leaders in these centralized units work closely with college leadership to operationalize services at the college in order to provide streamlined, efficient and consistent services for students and employees.

The presidents of North Seattle College, Seattle Central College, and South Seattle College also serve the district as Vice Chancellors over instruction, student services, and administrative services. In these roles, the presidents work closely with units across the district to provide district-wide leadership and ensure excellence in these operations across the district.

Evidence for 2.A.2

Leadership Organization Chart

- [North Seattle College Organizational Chart](#)
- [District Office Organizational Chart](#)

Curriculum vitae of executive leadership

- [Kristen Burton, Vice President of Administrative Services](#)
- [Peter Lortz, Vice President of Instruction](#)
- [Dr. Claire Peinado, Vice President of Student Services](#)

2.A.3

The institution employs an appropriately qualified chief executive officer with fulltime 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.

Dr. Rachel Solemsaas was named president of North Seattle College, effective July 1, 2024, after serving as interim president beginning in September 2023. Her career spans more than three decades in progressive public service. Dr. Solemsaas' journey includes 20+ years in leadership and administrative roles at community colleges, where she has held chief executive officer positions. Prior to being named interim president for North Seattle College, she served as chancellor of Hawai'i Community College for seven years. Her unwavering commitment to institutions aligns with her personal values as an anti-poverty activist and social justice advocate.

Dr. Solemsaas also made substantial contributions as the chief financial officer or chief business officer at Truckee Meadows Community College in Nevada, Bellevue College, and Edmonds College, both in Washington State. Prior to her tenure in the community and technical college system, she served Snohomish County and King County in various finance-related capacities, supporting public governance, community development, health, and human services.

She served as Board Director for the American Association of Community Colleges, the primary advocacy organization for the nation's community colleges. The association represents nearly 1,200 two-year associate degree-granting institutions and more than 12 million students. She has also served as a Commissioner for the Northwest Commission for College and Universities since 2020, as the Board Director and past president of the National Asian Pacific Islander Council, and as a member of the Hawai'i Leadership Forum as an Omidyar Fellows.

Her commitment to social causes is evident in her role in Collective Impact Movements and impactful organizations in her community. She played a pivotal role in the establishment of Vibrant Hawai'i, serving as its inaugural board chair. Under her guidance, Vibrant Hawai'i evolved from an anti-poverty movement to a catalyst for creating opportunities and abundance for the Hawai'i Island community. Her dedication to community welfare is further demonstrated by her support for the Child Advocacy Center in Snohomish County, known as Dawson Place, and her appointment as Snohomish County Children's Commissioner.

Dr. Solemsaas holds a doctorate of education with an emphasis on community college leadership from Washington State University, a master's in public administration from the University of Washington, and a bachelor of science in accounting from De La Salle University in Manila, Philippines.

She considers the Pacific Northwest her home. Her humble beginnings as an immigrant started at Lake City Way in Seattle, Washington, in 1986, when her family moved from the Philippines due to opportunities with Boeing. She met her husband, Ron, in Renton and raised their family, settling in Lake Stevens, Washington. Today, they enjoy being grandparents.

Evidence for 2.A.3

President Curriculum Vitae

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

Faculty, staff, administrators, and students are consulted in districtwide decision-making processes. One recent example is the district-wide [Strategic Plan Steering Committee](#) that included over 40 members representing students, faculty, classified employees, administrative and exempt employees, and executive sponsors from all three colleges in the Seattle Colleges District. This Strategic Planning Steering Committee worked together over 18 months to write a 10-year Strategic Plan to guide future decisions and actions by the colleges and district. In addition, faculty are further engaged in shared governance at the district level through district joint committees established in Article 12 of the [faculty contract](#) (pages 79-83).

Students, staff, and faculty are also included in decision-making at the Seattle Colleges District through advisory representation to the Board of Trustees. Representatives from the Associated Student Council and employee labor unions serve as advisory representatives to the Board of Trustees in order “maximize the opportunity for various constituencies to present their views on matters under consideration by the Board” ([Seattle College District Policy 129](#)). In addition the Chancellor’s Office maintains advisory groups to facilitate and shared governance as outlined by [Seattle College District Policy 202](#).

North Seattle College’s shared governance structure is published on the college’s [website](#). [College Council](#) serves as the primary shared governance body. Its purpose is to ensure that all members of the campus community are given a voice in the decision-making process of the college through constituency representation. College Council’s bylaws are published on the [website](#), as are its [meeting minutes](#). In addition, all presentations made to College Council regarding planning, evaluation, and resource allocation are [published as well](#). Most recently this included a detailed [report](#) summarizing FY 24 versus FY 25 costs and revenues for the college.

There are also a wide range of governance bodies such as committees, councils, subcommittees, and task forces that have more specialized roles in shared governance.

NSC [publishes](#) a definition for each of the above, and maintains an updated list of committees, councils, sub-committees and taskforces that are publicly [available](#). Each body provides its purpose, sponsoring unit and/or chair (if relevant), and a meeting schedule.

Much of this work reflects NSC's commitment to resolving the college's outstanding recommendation in standard 2.A.4. In 2023 Year Seven Evaluation of Institutional Effectiveness, evaluators found that college employees felt the decision-making structures, processes, and general communication between the college and the district were unclear. Based on those findings, NSC revised College Council bylaws and committed to documenting the work of other governance bodies. According to the most recent Employee Experience completed in Spring Quarter of 2025, employees at North ranked timeliness, understandability, and accessibility of communication on decision making higher than the [overall district average](#) [slide 10]. However, NSC employees also ranked communication from the district's leadership team worse compared to the college.

In response NSC provided an additional presentation to College Council on October 15th, 2025 that clarifies how college constituencies are represented in the [district leadership structure](#). Each College President from the Seattle College District serves as a Vice Chancellor for Academic Affairs, Student Affairs, and Administrative Services. These groups include constituency representation from each college (North, South, and Central Seattle College) from the appropriate functional area. The Chancellor's Executive Committee ([CEC](#)) includes the functional administrators from district shared services, and provides leadership over all ad hoc committees and taskforces requested by the Chancellor.

North Seattle College recognizes the importance of providing all college constituencies with opportunities to provide input and collective wisdom where they have direct and reasonable interest. NSC continues to assess the effectiveness of these efforts through employee surveys, town halls, and caucusing.

Evidence for 2.A.4

Institutional governance policies and procedures

- [Seattle College District Policy 129 - Advisory Representation to the Board of Trustees](#)
- [Seattle College District Policy 202 - Chancellor's Advisory Group](#)
- [American Federation of Teachers 1789 Collective Bargaining Agreement](#)
- [North Seattle College: Leadership & Organization](#)
- [North Seattle College Council](#)
- [2025 Seattle College District Employee Survey](#)
- [North Seattle College: Committees, Councils & Taskforces](#)

2.B.1 & 2.B.2

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.

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.

Promoting an environment that celebrates academic freedom is one way the 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 the 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.

Further quoting Article 6.9.A of the Faculty Collective Bargaining Agreement, "We reaffirm our support of academic freedom because of a sense of obligation to the community which needs our services and because of our professional responsibility for free inquiry." In adherence to this commitment, Article 6.9.B also describes how NSC faculty have unconditional freedom with regards to both their teaching methods and discussion within their classroom. NSC nurtures teaching and learning environments in which faculty, staff and students can research and share research and other scholarly pursuits consistent with the mission of the Seattle Colleges District.

Students' rights are explained and affirmed in the [Washington State Academic Code \(WAC\) 132F-121-020](#). The code's statement of student rights encourages students to develop

critical thinking and to engage in the search for truth. Additionally, students are guaranteed:

- The right to academic freedom, inquiry, expression, and assembly
- The right to pursue the college's curricula, programs, and services
- Protection from academic assessment that is arbitrary, prejudiced, or capricious
- The right to a learning environment free from discrimination, disrespect, and harassment
- Due process
- Protection from unreasonable searches and seizures
- The right to notice of any charges before disciplinary action is taken.

[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 college 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 their College Human Resources Director or Student Conduct Officer.

NSC complies with [RCW 28B.137.010: "Reasonable accommodation for religious holidays"](#) which requires Washington State institutions of higher education to develop policies to accommodate student absences for religious or reasons of faith or conscience. In accordance, faculty remind students of this accommodation and work with students when they are notified in advance of an intended absence.

Further, NSC supports faculty, staff, and administrators to attend professional development and other learning opportunities to pursue their interests and learn how to share information when they return. Students are encouraged to pursue research through class work as well as their connections to college clubs and organizations and to share their learning through quarterly and year-end events. On-campus events have been developed in which anyone can disseminate the results of their learning and research. Examples of events include quarterly "Development Days" as well as a multitude of unique events sponsored by college and community organizations. The end of each academic year culminates in the "Making Teaching and Learning Visible" event which is fostered by the college's Teaching and Learning Center.

The President and President's Cabinet commit to and are responsible for protecting the academic freedom of faculty, staff, administration and students. As demonstrated above, protection and nurturing of this freedom are at the core of mission fulfillment.

Evidence for 2.B.1 and 2.B.2

Academic freedom policies and procedures

- [Article 6.9, AFT Seattle 1789 Collective Bargaining Agreement](#)
- [Seattle College District Policy 282: Discrimination, Harassment and Bullying](#)
- [Seattle College District Procedure 282: Discrimination, Harassment and Bullying](#)

Evidence that students also have academic freedom

- [Washington Administrative Code 132F-121-020: Student Rights, Freedoms, and Responsibilities](#)
- [Seattle College District Policy 365: Student Rights, Freedoms and Responsibilities](#)
- [RCW 28B.137.010: "Reasonable accommodation for religious holidays"](#)

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.

Institutional Overview

The Seattle Colleges' transfer-of-credit policies uphold academic integrity while supporting efficient student mobility and degree completion. These policies ensure that students receive appropriate recognition for prior learning and external coursework while maintaining rigorous standards that protect program quality and learning outcomes.

Policies and Procedures

Seattle College District (SCD) [Policy 515: College Awarded Credit](#) governs how students earn credit through the following pathways:

- Transfer of credit from regionally accredited colleges or universities
- Transfer of credit from recognized international institutions
- Satisfactory performance on challenge or standardized exams (e.g., Advanced Placement)
- Prior experiential learning
- Recognized educational experiences such as military training

The companion SCD [Procedure 515](#) provides detailed guidelines for awarding credit through prior learning assessments, standardized test scores, portfolios, and extra-

institutional learning experiences. These policies collectively maintain the integrity of Seattle Colleges’ programs while promoting equitable recognition of diverse learning experiences.

Alignment with Statewide Policy Frameworks

As members of the Washington State Board for Community and Technical Colleges (SBCTC), the Seattle Colleges adhere to statewide transfer-of-credit policies outlined in the [SBCTC Policy Manual](#). These policies support the transferability of credits both into and out of the Seattle Colleges, ensuring alignment and reciprocity across Washington’s community and technical colleges.

The colleges maintain Direct Transfer Agreements (DTAs) with public and private four-year institutions under the guidance of the [Intercollege Relations Commission](#) (ICRC), which is a voluntary association of accredited Washington State institutions whose purpose is to “facilitate the transfer of students between institutions of postsecondary education.” NSC also participates in the statewide Umbrella Policy on intercollege transfer and articulation among Washington public colleges and universities. Additionally, the colleges promote participation in [Washington 45](#), a statewide framework identifying courses that meet up to one year of general education requirements at public four-year institutions.

Institutional Implementation at North Seattle College

North Seattle College (NSC) communicates its transfer-of-credit policies and procedures through multiple channels, including the [Seattle Colleges Catalog \(2025–2027\)](#) and the [NSC Student Handbook](#). These documents align with the Washington Administrative Code (WAC) and SCD policies to ensure transparency and accessibility for students seeking to transfer credits or pursue additional academic pathways.

NSC is a member of the Intercollege Relations Commission (ICRC), a voluntary association of accredited Washington institutions whose purpose is to “facilitate the transfer of students between institutions of postsecondary education.” NSC also participates in the statewide Umbrella Policy on intercollege transfer and articulation among Washington public colleges and universities.

Transfer Information and Communication

The Seattle Colleges Catalog (2025–2027) and the NSC Student Handbook provide detailed guidance on transfer processes, including:

- Washington 45 First-Year Transfer Courses
- Reciprocity Agreements among Washington community and technical colleges
- Direct Transfer Agreements (DTAs) with four-year institutions
- Transfer Rights and Responsibilities
- Transfer Assistance and Advising

Students are informed that to earn a degree within Seattle Colleges, they must complete at least 90 credits with a minimum 2.0 GPA, including at least 15 credits earned at the awarding institution.

Students transferring credits from other institutions are instructed to submit official transcripts for evaluation. The [Credentials Office webpage](#) outlines the process, including steps to apply for admission, provide transcripts, declare a program, and request credit evaluation.

Student Resources and Support

The North Seattle College Student Handbook reinforces these policies by providing students with information on academic advising, degree and certificate requirements, transfer evaluation procedures, and related academic support services. The handbook directs students to the NSC Credentials webpage for additional guidance and includes links to tutoring, academic advising, and satisfactory academic progress policies.

Key transfer resources include:

[NSC Transfer Agreements \(In- and Out-of-State\)](#)

[NSC College Transfer Overview](#)

Identity Verification and Data Protection

In compliance with [RCW 42.56.590](#) and [RCW 19.255.010](#), NSC verifies the identity of students who do not know their ctcLink ID through valid government-issued identification, Social Security number, or other personal identifiers such as date of birth.

Evidence for 2.C.1

- [Seattle Colleges District Policy 515: College Awarded Credit](#)
- [Seattle Colleges District Procedure 515: College Awarded Credit](#)
- [Seattle Colleges Academic Catalog](#) (pp. 17–24)
- [North Seattle College Student Handbook](#) (pg. 18)
- [North Seattle College Transfer Credit Policies](#)
- [State Board for Community and Technical Colleges Policy Manual – Transfer Policies](#) [4.30]
- [Intercollege Relations Commission \(ICRC\) Guidelines](#)
- [Washington 45 Framework](#)

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.

The Seattle Colleges adhere 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](#).

The Seattle Colleges adhere 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](#)).

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](#)).

Evidence for 2.C.2

Student rights and responsibilities policies

- [WAC 132F-121-020](#): Student Rights, Freedoms, and Responsibilities
- [Seattle College District Policy 365: Student Rights, Freedoms, and Responsibilities](#)

Academic honesty policies

- [WAC 132F-121-100](#): Student Conduct Generally
- [WAC 132F-121-120](#): Instructor Sanctions for Course Work Dishonesty or Classroom Misconduct

Student conduct policies

- [WAC 132F-121-100](#): Student Conduct Generally
- [Seattle College District Policy 375: Student Conduct](#)

Appeals and grievances policies

- [WAC 132F-121-170](#): Appeals and referrals generally
- [WAC 132F-121-060--Student](#) Grievances Generally
- [WAC 132F-121-070: Informal](#) processing of student grievances
- [WAC 132F-121-080](#): Formal processing of student grievances
- [Seattle College District Policy 370: Student Complaints](#)
- [Seattle College District Procedure 370](#)

Accommodations for persons with disabilities policies

- [Seattle Colleges District Policy 387: Disability Nondiscrimination and Accommodations for Students With Disabilities](#)
- [Seattle Colleges District Procedure 387: Disability Nondiscrimination And Accommodations For Students With Disabilities](#)

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.

Institutional Overview

The Seattle Colleges operate under an open-door admissions policy, ensuring equitable access to higher education for all individuals who can benefit from the college's curriculum and services. This policy reflects the mission of Seattle Colleges as open-access learning institutions that foster student success, community engagement, and workforce preparation.

Admissions, placement, and continuation policies are designed to balance access with academic readiness and support, ensuring that students are enrolled in courses and programs appropriate to their abilities while maintaining institutional academic standards.

Admission and Placement Policies

Seattle College District (SCD) [Policy 305: Admissions Policy](#) affirms the district's open-door admissions philosophy, admitting all persons "competent to profit from the curriculum offerings."

To ensure appropriate course placement and student success, the Seattle Colleges apply [SCD Policy 306: Placement](#), which authorizes placement assessments to evaluate students' prerequisite knowledge, skills, and abilities in English and Mathematics. [Placement](#) methods include:

- Directed Self-Placement (DSP) for English and Mathematics
- Review of high school or college transcripts
- GED or standardized test scores (e.g., SAT, ACT, Smarter Balanced)
- ESL and international student placement assessments
- Professional/technical program assessments to verify prerequisite competencies

These multiple measures align with the Washington State Board for Community and Technical Colleges (SBCTC) policy framework and are designed to maximize accuracy, equity, and access for incoming students.

Continuation, Termination, and Academic Progress

Seattle College District [Policy 311: Student Progress](#) outlines expectations for satisfactory academic progress (SAP) while enrolled in the Seattle Colleges. Students must:

- Maintain a minimum cumulative grade point average (GPA) of 2.0
- Successfully complete a minimum number of attempted credits each quarter
- Complete their program of study within 125% of the published credit or clock-hour requirement

Students who fall below these benchmarks are provided with timely interventions, such as academic advising, tutoring, or academic improvement plans, to support their return to good standing.

Policies governing continuation and termination also include processes for appeal and re-admission, as defined in [WAC 132F-121-170: Appeals and Referrals Generally](#). These ensure students are afforded due process and equitable opportunities to continue or resume their studies after academic or conduct-related disruptions.

Institutional Implementation at North Seattle College

North Seattle College (NSC) communicates its admission, placement, and continuation policies through multiple channels, including the Seattle Colleges Catalog (2025–2027), the [NSC Student Handbook](#), and the college website. All materials align with the Washington Administrative Code (WAC) and district-wide policies established by SCD.

Admission, Placement, and Academic Progress

[Seattle Colleges Catalog \(2025–2027\): Admission, Placement, and Academic Progress](#)

Topic, Page(s), Headings: (if appropriate)

Mission Statement, page 3, Headings: Mission, Vision, Values.

Open-Admission (refer also to [District Policy 305](#)), page 45, Heading: Apply

Readmission of Former Students, page 46, Heading: Re-Admission of Former Students

Website and Student Resources

The North Seattle College website provides detailed guidance on [placement](#) and [academic progress](#), including:

- Eligibility forms and placement options for English and Math
- Information on remote testing and ESL assessments

- ALEKS Math Placement Test procedures
- Step-by-step instructions for appealing a placement decision in English or Math

Students are directed to the [Placement and Classes webpage](#) for comprehensive instructions and resources:

- [NSC Placement Information](#)
- [English Directed Self-Placement](#)
- [Math Directed Self-Placement](#)

Student Handbook

The [NSC Student Handbook](#) reinforces these procedures by providing a comprehensive list of options, and relevant links to the NSC website (pg. 22).

Information Security and Identity Verification

Consistent with [RCW 42.56.590](#) and [RCW 19.255.010](#), NSC verifies student identity using secure methods, including valid government-issued identification, Social Security numbers, or other personally identifying information (e.g., date of birth).

Evidence for 2.C.3

Policies and Procedures:

- [Seattle Colleges District Policy 305 – Admissions Policy](#)
- [Seattle Colleges District Policy 306 – Placement](#)
- [Seattle Colleges District Policy 311 – Student Progress](#)
- [WAC 132F-121-170 – Appeals and Referrals Generally](#)

Institutional Publications and Resources:

- [Seattle Colleges Catalog \(2025–2027\)](#)
- [North Seattle College Student Handbook \(2022–2023\)](#)
- [NSC Placement and Classes Webpages](#)
- [English DSP](#) and [Math DSP](#) Forms
- [RCW 42.56.590](#), [RCW 19.255.010](#), [RCW 42.56.250](#), [RCW 42.56.070](#)

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.

The Seattle Colleges Information Technology Security Policy ([Seattle Colleges District Policy 205](#)) establishes the college's responsibility to protect the availability and confidentiality of information, including student records.

[Seattle Colleges District Procedure 380](#) outlines procedures for retaining educational records while maintaining security and confidentiality. These procedures are in compliance with the Family Education Rights and Privacy Act (FERPA) and include provisions for students to inspect and review their educational records and make requests and appeals. The procedures also address the release of personally identifiable records and maintenance of student records. Students are notified of their FERPA rights in the academic catalog (page 58).

Legal and Regulatory Framework

As a public institution and member of the Seattle Colleges District (SCD), North Seattle College (NSC) follows state and federal requirements governing records retention and confidentiality, including:

- [RCW 40.14 – Preservation and Destruction of Public Records](#), which establishes retention schedules for Washington State agencies
- [RCW 42.56 – Public Records Act](#), which ensures transparency while protecting personal privacy
- [Family Educational Rights and Privacy Act \(FERPA\)](#), which guarantees students' rights to access and protect their educational records

Seattle College District Policies Supporting Record Security

Policy / Procedure	Title	Description
POL 205	<i>Information Technology Security</i>	Establishes information-security practices consistent with Washington State Office of the CIO and SBCTC standards.
POL 254 / PROC 254	<i>Access to Public Records</i>	Ensures compliance with RCW 42.56 while maintaining operational integrity and privacy of students and employees.
POL 217 / PROC 217	<i>Access to Seattle College District Database</i>	Defines protocols for granting employee access to district information systems.

POL 259/ PROC 259	<i>Use of Electronic Resources</i>	Establishes measures for acceptable use of Seattle Colleges electronic information resources
POL 311	<i>Student Progress</i>	Addresses continuation, termination, and documentation of student academic standing.
POL 380/ PROC 380	<i>Student Records</i>	Outlines FERPA-aligned procedures for inspection, release, and maintenance of educational records.
POL 602	<i>Financial Records</i>	Ensures financial-records retention aligns with the State of Washington retention schedule and applicable federal requirements.
POL 640	<i>Records Identification, Retention, and Disposition Management Program</i>	Creates a records-management system in compliance with RCW 40.14.

Institutional Implementation at North Seattle College

NSC adheres to all district and state policies governing secure records management. The college maintains reliable backup and retrieval systems for both physical and digital student records, ensuring continuity in the event of data loss or system disruption.

Records are securely stored in compliance with Washington State’s retention schedules, and access is limited to authorized personnel through identity-verified login credentials and permissions defined by job function.

Seattle Colleges Catalog (2025 – 2027): Secure Retention of Student Records

Confidentiality of Student Records

Explains student rights under FERPA, including procedures to inspect, review, and request amendment of educational records. *(Page 58)*

Disclosure of Student Directory Information

Informs students that North Seattle College may disclose directory information unless a written request for nondisclosure is filed with the Registrar’s Office. *(Page 59)*

Student Handbook and Web Resources

The [North Seattle College Student Handbook](#) (p. 61) reinforces FERPA policies by outlining:

- Confidentiality of Records

- Student Rights and Educational Records
- Exceptions to Written Consent Requirements

Students may also access comprehensive FERPA information and release forms online:

- FERPA Overview: <https://northseattle.edu/enrollment-funding/ferpa>
- FERPA Release Form: <https://northseattle.edu/enrollment-funding/ferpa-release-form>

Information Security, Acceptable Use, and Backup Systems

Seattle colleges uses the Washington State Board of Community and Technical College's (SBCTC) [Classification System](#) [pg 40 appendix] to manage information. Information is classified into one of the following categories:

Category	Description
1: Public Information	Publicly releasable data requiring integrity and availability protections.
2: Sensitive Information	For official use only; not routinely disclosed.
3: Confidential Information	Protected by law, including personal and employee data.
4: Confidential Information Requiring Special Handling	Requires elevated protection due to legal or safety implications.

This classification system is enforced by [Seattle College District Policy 217 – Database Access](#) and the accompanying [procedure](#). This policy and procedure limit employee access to information as needed to perform their job duties and establish appropriate approving chains for information access and campus and district level.

[The Seattle Colleges District Policy 205 – Information Technology Security](#) defines security as including “protecting the integrity, availability, and confidentiality of information assets managed by the district”. This definition includes reliable backup and retrieval procedures. Reliable backup and retrieval procedures for student data are coordinated by the District Information Technology Division, which maintains redundant systems and regular testing protocols to ensure recoverability in accordance with State Board for Community and Technical Colleges (SBCTC) IT security standards.

- [Seattle Colleges District Policy 205 – Information Technology Security](#)
- [Seattle Colleges District Policy 217 – Access to Database](#)
- [Seattle Colleges District Procedure 217 – Access to Database](#)
- [Seattle College District Policy 254 - Access to Public Records](#)
- [Seattle College District Procedure 254 - Access to Public Records](#)
- [Seattle College District Policy 259 - Use of Electronic Resources](#)
- [Seattle College District Procedure 259- Use of Electronic Resources](#)
- [Seattle College District Policy 311 - Student Progress](#)
- [Seattle Colleges District Policy 380 – Student Records](#)
- [Seattle Colleges District Procedure 380 – Student Records](#)
- [Seattle College District Policy 602 - Financial Records](#)
- [Seattle Colleges District Policy 640– Records Identification, Retention, and Disposition](#)
- [Seattle Colleges Academic Catalog \(2025–2027\)](#)
- [North Seattle College Student Handbook \(2022–2023\)](#)
- [RCW 40.14, RCW 42.56, and FERPA Regulations](#)
- [Washington State Community & Technical Colleges Records Retention Schedule](#)

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.

The Seattle Colleges District publishes regular announcements, statements, and publications with information about Seattle Colleges. Information about Seattle Colleges' shared [mission, vision, values, academic programs](#), and services are available both on the district and college websites and in the [academic catalog](#).

The Seattle Colleges host [Discover Seattle Colleges](#) events to help prospective students explore career and program interests and tour college campuses. Videos and resources from these events are available on the [Discover Seattle Colleges webpage](#).

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. North Seattle College also maintains a [SiteMap](#) to monitor existing college webpages, that includes

modification dates, content owners, and notes. The North Seattle College Marketing & Communications office sends annual emails to website content owners to update their website pages following the documentation of the SiteMap. The SiteMap is updated by North Seattle College's office of Communications and Marketing in collaboration with its district peer office ([called Communications & Strategic Initiatives](#)) as new pages are created or other changes are made. Website changes can be requested by the supervising dean or approved program contacts via the procedure outlined in the [program change website](#). Program-level materials require content owner sign-off and are subject to annual review.

All academic programs websites prominently display program descriptions, estimated length of completion disaggregated by full versus part-time enrollment, program requirements, program learning outcomes, career information, cost of attendance, modality options, and program planning guides on the main landing page. Above the program webpage, the navigation bar under the *Enrollment & Funding* heading includes links to admission applications, enrollment services, financial aid, and placement. A link to the Advising Office is available via the *Student Services* heading in the navigation bar. As an example, the [Information Technology Controlled Electronic Systems Associate of Applied Science Program](#).

Evidence for 2.D.1

- [Seattle Colleges Academic Catalog](#)
- [Information Technology Controlled Electronic Systems Associate of Applied Science Program](#).
- [SiteMap](#)
- [Discover Seattle Colleges webpage](#)
- [Program Review Committee](#)

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.

Seattle Colleges District Policies establish high ethical standards for management and operations. [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 & Procedure](#)) and Washington State’s laws regarding Ethics in Public Service ([RCW 42.52](#)). Employees learn about 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. Campus-wide email notices on ethics, [Whistleblower Act](#), and reminders of Seattle Colleges policies on acceptable use of state resources are sent annually.

The Seattle Colleges ensure that complaints and grievances are addressed fairly, equitably, and in a timely manner in accordance with 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](#) and [Seattle College District Policy 421](#)). The Seattle Colleges adhere 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).

Seattle Colleges centralizes its reporting and recordkeeping to ensure concerns brought forward by staff, faculty, and students are addressed in a timely fashion. The Reporting Claim Forms are available via the [Seattle Colleges website](#). On the adjacent navigation pane are links to Title IX information and Workplace Misconduct (non-Title IX). External complaints from community members are delegated to the appropriate Vice President, or the Director of Human Resources for specific personnel issues.

North Seattle College also maintains a [Student Complaint Policy explanation page on its website](#) to ensure complaint information is accessible to current and prospective students who might search for complaint information on North Seattle College’s portion of the broader Seattle Colleges website. The North Seattle College Student Complaint Website includes a link to Washington State Board of Community and Technical Colleges (SBCTC) via its Student Complaint Portal. It is strongly advised, however, that students use the college's formal complaint form first as college staff have more bandwidth to respond in a timely manner compared to SBCTC staff. The Seattle College’s [accreditation website](#) also includes contact information for the Northwest Commission on Colleges & Universities where current and prospective students can contact NWCCU directly with complaints. Student complaints are subject to the record retention scheduled as outlined by [Community and Technical Colleges records retention schedule](#) on page 46.

There are two policies governing the use of students as human subjects for research purposes. [Seattle College District Policy 390 – Research at Seattle Colleges District](#) requires prior approval from the appropriate administrator for such research and asserts students’ right to choose not to participate. [Seattle College District Policy 530 – Use of Human Subjects](#) outlines the District’s “responsibility for protecting the rights, well-being, and personal privacy of individuals.. where learning by students requires the use of human subjects as part of demonstrations or experiments”. These policies are operationalized through the work of [North Seattle College Human Subjects Review Committee \(HSRC\)](#). HSRC reviews any research working with human participants at the college to determine

whether that research meets ethical guidelines and is in compliance with the above policies and procedures.

Evidence for 2.D.2

Policies and procedures for reviewing internal complaints, including:

- [Reporting/Claim Forms \(Seattle College website\)](#)

Student academic-related grievances

- [Seattle College District Policy 370: Student Complaints](#)
- [Seattle College District Procedure 370: Student Complaints](#)
- [Washington Administrative Code 132F-121-090: Additional provisions for grade grievances](#)
- [North Seattle College Student Compliant Policy website](#)

Discrimination, harassment, and bullying

- [Seattle College District Policy 282: Discrimination, Harassment and Bullying](#)
- [Seattle College District Procedure 282: Discrimination, Harassment and Bullying](#)
- [Seattle College District Policy 451: Workplace Violence](#)
- [Seattle College District Procedure 451 - Workplace Violence](#)

Title IX

- [Seattle College District Policy 283 – TITLE IX Sexual Harassment](#)
- [Seattle College District Procedure 283 – TITLE IX Sexual Harassment](#)
- [Seattle College District Policy 421 – TITLE IX Sexual Harassment](#)
- [Seattle College District Procedure 421 - TITLE IX Sexual Harassment](#)

Ethical Standards

- [Seattle College District Policy 131 - Code of Ethics for the Board](#)
- [Seattle College District Policy 400- Ethical Conduct/ Conflict of Interest Standards](#)
- [Seattle College District Procedure 400 - Ethical Conduct/ Conflict of Interest Standards](#)

Compliant Information for external entities

- [Washington State Board for Community & Technical College's Student Complaint Portal](#)
- [NWWCU Complaint Forms](#)

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.

The Seattle Colleges adhere 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 receive training on policy 400 in New Hire Orientations and are reminded of the policy in an annual email.

Evidence for 2.D.3

Policies/procedures prohibiting conflict of interests among employees and board members

- [RCW 42.52: Ethics in Public Service](#)
- [Seattle College District Policy 400: Ethical Conduct/Conflict of Interest Standards](#)

2.E.1

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

North Seattle College (NSC) ensures financial stability with sufficient cash flow and reserves to support its programs and services. NSC follows [Seattle College District Policy 608](#), and the related [Procedure](#) which establish targets for Operating Reserves, Contingency Funds, Capital and Debt Reserves, & Ancillary and Auxiliary Fund Reserves. The Seattle College District Board of Trustees receives regular briefings on district finances following accounting best practices. These include, but are not limited to:

- [FY 24 Financial Statements & Audit](#) (March 13th 2025 BOT meeting)
- [Budget Versus Actuals reports](#) (December 11th 2025 BOT meeting)

Based on the financial survey submitted to NWCCU, NSC’s ratio of cash, cash equivalent, and investments to total operating expenses are shown in the table below. It also shows changes in total net position.

Period	Equiv., + Investments	Total Operating Expenses	Cash, Cash Equiv., Investments as % of expenses	Increase (decrease) in total net position
FY 21	\$21,464,318	\$57,089,666	37.6%	\$7,545,585
F2 22	\$16,329,768	\$57,382,544	28.5%	\$7,755,198
FY 23	\$18,441,313	\$64,812,577	28.5%	\$5,134,315
FY 24	\$32,316,930	\$69,934,763	46.2%	\$7,791,234

NSC operates with a balanced budget plan and assumption to ensure the stability of cash reserves while meeting the district policy on reserves and supporting the ability of NSC to fulfill its mission. NSC maintains a sufficient level of cash reserves despite the resulting deficit in FY24. The Seattle District and NSC have acted in the last several years to enhance the accessibility and integrity of financial data used in financial planning with 1) audited financial statements, 2) accounting and budgetary controls, and 3) regular reporting to various constituencies and stakeholders.

Audited Financial Statements.

The financial stability above results from relevant audit processes. NSC prioritizes transparency and works towards demonstrating accountability and stability through many audit processes. The college ensures that assets are managed responsibly, with a thorough internal audit control system in place. NSC promptly reports inconsistencies to the Board. This commitment underpins various audits, including the Accountability Audit and financial statement audits.

The relevant audit processes are standardized across State colleges. The college is subject to accountability, performance, Federal Single Audit under 2 CFR, and other types of audits, conducted by the [Washington State Auditors' Office](#) (SAO).

The SAO is an agency of the state of Washington that has constitutional and legislative authority to conduct audits. Due to reduced State funding, the SAO undertook a new approach to its state government accountability audits, shifting focus to auditing and reporting on statewide audit topics rather than separate accountability audits of individual agencies.

Eventually, SAO delegated authority to colleges to hire auditors to do work previously assigned to the SAO. North Seattle and other colleges in the state worked to clear the backlog, and get current on the statements required by the NWCCU and has made steady progress to become current with audited financial statements. [Audited financial statements are up to date](#), and the systems are in place to keep producing them in a timely manner.

SAO conducted regular Accountability Audits. The Accountability Audit Report was shared with College Leadership and the College Board of Trustees in May 2021. SAO and, more recently, CPA firms conduct accountability audits. At the conclusion of each audit, an Accountability Audit Report is drafted by the auditors (SAO early in this review period and CPA's beyond 2021) and presents to the college in an exit conference to the BOT and BOT finance subcommittee, which may be attended by the district Chancellor and the Vice Chancellor for Finance and Administrative Services. Audit concerns and recommendations were addressed and corrected, and the identified changes were promptly implemented. A final report was posted on the Washington State Auditor's Office website. Audited Financial Statements are also published on the college's public facing website: [Financial Information and Statements](#). This website includes current and historical financial statements, and any appropriate budget hearings. The annual audit for Fiscal Year 2024-25 has been completed and will be shared during the March 2026 Board of Trustees meeting and will subsequently be published on the Financial Information and Statements website.

Strong Accounting and Budget Controls.

Financial stability is further achieved by three fiscal goals approved by the BOT during its February 2025 meeting. These goals are 1) Living within our Means, 2) Prudent Level of Reserves, and 3) Invest in the Future.

Goal #1 Living within our Means

SCD will be presenting a balanced budget plan for all funds starting with FY 2026. This is presented to the BOT for 1st consideration in its May meeting with final approval by June of each year. In preparing the plan, budgetary controls were set to: Balanced spending plan that aligns resources with strategic priorities. [The FY 2026 Budget](#) was approved at the June 2025 meeting.

Goal #2 Prudent Level of Reserves

Since 1978, SCD has adopted Policy 608 to ensure sufficient funds for unplanned events. The policy historically required reserves of 5-10% of the aggregate total of each fund's annual expenditure budget, excluding trust and capital funds. SCD BOT approved an amendment to SCD Policy 608 in its June 2025 Board Meeting to ensure greater resilience to unplanned events. This increased the reserve target to 25%.

Goal #3 Invest in the Future

SCD continues to expand its capacity and services through partnerships with grants and contracts. The total grants for FY 24-25 are \$28M and as of March 31, 62% have been expended (referencing [Fiscal Goals Update May 2025 agenda item](#) page 5-10, summarized on page 15).

Financial Reporting.

Financial planning includes the use of regular reports that reflect available funds, realistic development of financial resources, and appropriate risk management to ensure short-term solvency and long-term financial sustainability.

To ensure that financial decisions are made with full understanding and transparency, the institution has established a reporting process as outlined in Seattle College District (SCD) [Policy 608](#). The Board of Trustees (BOT) reviews the institution's financial status regularly, receiving a detailed Financial Statement that highlights key indicators such as reserve balances, revenue and expenses, and spending decisions. This regular oversight allows the Board to stay actively engaged in monitoring the institution's financial health. Additionally, NSC participates in IPEDS Reporting and prepares Year-End Disclosures each year, ensuring that financial data meets federal and state requirements. These reports help maintain transparency and demonstrate an element of accountability to the college's community. Furthermore, NSC submits an Estimated Cash Balance Report annually to the Washington State Board for Community and Technical Colleges, which informs decision-making and resource allocation.

In April 2025, the BOT was presented with a [segment report](#) that illustrated the first improvement in the fiscal outlook. These included updated projections based on Winter quarter enrollment and the value of the OFM claw back.

- [Seattle College District Policy 108: Delegated Authorities to the Board of Trustees](#)
- [Seattle College District Policy 602: Financial Records](#)
- [Seattle College District Policy 603: Cash Controls](#)
- [Seattle College District Procedure 603: Cash Control Procedures](#)
- [Seattle College District Policy 604: Accounts Receivable](#)
- [Seattle College District Procedure 604: Accounts Receivable](#)
- [Seattle Colleges District Policy 608 – District Reserves](#)
- [Seattle Colleges District Procedure 608 – District Reserves](#)
- [Seattle College District Procedure 650: Investment Procedures](#)
- [Seattle College District Policy 680 - Internal Controls](#)
- [FY 24 Financial Statements & Audit Opinion](#)
- [10-31-2025 Budget Status Report \[Presented at 12/11/25 BOT Meeting\]](#)

2.E.2

Financial Planning includes meaningful opportunities for participation by stakeholders and ensures appropriate available funds, realistic development of financial resources, and a

comprehensive risk management to ensure short term financial health and long-term financial stability and sustainability.

Planning & Monitoring

In accordance with state regulations and institutional policies, North Seattle College strategically manages its enrollments and resources, and carefully develops its budget. [Seattle College District Policy 601 – SCD Allocation & Management of Resources](#) commits the Seattle College District to responsibly manage financial resources, and create additional responsibilities and procedures in support of that commitment. Policies that support financial stability and sustainability include, but are not limited to [Seattle College District Policy 602 – Financial Records](#), [Seattle College District Policy 603 – Cash Controls](#), and [Seattle College District Policy 604- Accounts Receivable](#). These policies and accompanying procedures facilitate comprehensive risk management and comprehensive situational awareness around stability and sustainability of North Seattle College’s finances.

Meaningful Participation

Seattle Colleges’ budgeting process follows a district-to-college-to-district flow. It begins with a revenue forecast developed at the district level, which is then shared with the college. Using this forecast, North Seattle College builds departmental and institutional budgets through collaborative planning. Once finalized, the college budget is returned to the district for review and approval by the Chancellor and the Board of Trustees.

District Partnership in Revenue Forecasting & Monitoring

The Seattle Colleges District supports financial planning through two departments: the Office of Budget & Financial Forecasting, and the Office of Finance and Accounting. The Office of Budget & Financial Forecasting develops annual financial forecasts based on historical expenditures, enrollment projections, and anticipated revenue, including revenue projected through the state allocation model. In addition to revenue forecasts, the office develops budget planning tools to ensure planned budgets are reasonable and realistic given expected revenue. These financial models are the basis of budget planning at the college level.

Throughout the year, the Office of Finance and Accounting monitors actual spending and revenue, including tuition revenue, state allocations, and additional revenue sources. These accounting reports are reviewed regularly by Executive Leadership as well as budget managers. As needed, budgets are modified during the year.

NSC’s budget planning policy guides the development of the college’s annual operating budget. The budget development cycle provides numerous opportunities for constituent participation that are transparent and collaborative. The budget development cycle begins with the development of budget principles that help guide

the process and align priorities to the strategic plan. To support North's commitment to shared governance, multiple layers of stakeholders are involved in and updated on the budget process.

Participation:

- [College Council](#). College Council is the primary shared governance body of North Seattle College. Constituency membership includes students, classified staff, exempt represented staff, non-exempt staff, and faculty. The role of the College Council is to ensure that all members of the campus community are given a voice in the decision-making processes of the college through representation. College Council receives frequent briefings on the budget, and these presentations are published on the college's [website](#)
 - The [Budget Task Force](#). The task force is chaired by the Budget Director and includes representatives from faculty, administrative, and classified staff. This taskforce provides two-way communication surrounding the budget process, both in updates to the campus community and in feedback to leadership. Budget Taskforce findings are presented to College Council. In fiscal year 24-25 these included [budget addition & reduction rubrics](#), and [budget saving proposals](#).
- Town Halls. Town Hall Meetings are held throughout the year to keep the college community informed of recent legislative budget news and other related concerns. Prior to the Town Hall meetings, the campus community is provided an opportunity to preview the materials and prepare questions. After the Town Hall meetings, anonymous feedback tools are provided for anyone in the college to use.
- Budget Manager Training. Budget development training is provided by the business office to budget managers, including all levels of staff engaged in the process. The business office meets periodically throughout the year with various departments including the instructional deans to review their budgets.
- The President's Cabinet. The Cabinet meets with each administrator and VP to understand budget requests and related impact. The highest priority requests are funded up to the level that revenue is available for additional expenses.

Process:

The following explains the process of budget development, including meaningful participation, to maintain fiscal health, financial stability, and sustainability.

- NSC created departmental budget templates. Budget Managers enter their budget proposals into the templates, including explanations for both additions and reductions.
- The templates are then reviewed with their corresponding divisional Vice President.

- After the initial proposal is approved by their Vice President, the budget templates are submitted to the college Budget Manager in the Financial Services Department for consolidation.
- Budgets are approved at the divisional VP level; they are combined into a college-wide budget.
- The Board of Trustees is responsible for financial oversight of the college. The Board contributes to budget development through policy, as well as evaluation of the annual operating and capital budgets. Annual budgets are developed within available resources to support fulfillment of the District's mission through achievement of its strategic and operational plans. The college's annual budget development calendar directs that the Board will be updated on budget projections and the budget development cycle and receive a draft of the preliminary budget at the May Board meeting. Final budget approval is scheduled for the June Board meeting. Throughout the academic year, the College President and Vice President for Administrative Services respond to any Board questions or concerns regarding the budget and provide quarterly updates.

RAP Process

North Seattle College also has a process described locally as the Resource Allocation Plan (RAP) process. Once a year, the college is gifted funding from the North Seattle Community College Foundation that ranges from \$250,000 to \$350,000. This funding is designed to go towards one-time expenses at the college, with the caveat that 65% must go towards direct student support. In the late Winter/early Spring, applications for this funding can be submitted by any member of the campus community. These requests then go through the RAP process.

The first step in this RAP process is to assemble a Budget Taskforce, which aims to include every cabinet member and two representatives from each bargaining unit on campus, including WFSE, AFT-Pro, and faculty. The taskforce then provides input on a rubric that is used to score the requests – the college's Guiding Principles and Core Themes are used to help develop and adjust said rubric.

Once the rubric has been finalized, the second step in the RAP process is for the requests to be scored via that rubric, which typically includes 10 questions, each worth one point. The taskforce members score each question with a 1 or a 0, and those individual scores are then tabulated and ranked. Typically, the requests with the highest scores are awarded funding until that funding is exhausted for the fiscal year.

This [RAP process](#) and [rubric](#) are considered part of the budget development process.

Realistic revenue forecast

Resident/non-resident Tuition, International Contract Revenue, and Running Start revenues are projected using a robust modeling effort. Initially district projections, which

are supplemented with college subject matter expert insight, are reviewed by the President and Cabinet, then reviewed again by the [District CFO](#). Final projections are then submitted to the College Board of Trustees for approval as part of North Seattle College's annual budget. Subsequently subject matter experts at North & District complete mid-year review of projections to monitor progress towards the final projection for each revenue type. The Business Office also provides regular reporting comparing revenue collection activity in the current fiscal year compared to historical collection activity in prior years. These allow for timely mid-year adjustments should the college either over or underperform in terms of revenue.

These analytics provide timely and accurate information that allows the college to track progress towards achieving revenue targets. In the most recent year, the adoption of the mid-year review improved the overall accuracy of projections. In the November 2025 Board of Trustees meeting, trustees reviewed projections compared to actuals for the [previous fiscal year](#). North's report (page 5) highlighted that the mid-year adjustment from 13,545,181 to 11,345,560 came much closer to the year-end actuals for tuition revenue collection (11,108,550).

The state allocation is estimated using the SBCTC estimate of the legislative change to the allocation (reduction or addition). That overall percentage is used to estimate the total allocation for the new year. Once the state allocation funds are received by Seattle Colleges, District Finance uses a funding model to distribute funds to the individual Seattle Colleges. It includes base operating allocations, funding based on student enrollment (FTE), enhanced FTE (additional weight for specific enrollment categories), and funds from the SAI (performance-based funding). Seattle Colleges also receive earmarks and provisos, which have State Board guidance on how the money can be used.

The processes above are designed to manage the risk related to financial planning. The involvement of multiple layers of managers and stakeholders from all corners of the institution help balance risk inherent in the process, especially the common risks of over estimating revenue, as well as the risk of underfunding required regulatory functions.

Evidence for 2.E.2

- [Seattle College District Policy 601 – Allocation & Management of Resources](#)
- [Seattle College District Policy 602 – Financial Records](#)
- [Seattle College District Policy 603- Cash Controls](#)
- [Seattle College District Procedure 603 – Cash Controls](#)
- [Seattle College District Policy 604- Accounts Receivable](#)
- [Seattle College District Procedure 604 – Accounts Receivable](#)
- [Seattle College District Policy 608 – District Reserves](#)
- [Seattle College District Procedure 608 – District Reserves](#)
- [Seattle College District Policy 680 – Internal Controls](#)
- [Planning, Evaluation & Resource Allocation \(includes FY 24-25 & 25-26\)](#)
- [College Council website \(agenda, bylaws, current members\)](#)

- [November 2025 Board of Trustees Presentation: FY 2025 Year End Operating Budget for Seattle Colleges District \(SCD\)](#)

2.E.3

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

Financial transparency is related to regular monitoring and reporting. SCD Policy 608 drives the activity related to the management of financial resources. Seattle College District also establishes and maintains systems for establishing and monitoring internal controls that comply with Department of Enterprise system requirements as required by [Policy 680](#).

The Seattle College District Board of Trustees reserves control over the expenditures and oversight and approval over assets providing accountability and achieving transparency through public meetings and related meeting content, as stipulated in [Policy 108](#) and [Policy 107](#).

The Washington State Board of Community & Technical Colleges (SBCTC) [Accounting Manual](#), Office of Financial Management (OFM) [State Accounting and Administration Manual \(SAAM\)](#), and Generally Accepted Accounting Practices all reinforce the transparent management of resources.

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

NSC uses an accounting system that follows generally accepted accounting principles (GAAP) and effective internal controls. The NSC accounting system provides timely and accurate financial information required for effective institutional decision making. Using data from this system, the SBCTC produced a single system-wide financial statement. In February 2021, NSC converted to Peoplesoft, also known as ctcLink that is compliant with the state of Washington SAAM. ctcLink is a single, centralized system of online functions to give students, faculty, and staff anytime, anywhere access to a modern, efficient way of doing college business and is replacing the 35-year-old administrative system to streamline and standardize business practices across the 34 colleges system.

NSC maintains clearly defined, board approved policies for the oversight and management of college financial resources. These policies address financial planning and processes for the college, including operating and capital budgets, reserves, fundraising, cash and debt management, and transfers between funds. ([Section 600](#)-Financial Policies.)

Evidence for 2.E.3

- [Seattle College District Policy 107: Powers & Duties](#)

- [Seattle College District Policy 108: Delegated Authorities of the Board of Trustees](#)
- [Seattle Colleges District Policy 608 – District Reserves](#)
- [Seattle Colleges District Procedure 608 – District Reserves](#)
- [Seattle College District Policy 680 – Internal Controls](#)

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.

Seattle Colleges employees are apprised of their working conditions in accordance with Seattle College District policies, contracts, and collective bargaining agreements.

Administrative-Exempt Employees

Administrative-exempt employees are not represented by an employee union. [Seattle College District Policy 470](#) states that each administrator will receive a contract of employment, including a job description. Administrators review their job descriptions and progress towards goals in an annual employee evaluation. [Seattle College District Policy 471](#) outlines the process for terminating administrative employment.

Classified Staff

Classified staff members are represented by the Washington Federation of State Employees Higher Education (WFSE HE). The [WFSE HE collective bargaining agreement](#) outlines conditions of employment, including hiring and appointments (Article 4 pg. 2) performance evaluations (Article 6 pg.15), pay assignments for promotion and retention (Article 43 pg. 99), and termination (Article 35 pg. 74). Classified staff receive current job descriptions at their annual performance evaluations.

Faculty

Faculty are represented by the American Federation of Teachers Local 1789. Their [collective bargaining agreement](#) outlines professional obligations (article 6.8, pages 40), academic freedom and faculty rights (article 6.9, pages 43), evaluation procedures (article 6.10, pages 44-47), tenure provisions (article 7, pages 50-59) and steps for dismissal (article 8, page 59-60).

Professional Staff

Professional staff are represented by the American Federation of Teachers Seattle Professional Staff, local 6550. Their [collective bargaining agreement](#) outlines workload (article 11, pages 19-21), compensation (article 12, pages 21-24), conditions of

employment (article 13, pages 24-26), reductions in force (article 15, page 28), and performance evaluations (article 18, pages 30-31). Professional staff receive current job descriptions at annual performance evaluations.

Evidence for 2.F.1

Human resource policies/procedures

- [Seattle College District Policies and Procedures \(Section 400\)](#)

Policies/procedures related to teaching, scholarship, service, and artistic creation

- [AFT Seattle 1789 Collective Bargaining Agreement](#)

Policies/procedures for apprising employees of working conditions, rights and responsibilities, evaluation, retention, promotion, and termination

- [AFT Seattle 1789 Collective Bargaining Agreement](#)
- [AFT Professional Staff Collective Bargaining Agreement](#)
- [Washington Federation of State Employees in Higher Education Collective Bargaining Agreement](#)
- [Seattle College District Policy 470: Employment Contracts for Administrative Employees](#)
- [Seattle College District Procedure 470: Employment Contracts for Administrative Employees](#)
- [Seattle College District Policy 409: Employee Performance Evaluation](#)
- [Seattle College District Policy 429: Reduction in Force](#)
- [Seattle College District Procedure 429: Reduction in Force](#)
- [Seattle College District Policy 471: Termination of Administrative Employment](#)

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 district-wide trainings, workshops and other professional development opportunities, in compliance with [Seattle College District Policy 415](#).

The District Vice Chancellor for Human Resources officer serves as the District-Wide Staff Development Coordinator and is responsible for the District-Wide Staff Development Program, which includes trainings 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 a district-wide Faculty Development Coordinator, a faculty member on full course-release who plans and coordinates professional development opportunities for faculty across the district. The Faculty Development Coordinator leads faculty committees that advise on and distribute funding for faculty professional development.

North Seattle College Specific Professional Development

North Seattle College (NSC) invests in the professional development of faculty and staff through a robust variety of programming offered through the [Teaching and Learning Center \(TLC\)](#).

The TLC professional development team includes:

- Dr. Daniel Tarker, Dean of the Library and Learning Support Services
- Willa Sweeney, LLS Division Executive Assistant
- Dani Blackman, NSC Faculty Development Coordinator
- Rebecca Brown, eLearning Instructional Designer.
- Caroline Pew, Faculty Coordinator for Faculty Peer Support Initiatives

The TLC is Located on the 2nd floor of the renovated library, the refurbished TLC physical space features a faculty and staff lounge for drop-in use, a TLC meeting room that can be reserved for meetings and trainings, an office for the faculty development coordinator, and a Zoom room faculty and staff can use for private meetings. Though the college is seeing increased usage of the physical space, most of the TLC programming is delivered virtually.

TLC Teaching Communities (TTC)

Formerly called *Pathways to Teaching Excellence*, this quarterly series of biweekly faculty professional development workshops is designed to support the college's core theme of excelling at teaching and learning. Faculty are invited to participate either as part of a cohort, in which they get paid a stipend for completing all the sessions offered during a quarter, or attend individual sessions that interest them for no compensation. Recent topics have included using active learning to mitigate AI use in class, fostering care and community in the classroom, connecting course outcomes to holistic assessment, incorporating universal design for learning into the classroom, and engaging and motivating Gen Z students. Cohort members who attend all the quarterly sessions earn a badge from the State Board for Community & Technical Colleges. Typical quarterly enrollment ranges from 5 – 15 faculty, though attendance at individual sessions can reach 20 participants. Faculty engagement continues to improve since the disruption of COVID. Moving forward, NSC plans to strengthen its faculty development offerings by being more intentional about incorporating the college's Essential Learning Outcomes (ELOs) and assessment data from the Office of Institutional Effectiveness into the planning process to ensure the TLC is contributing to achieving the college's performance indicators.

The Passion and Purpose Leadership Academy (PAPLA)

The *Passion & Purpose Leadership Academy (PAPLA)* supports the core theme of building a sustainable community by investing in the leadership capacity of faculty and staff. Founded on the premise that everybody can be a leader no matter title or position, this year-long cohort-based leadership institute introduces participants to a variety of key leadership concepts that support the college's strategic direction such as making data informed decisions to promote a culture of evidence, using servant leadership and ethics of care to create a culture of care, applying an adaptive leadership mindset to understanding the state and local community college budget, improving active listening and feedback techniques to become a more transformational leaders, and developing a systems thinking and complexity mindset to problem solving. The cohort culminates in an experiential learning component where participants apply their new leadership knowledge to lead a project that benefits the college.

The first cohort had 18 participants and the second 21 consisting of classified, pro-staff, faculty, and exempt employees. Members of the first cohort reported the program helped them build new relationships with colleagues they normally would have only interacted with over email, develop new skills they applied to their work, and learn new things about themselves as leaders. As one participant summarized: "PAPLA is a great opportunity to learn about leadership styles, analyzing data and collaboration. PAPLA also fosters cross campus community building." Moving forward, the PAPLA advising committee will continue to collect feedback from participants and community members through surveys and focus groups to make iterative improvements to the program. Building off the success of the faculty and staff PAPLA program, a new steering committee has been formed to develop a student version that is planned to launch in summer 2026.

The Joys of Pressbooking

This quarter long cohort-based program supports the core theme of Advancing Student Success by supporting faculty and staff in the development of Open Educational Resources (OER) using [the Pressbooks digital publishing tool](#). Developed and facilitated by eLearning Instructional Specialist Rebecca Brown, faculty learn about the fundamentals of developing a Pressbook and apply their knowledge by building the first chapter of a book. So far 20 faculty have completed the three cohorts that have been offered. Thanks to this investment in Pressbooks training, North Seattle College faculty leads the district in the number of Pressbooks produced by instructors. The program is assessed each quarter it is offered through participant feedback. The program will continue in 2026 with a series of micro-courses and a grants program to pay faculty who have completed the program so they can continue to develop their Pressbooks.

Faculty Peer Mentoring Program

This new program developed and coordinated by chemistry faculty Caroline Pew provides faculty with mentorship and peer support throughout various stages of their career. To build a solid foundation, the Faculty Peer Mentorship Program has been focused on gathering feedback from faculty about their career development needs through surveys and focus groups. This program has also been offering bi-weekly Faculty Growth Circle meetings on topics such as time management, setting boundaries and finding balance, faculty career pathways, and how to sustain yourself.

Faculty & Staff Development Day

Development day is a quarterly non-instructional day devoted to department meetings in the morning and professional development workshops in the afternoon curated by the faculty development coordinator and TLC / Development Day advisory committee. Development Day is deliberately scheduled to allow for inclusive participation of faculty and staff as possible. At the beginning of the quarter, a call for proposals is sent out to faculty and staff. The committee endeavors to accept as many proposals as possible that contribute to professional growth. [The Faculty Staff Development Day Website](#) provides detailed agendas for available workshops and lectures.

All workshops and presentations moved to a virtual format during the COVID 19 pandemic, but the college is seeing an increased interest in in-person offerings. During fall 2025, 9 locally run and district offered workshops were held with attendance at locally offered sessions ranging from 7 to 28. Topics ranged from sessions on financial aid and advising to getting started with digital accessibility.

Faculty and staff receive [feedback forms](#) after each Development Day. TLC and Development Day advisory committee review feedback and assess the previous quarter's delivery to identify potential changes or improvements.

Evidence for 2.F.2

- [Seattle College District Policy 415: Staff Development Program](#)
- [Seattle College District Procedure 415: Staff Development Program](#)
- [Employee Training | Seattle Colleges](#)
- [Seattle Colleges Human Resources Training and Events Schedule](#)
- [Seattle Colleges Human Resources Employee Online Training Opportunities](#)
- [Seattle Colleges Faculty Development](#)
- [North Seattle College Faculty & Staff Development Day Website](#)

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 the 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 a sufficient number of well-qualified faculty, staff, and administrators. Hiring managers submit a [Position Request Justification Form](#) and [position description](#) to Human Resources 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. To maintain appropriate personnel levels, North Seattle College uses staffing and budget data, employee input, grant-funded program requirements, and institutional planning information (such as grant cycles, mission critical functions, the Seattle College District Strategic Plan, and fiscal impacts) to review and prioritize staffing requests. All of the above factors enable North Seattle College to employ a sufficient number of instructors, staff, and administrators who are qualified to fulfill its mission, vision, and values.

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, the colleges employ a highly qualified and diverse workforce to meet their strategic goals.

Evidence for 2.F.3

Documentation about engagement and responsibilities specified for faculty and staff, as appropriate

- [Effective Search Committee Training](#)

- [Agreement for Search and Screening Committee Members](#)

Personnel hiring policy/procedures

- [Position Request Justification Form](#)
- [Position Description Form](#)
- [Search Committee Flow Chart](#)
- [Candidate Screening Criteria and Screening Matrix Template](#)

Organization charts

- [District Office Organizational Chart](#)
- [North Seattle College Organizational Chart](#)

Policies & Procedures

- [Seattle College District Policy 404 - Workforce Diversity](#)
- [Seattle College District Procedure 404 - Workforce Diversity](#)
- [Seattle College District Policy 425 - Definition of Classified/Support Staff](#)
- [Seattle College District Policy 465 - Definition of an Administrator](#)
- [Seattle College District Procedure 465 - Administrator Functions & Duties](#)
- [Seattle College District Policy 467 - Organizational Charts](#)

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](#).

Evidence for 2.F.4

Administrator evaluation policies/procedures

- [Exempt Employee Evaluation Process](#)
- [Exempt Evaluation Competencies](#)

Classified staff evaluation policies/procedures

- [Washington Federation of State Employees in Higher Education Collective Bargaining Agreement](#) (page 15)
- [Classified Staff Performance and Development Plan Guide](#)

- [Classified Staff Performance and Development Plan](#)

Faculty evaluation policies/procedures

- [AFT Seattle 1789 Collective Bargaining Agreement](#)
- [Education, Experience and Professional Development \(EPPD\) Instructions](#)

Professional Staff evaluation policies/procedures

- [AFT Professional Staff Collective Bargaining Agreement](#)
- [Exempt Employee Evaluation Process](#)
- [Exempt Evaluation Competencies](#)

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

North Seattle College has an expansive list of [programs and support services](#) to support student learning, success, and engagement. NSC is particularly invested in closing racial equity gaps through programs such as AANAPISI and Project Baldwin, and has more recently developed programs and resources to address students' basic needs, including food and housing insecurity, emergency grant funding, and collaborations with an on-campus [Opportunity Center](#) which houses programming and services from the Department of Social and Health Services ([DSHS](#)), Worksource (employment support) and other county resources. In addition to these resources and programs, NSC emphasizes health and wellness through programs in the [Roy Flores Wellness Center](#), counseling, CARE team, and student leadership and engagement.

The following list provides a snapshot of the variety of student programs and support resources available at NSC to support student success:

Examples of programs and services supporting student learning needs and co-curricular program offerings for students	
Office	Support & Offerings
AANAPISI	<u>Asian American, and Native American Pacific Islander Serving Institution (AANAPISI)</u> is a 5-year federally funded program that seeks to increase student success outcomes and create a stronger sense of belonging by implementing culturally responsive-sustaining programming and providing holistic student support services. AANAPISI supports the work of expanding

	capacity to better serve Asian and Pacific Islander (A&PI) students at North Seattle College as well as the greater community.
Basic Needs Support Services	As a student, it's not always easy meeting basic needs while attending school and often working and/or taking care of a family. Students face numerous barriers to food, housing, health, and other needs that are crucial to academic and personal success. Several programs at North, and in the community, can help address needs like making sure you have food to eat, help paying for emergencies, keeping a roof over your head, and more as you continue your educational journey.
BE-STEM	The mission of the Belonging and Excellence in STEM (BE-STEM) program is to bolster the enrollment, retention and degree completion of students enrolled in STEM programs at North Seattle College. While the college supports and welcomes all students, it has a targeted focus on students from demographics that are underrepresented in the STEM workforce. These include veterans, students from low-income families, students with learning and physical disabilities, women, and students of color
CARE Team	The CARE Team is a multidisciplinary group at North Seattle College that assesses concerns about students reported by members of the campus community. The team aims to promote campus safety and well-being, support students in need, and provide guidance to faculty and staff working with distressed students.
Childcare Center	The Childcare Center is a service provided for the community; with enrollment priority given first to students, then employees and last community members. Each child is encouraged to build a positive self-image through their intellectual, social, emotional, and physical development. Funding support comes from the Associated Student Body in cooperation with parent/guardian fees. Children must be between the ages of 18 months and 5+ years.
Counseling Center	NSC uses theoretical and research-based approaches such as career counseling, learning-theory, cognitive neurobiology, life-span developmental counseling, multi-cultural counseling, crisis counseling and other generalist approaches to help students achieve success and satisfaction in college.
Disability Services	The Disability Services (DS) office at North Seattle College (NSC) supports access and accommodations so that

	qualified students with permanent or temporary disabilities have an equal opportunity to participate in North's programs, activities, events and services.
Food Pantry	North Seattle College has two food pantries: one for students, staff, and community members and one only for students. The community food pantry is in partnership with the University District Food Bank and operates on the east side of campus on Tuesdays from 4pm to 7pm. The student food pantry is open Monday through Thursday and hours vary. Both food pantries provide a variety of nourishing food that is intended to support the nutritional needs of those who visit.
Library	The NSC Library is located on the 2nd and 3rd floor of the Library Building on the North Seattle College campus. Public patrons can browse and use library materials in the building, and current students, faculty, and staff can borrow materials to take home. The library has 2 public access computer stations that have a 1-hour time limit. The public access computers allow full access to library databases.
Media Services	The Student Media Center (SMC) offers media production resources for all current North students. The SMC services include tools and assistance for presentations, posters/flyers, printing, scanning, laminating, audio/video recording, and media software including Adobe CC. Enrolled North students can also borrow media equipment for their academic projects for free, such as DSLR cameras, microphones, and webcams. The SMC also offers media studios by walk-in or appointment during open hours. These studios include PCs and MACs, a projector, spaces for presentation and recording, audio mixers, backdrops, and lighting for photography.
Project Baldwin & Sisterhood Initiative	Programs Provide mentorship for first-generation and income-limited students centering BIPOC men and women attending Seattle Colleges to build community and boost completion and transfer outcomes. These programs are a part of the districtwide Division for Access, Community, and Opportunity (DACO) to support students maneuvering higher education while focusing on financial literacy, school/work life balance, healthy study habits, college and resource navigation, connection to advising supports, and community building. NSC students participate in various events and activities including career and networking events, volunteer opportunities,

	quarterly academic advising, funding/scholarship workshops, study sessions, intramural sports, peer-to-peer mentoring, quarterly celebrations, and more. Project Baldwin is a mentoring initiative for first-generation and/or income-limited students attending Seattle Colleges to provide support, funding resources, and mentorship for Seattle Colleges' affinity mentorship group initiatives and address the male achievement gap. Project Baldwin: North at North Seattle College is a collective of students, staff and faculty who connect to empower. It is here to build community and boost completion and transfer outcomes for Project Baldwin Scholars.
SEAG (Student Emergency Assistance Grant)	North Seattle College is proud to support students with emergency financial grants while enrolled in school. Unexpected expenses and emergencies can create a barrier to remaining enrolled in school and completing your program of study at North Seattle College. The Emergency Grant is intended as one-time help to provide temporary, partial relief while students connect with long term support resources. Recipients of Emergency Grant funds will be expected to participate in a follow-up process.
Seattle Promise	Seattle Promise is a college tuition and success program launched by Seattle Colleges, Seattle Public Schools, and the City of Seattle following passage of the Families, Education, Preschool, and Promise (FEPP) Levy (opens in new tab) in 2018. Seattle Promise has three core components: Free tuition at any of the Seattle Colleges: North Seattle College, Seattle Central College or South Seattle College for up to two years, 90 college credits or a student's first degree, whichever comes first. Equity scholarships: flexible funding for books, transportation, housing, etc. for students with financial need. Student support and advising beginning in the junior year of high school and lasting through completion of a degree, certificate, credential or transfer to a four-year institution. All graduating seniors attending Seattle public high schools are eligible for the Seattle Promise program regardless of grade point average (GPA), income, ability, or country of birth.
SSEH (Supporting Students Experiencing Homelessness)	SSEH helps to stabilize housing and secure basic needs so students can accomplish their college goals and life objectives. Grant aid is provided for eviction prevention, move in costs, housing stabilization, food and hygiene,

	navigation through housing search, signing a lease, moving in or out, tenant rights and responsibilities, resource/referrals for affordable housing, community support agencies and basic needs services, and coordination of support and services into an individual student housing plan.
Student Leadership & Engagement	Student Leaders coordinate and execute activities and initiatives that promote engagement and support North's values of being an inclusive, innovative, caring, and responsive community. Student leaders develop leadership and professional skills to implement programs, activities, and advocacy efforts that benefit each student.
Student Learning Center	The Student Learning Center (SLC) is dedicated to inspiring students at North Seattle College (NSC) to become independent, life-long learners who engage in deep inquiry and metacognitive reflection while building community through one-on-one tutoring, the tutor navigator program, academic skills workshops, and supplemental courses. SLC Tutoring Services are offered FREE to all students at North Seattle College.
Veterans Services	The Office of Veterans Services at North Seattle College offers a range of assistance to veterans, reservists, active duty personnel and eligible family members who receive Veteran's Administration education benefits. NSC also provides help with any issues having to do with veteran status and serve as a resource for military personnel transitioning into civilian life.
Community & Welcome Center	The Community and Welcome Center provides helpful resources for students, faculty, staff and community that informs NSC efforts to achieve racial equity and create a sense of belonging for all. This includes communities from all cultures, ages, religious beliefs, races/ethnicities, sizes, gender identities, abilities, qualities, sexual affiliations, socioeconomic classes, veteran status, political beliefs, citizenship status, and sovereign nations.
Wellness Center	The Roy Flores Wellness Center has training, exercise, and sports facilities available to students and members. In support of the College's mission, vision and values the Roy Flores Wellness Center promotes a lifelong commitment to wellness by providing a safe environment for diverse populations of students, staff, faculty and the community with access to affordable, high-quality fitness and wellness activities.

Workforce Education	Workforce Education is here to assist and support student entry or re-entry into the workforce through career training. It provides financial assistance, basic needs/resource support, job placement assistance, and academic planning. Workforce Education provides various tuition assistance programs designed to support a student's personal and professional goals.
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Evidence for 2.G.1

- [North Seattle College Campus Services Directory](#)
- [North Seattle College Student landing page](#) (see tabs Support & Success, and Campus Life)
- [Campus Directory of Programs and Services](#)
- [North Seattle College Opportunity Center](#)
- [Student Services | North Seattle College](#)

Examples of assessment measures of effectiveness for programs and services

- [Advising Annual Report 2024-25](#)
- [Counseling Annual Report 2024-25](#)
- [Roy Flores Wellness Center Annual Report 2024-25](#)
- [Running Start Annual Report 2024-25](#)
- [Student Leadership & Engagement Annual Report 2024-25](#)
- [Workforce Education Annual Report 2024-25](#)

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 year. Students and other interested parties can access the academic catalog from the college and [district](#) websites.

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:

1. **About Seattle Colleges** contains general information about the Seattle Colleges District, including the institutional mission.
2. **Degrees and Training** describes academic programming and credentials offered
3. **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.
4. **Colleges (North, South, Central)** provides an overview, campus profile, and areas of study available at each college in the Seattle Colleges District.
5. **Courses** includes course descriptions
6. **Faculty and Administration** contains names, titles, degrees held, and conferring institutions for administrators and full-time faculty
7. **Academic Calendar**

Students can easily access information about programs on the college website.

- A program description
- Enrollment information
- A sample quarterly schedule (for transfer programs) for full-time students

- Courses sequences (for career training programs)
- Program learning outcomes (if applicable)
- Estimated time-to-completion
- Career opportunities
- Future education opportunities

The college website includes multiple links and entry points to the following services and information for students:

- [Career Exploration Center](#)
- [Financial Aid Office](#)
- [The Admissions office](#)
- [The Advising Office](#)
- [Math and English Placement information](#)
- [Cost of Attendance](#)

Evidence for 2.G.2

- [2025-2027 Academic Catalog](#)
 - Institutional mission (page 3)
 - Admission requirements and procedures (page 45)
 - Grading policy (page 56)
 - Information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences and projected timelines to completion (pages 12-43 and 64 to 113)
 - Names, titles, degrees held, and conferring institutions for administrators and full-time faculty (328)
 - Rules and regulations for conduct, rights, and responsibilities (page 58)
 - Tuition, fees, and other program costs (page 53)
 - Refund policies and procedures for students who withdraw from enrollment (page 52 & 54)
 - Opportunities and requirements for financial aid (pages 46-47)
 - The academic calendar (page 337)

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.

North Seattle College offers two programs where entry into an occupation or profession requires a licensure: Pharmacy Technician, and Emergency Medical Technician

The [Pharmacy Technician program](#) is nationally accredited by [American Society of Health-System Pharmacists \(ASHP\)](#). Upon successful completion of the Pharmacy Technology program, the students sit for the [Pharmacy Technician Certification Board \(PTCB\) exam](#) to become a Certified Pharmacy Technician (CPhT). With this certification, students can then apply for a state license from the [Washington State Department of Health](#). Current and potential students can learn about the exam and need for licensure by visiting the “Program Requirements” & “Career Info” headings of the [program webpage](#) on the NSC website. Students are also informed of the certification exam in the orientation and materials for the program.

The [Emergency Medical Technician \(EMT\) program](#) is aligned to the [National Registry of Emergency Medical Technicians \(NREMT\)](#) standards. Throughout the course of the program, students work through the NREMT cognitive and psychomotor skills examinations needed to earn a [NREMT Certification](#). With this certification, students can then apply for a state license from the [Washington State Department of Health](#). Potential students learn that the NREMT is a certification requirement and is a separate step from the college course at the program’s mandatory Info Session. For current students, the information is listed in the student handbook. The program also provides instructions for NREMT on Canvas Learning Management Shell that is available throughout the quarter and referenced specifically towards the end of the course. In addition, licensure information is also included on the [program website](#) under the headings “Program Requirements” & “Career Information”.

NSC received its updated certification from the [National Council for State Authorization Reciprocity Agreements \(NC-SARA\)](#) on 10/2/2025, for the participation period of 11/25/2025 to 11/25/2026. This certification allows NSC to deliver distance education to students outside of the State of Washington. NSC complies with all NC-SARA guidelines around licensure.

Evidence for 2.G.3

- [EMT Program Website](#)
- [Pharmacy Technician Program Website](#)
- [National Council for State Authorization Reciprocity Agreements \(NC-SARA\)](#)

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.

Each college has its own team dedicated to coaching students through the Financial Aid process. Financial Aid teams across the district share a policy manual to ensure students receive consistent service and clear communication in a timely manner. The reorganization allows the colleges to share resources to provide efficient service to meet individual students' needs. This includes a new [Satisfactory Academic Progress \(SAP\) appeal review process](#) in which all members of campus and district financial aid teams were trained together, followed the same procedure, and are collaborating on improvements to the process continuously.

Each of the Seattle Colleges helps students access financial aid funds from a variety of sources including Federal Student Aid, Washington State financial aid programs, Seattle College Foundation, institutional funds, Seattle Promise program, and external scholarship opportunities. The administration of the Financial Aid Office is audited annually by the state 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 Seattle College students receive excellent financial aid services.

Student-Facing Coaching & Services

North Seattle College's Financial Aid Office provides direct coaching and specialized support through multiple service modalities:

- In-person, virtual and phone appointments are available daily, with financial aid coaches assisting students with FAFSA/WASFA corrections, scholarship applications, and financial aid planning. Coaches also support FAFSA/WAFSA completion, SAP requirements, award interpretation, and verification documentation.
- Additional financial aid outreach and support is provided by a [Financial Aid Navigator funded through a Title III grant](#).
- Peak-period coverage improvements were implemented in 2024 – 2025 academic year through revised staffing plans, ensuring students have predictable access during high-demand periods

Advising & Case Management

North Seattle provides individualized case management for complex student situations, including:

- SAP appeals
- Dependency overrides
- Unaccompanied Homeless Youth verification
- Special circumstance/Professional Judgment reviews
- Academic plans developed jointly with Advising and Student Success teams

These services are integrated with the college's One-Stop student onboarding model to provide coordinated support, particularly for new and returning students.

SAP Appeal Process

North Seattle implemented the new district-wide SAP appeal process in 2024–2025, improving clarity and reducing variability. Evidence at North includes:

- **Shared SAP rubric** used by campus and district staff
- **Joint training sessions** with campus FA staff, Enrollment Services, Advising, and the district Financial Aid team
- **District participation on the Campus SAP Working Group**, ensuring continuous feedback from district and frontline staff
- **Transition to a single SAP portal** (campus forms to a district form system), giving students a consistent experience

North also provides a campus-specific follow-up process: students whose appeals are approved work with Advising to create individualized academic plans, and students whose appeals are denied receive referrals to Workforce Education, Basic Food Employment & Training (BFET), and community-based resources.

Financial Aid Outreach & Equity-Centered Practices

North Seattle incorporates equity-focused strategies to serve historically underserved student groups, including:

- Dedicated FAFSA/WASFA workshops for Seattle Promise students, Running Start graduates, refugee/immigrant students, and adult learners
- Collaboration with Outreach & Advising to support multilingual families and first-generation students during application cycles
- Targeted communications to students impacted by SAP, incomplete documentation, or unusual enrollment history flags

North's Financial Aid staff also collaborate with the Basic Needs Resource Center (BNRC) and Workforce Education to ensure students facing housing insecurity, domestic violence, or financial hardship have coordinated support (e.g., emergency funding, tuition assistance, payment plans).

Processing Timeliness & Audit Compliance

North Seattle participates fully in district-wide audit and compliance processes:

- North consistently responds to audit requests, documentation sampling, and follow-up actions in coordination with the district Financial Aid leadership.
- North staff engage in ongoing training on federal and state regulatory changes, including annual FSA conferences, WASFAA events, SBCTC policy updates, and Seattle Colleges-specific procedure trainings.

Communication & Transparency

North annually updates and publishes:

- Financial Aid consumer information
- Cost of attendance materials
- Scholarship information and deadlines
- SAP policies and appeal timelines
- Priority deadlines for FAFSA/WASFA

Information is made available through the college website, printed materials, One-Stop signage, email campaigns, and orientation events.

Summary

The district-wide reorganization, combined with North Seattle College's campus-level coaching, case management, SAP processes, outreach strategies, and compliance practices, ensures that students receive a financial aid experience that is accurate, transparent, and aligned with institutional mission and student needs. North Seattle

College continues to work with district partners to refine processes, strengthen equity-focused support, and expand access to financial resources that help students enroll, persist, and complete their educational goals.

Evidence for 2.G.4

Published Financial Aid Policies & Procedures including Information about categories of financial assistance

- [North Seattle College Financial Aid Website](#)
- [North Seattle College Types of Aid](#)
- [North Seattle College SAP Appeal Process](#)
- [Aid Repayment Policy](#)

Information to students regarding repayment obligations

- [North Seattle College Cohort Default Rate](#)
- [Federal Direct Loan Application Process](#)

Policies & Procedures for Monitoring Student Loan Programs

- [Satisfactory Academic Progress](#)
- [Federal Direct Loan Application Process](#)

Other

- [Seattle Colleges Finance, Business Operations, and Campus Business Office Re-organization Executive Summary](#)

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.

North Seattle College ensures that all students who accept federal student loans receive timely, clear, and proactive information about their repayment obligations. Prior to disbursement, students are required to complete entrance counseling, which outlines repayment responsibilities, interest accrual, and federal borrower rights. Additionally, loan debt letters are sent to all borrowers each quarter they accept loans. These letters are personalized and include:

- Total federal student loan debt to date
- Interest rate information

- Contact information for loan servicers

North Seattle College's Financial Aid Office actively monitors borrowing trends and student loan default indicators through regular reporting and collaboration with district and state partners. It uses tools available through the National Student Loan Data System (NSLDS) and Federal Student Aid dashboards to track loan performance and identify borrowers who may need additional support.

To increase transparency and support regulatory compliance, the College posts federal student loan information, including the published [loan default rate](#), on the [Financial Aid section of the website](#). Staff also share financial wellness resources during orientation, and student support programming to encourage responsible borrowing.

Repayment obligations are a college-level response. Some of NSC's Financial Aid Office's monitoring process and obligations include:

- NSC's Financial Aid Office generates and sends individualized loan debt notifications to all active borrowers once a student accepts a loan, consistent with federal and SBCTC guidance.
- Financial Aid Coaching Model: NSC provides 1-on-1 financial aid coaching appointments, where staff review loan eligibility, borrowing history, and Satisfactory Academic Progress (SAP), and repayment implications with students who request or are flagged for additional support.
- Default Prevention & Early Alert: NSC is partnered with Inceptia who will proactively contact at-risk borrowers. Inceptia staff reach out via email and phone to connect students with payment plan options, advising, and financial literacy resources.
- Website Transparency: NSC posts federal student loan information, including annual Cohort Default Rates, borrower responsibilities, and repayment resources on the North Seattle College Financial Aid webpage, ensuring students have ongoing access to repayment and loan management guidance.
- SAP & Borrowing Alignment: Financial Aid Coaches integrate conversations about loan usage into SAP reviews and academic planning discussions, ensuring that students understand how course completion and program progress impact loan eligibility and repayment timelines.

Policies / procedures for monitoring student loan programs

- NSC's Financial Aid Office generates and sends individualized loan debt notifications to all active borrowers once a student accepts a loan, consistent with federal and SBCTC guidance.
- Financial Aid Coaching Model: NSC provides 1-on-1 financial aid coaching appointments, where staff review loan eligibility, borrowing history, and Satisfactory

Academic Progress (SAP), and repayment implications with students who request or are flagged for additional support.

- **Default Prevention & Early Alert:** NSC is partnered with Inceptia who will proactively contact at-risk borrowers. Inceptia staff reach out via email and phone to connect students with payment plan options, advising, and financial literacy resources.
- **Website Transparency:** NSC posts federal student loan information, including annual Cohort Default Rates, borrower responsibilities, and repayment resources on the North Seattle College Financial Aid webpage, ensuring students have ongoing access to repayment and loan management guidance.
- **SAP & Borrowing Alignment:** Financial Aid Coaches integrate conversations about loan usage into SAP reviews and academic planning discussions, ensuring that students understand how course completion and program progress impact loan eligibility and repayment timelines.

Entrance and exit loan counseling services for the Federal Direct Student Loan program are available online through the U.S. Department of Education. North Seattle College (NSC) communicates repayment obligations at the time a loan is awarded via a tracking letter and verifies student completion of entrance counseling before releasing any loan funds. Students are reminded of their responsibility to repay loans when loans are awarded and are referred to exit counseling when they cease enrollment or drop below half-time. If a student enrolls less than half-time, NSC notifies them of their entrance into the grace period. North Seattle College publishes [cohort default rates](#), and other financial aid information on its website

NSC utilizes default prevention and borrower outreach services from Inceptia. On behalf of the College, Inceptia sends a three-series communication to students during their six-month grace period, reinforcing repayment obligations and helping borrowers connect with their assigned loan servicer. Inceptia also provides targeted outreach, including phone calls, to students who become delinquent but are not yet in default, supporting them in returning to good standing. Inceptia assists students with loan consolidation and rehabilitation options when needed.

NSC regularly monitors its student loan programs through the National Student Loan Data System (NSLDS) and tracks its institutional cohort default rate as part of ongoing compliance and risk-prevention efforts.

2025 Information

The national cohort default rate for Fiscal Year 2022 is .078%; North Seattle College's default rate for the same time period is 2.35%. The 2021 and 2022 cohorts are 0.0% due to an executive order pausing repayments for students. More information on official cohort default rates can be found online:

- [NSLDS: Official Cohort Default Rate - Schools](#)

Evidence for 2.G.5

- [North Seattle College Financial Aid Website](#)
- [North Seattle College Financial Aid Application Process](#)
- [North Seattle College Aid Repayment](#)
- [North Seattle College Cost of Attendance](#)
- [Financial Aid Resources for North Seattle College Students](#)
- [Net Price Calculator](#)
- [Exit Counseling Requirements, Cohort Default Rates, and Federal Direct Loan Application](#)

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.

North Seattle College connects degree and certificate-seeking students with professional advisors by [areas of study](#) and/or special population groups. Students are assigned advisors upon admission and can view advisor contact information in the ctcLink records system and [Starfish](#) student support platform. In addition to the general Advising office, staff in the offices of International Programs, Bachelor's degree programs, Early Childhood Education (ECE), Basic and Transitional Studies (BTS), Watch Technology, and Seattle Promise serve students as advisors. This spread of advising across campus has grown in the past several years with BTS (ESL and Adult Basic Education), International Programs and Seattle Promise departments moving advising from the general Advising office to their own offices.

Advising Offices, Structure and Caseloads

Department or Program	Number of Advising Staff	Other Department Staff	Student Caseload per Advisor	Advising Model Used
General Advising*	7	Director, Assistant Director	300	Area of Study

Running Start *	2		325	Program population
BTS (Adult Basic Education)*	1		450	Program population
International Programs	1	District Director and Associate Director	255	Program population
Early Childhood Careers*	2	Manager	170	Area of Study
Seattle Promise	5	Director	100	Area of Study
Watch Technology	1 (Faculty)		28	Area of Study
Bachelor's programs*	3		150	Area of Study

*These programs serve prospective students as well.

The general Advising (Advising) office is part of the Student Success Services unit in the Student Services Division. The office is made up of a Director, Assistant Director and six full-time advisors who have caseloads of between 250 and 300 students in two or more [areas of study](#). One full-time advising position is currently vacant. An advisor for Workforce Education-funded students is co-located in this office, and the Director also supervises the Running Start office which has two full-time staff. Together, Advising, Workforce Education and Running Start advisors serve 63% of degree and certificate-seeking students at the college. Advising staff are also a resource for prospective students and non-award seeking students, who make up 21% of the total student population.

BTS, ECE, Watch Technology and Bachelor's program advising staff are connected directly to their instructional department or division. [Watch Technology](#) is a small, cohort-based, selective admission program. In addition to the designated faculty advisor, two other instructors connect with students who are in classes up to 40 hours per week. In BTS, the Academic Program Manager advises students in the Adult Basic Education (ABE), GED and High School plus (HS+) programs, as well as students in ESL levels 5A-6B and I-BEST classes. The manager supports ABE/GED/HS+ students from program entry through completion of the program and all BTS students as the transition into college level classes

International Programs (IP) and Seattle Promise are District offices with staff working on each of the three campuses. In addition to academic advising, IP staff support students with immigration-related guidance. Seattle Promise staff provide their students with support for funding eligibility through general financial aid and the City of Seattle funded Promise scholarship program. Seattle Promise is required to maintain a 100:1 student to advisor ratio for their City of Seattle contract.

Advising Activities Across Campus

The primary work of advising staff at North occurs in student meetings. Common meeting objectives are selecting classes, creating or updating education plans, transfer planning,

graduation review and connection with campus resources. All offices offer scheduled meetings and drop-in sessions both in-person and through Zoom or phone. ECE and Seattle Promise offices offer regular group meetings as well, while Running Start offers group registration sessions for incoming students at peak times. All offices also routinely send communication to their caseloads to highlight important dates, resources and graduation information using various methods including email, Starfish messages, Slack, Canvas or Sunapsis for IP students.

Most advising offices require degree and certificate-seeking students to meet with their advisor at some point. BTS, Bachelor's programs, Running Start and Seattle Promise require students to either meet or communicate with advisors each quarter. Students who work with the general Advising office are required to meet with an advisor by the end of their second quarter at North, as outlined in the Education Planning and Outreach section below.

Offices have various publications and resources available to students to share information on policies and processes.

Printed or Digital Resources for students

Office	Publications or Other Resources
General Advising	Advising Guide , Office webpage , Other resources , Canvas shells for Education Planning and Transfer Planning
Running Start	Steps to Enroll , Running Start Handbook , Office webpage
International Programs	Office webpage , publications with detailed information on Immigration , Student Life and Academic Processes , Monthly e-newsletter
Early Childhood Education	Program webpage , Canvas shells for both lower division and BAS program
Seattle Promise	District Promise website , Canvas shell for current students
Watch Technology	Program webpage
Basic and Transitional Studies	Program webpage
Bachelor's Programs	Program webpages

Support for students on academic alert, probation or suspension

Advisors across campus support students on [academic progress](#), specifically holding required meetings with students on academic probation and returning from academic suspension. Students in these groups complete an 'Academic Success Survey' in Starfish recently revised to focus on student strengths and connections to campus resources. Students are encouraged to meet with their advisor at least monthly to work on goals

identified in the success survey, continue to problem-solve and make campus support connections.

New Student Orientation

Starting in Fall 2025, all students working with the general Advising office are required to complete an online New Student Orientation (NSO) in Canvas prior to the 3rd week of the quarter in which they begin. Online NSO is managed by the Associate Director of First Year Programs, who reports to the Vice President of Student Services. Students who do not complete the Canvas NSO by that date have a hold placed on their ctcLink account preventing them from registering for classes. The hold is removed once the student completes the Canvas NSO. Students are also invited to participate in a welcoming orientation event rebranded 'Campus Connect: Treefrog Days' which takes place on a date close to the start of each quarter.

Students working with other offices for academic advising participate in required program-specific new student orientations, offered quarterly, unless the program only accepts students in specific terms. ECE, Bachelor's programs and ABE orientations are offered on Canvas and Zoom, Running Start orientations are either in-person or over Zoom, and IP orientations are offered in-person only. Seattle Promise students start each Fall quarter and are required to participate in new student registration sessions called Readiness Academy in the Spring as well as the Fall 'Campus Connect' orientation, offered on multiple days for that term.

Events and Workshops

Many offices offer regular workshops or events to share information with their students and build community often partnering with other offices on campus such as Financial Aid, community groups or universities. Examples include:

- International Programs: Employment authorization workshop
- ECE: community events such as 'Gathers,' a graduation party, events for BAS students to explore graduate school
- General Advising: Education Planning presentations in HDC 101 and Engl& 101 classes, [transfer fairs and workshops](#) (open to all students)
- Seattle Promise: Promise 101 series for first quarter students, community events, Path to UW transfer workshops, Satisfactory Academic Progress (SAP) funding appeal workshops, career exploration and internship workshops
- Application Development and Computer Science Bachelor's programs: Monthly career-focused [Tech Talks](#)

General Advising Office Activities

Education Planning process and outreach

All new students seeking degrees or certificates of 45 credits or more who work with the general Advising office are required to complete an education plan (Ed Plan) by the end of their second quarter at North. Students are informed of this requirement during their first term at the college when advisors assign an 'Ed Plan To Do' task to the student in the Starfish student success platform. If they do not complete the Ed Plan with an advisor by the end of their second quarter of courses, advisors place a hold on their registration in ctcLink. Students must meet with their advisor to have that hold removed and be able to register for classes.

To promote education planning, Advising partners with the English department and Human Development (HDC) course instructors, making presentations in Engl& 101 and HDC classes each quarter. After class presentations, students are invited to complete a Canvas course about Ed Plans managed by Advising either as an extra credit or required assignment for their class. In 2024-25 advisors presented to 604 students in these courses. The Advising website includes a page about [Education Planning](#) where students can find the Canvas course link. Education plans are created digitally and stored in Starfish using the Degree Planner tool where students can access them at any time.

Undecided students and education planning

Beginning in Spring 2025, students whose program is listed as 'undecided' are assigned a Starfish Success Plan titled the North Area of Study Exploration Plan instead of an 'Ed Plan To Do.' The plan gives students four tasks with the final due date being the end of the student's expected second quarter at the college like the 'Education Plan To Do'. Each task includes information about how to complete the step and resources available to support the student's exploration.

North Area of Study Exploration Plan Steps:

- Step 1: Meet with the Undecided Advisor
- Step 2: Explore Areas of Study and Online Career Tools
- Step 3: Meet with a Career Counselor
- Step 4: Choose your Area of Study and Connect with the Undecided Advisor

Transfer Planning

Advising staff support student exploration of transfer to bachelor's programs by offering a variety of printed and digital resources, presenting regular workshops and fairs, and including transfer major planning in a student's education plan. [Program pathway maps](#) developed through a recent Title III grant program incorporate courses commonly required for transfer majors at nearby universities. These resources are available to all students at the college.

- [Transfer Resources website](#)

- [Transfer Timeline](#)
- Many detailed resources are presented in a Transfer Planning Canvas shell

Description and evidence of systematic evaluation of advising

The college supports systematic evaluation of advising offices through its Program Review process for academic departments and Instructional Support Program Review (ISPR) process for academic support programs. The ISPR process was relaunched in Fall 2025 with Running Start and the general Advising office participating during the first quarter.

District assessment processes support evaluation of advising services through its annual fall New Student Survey which includes questions about use of and access to advising services. Staff can access survey results through a Tableau dashboard. The District is also launching a data dashboard for the Starfish student success platform which will allow easy access to meeting data and will be linked to student outcomes such as GPA.

Individual offices including Running Start, general Advising and ECE undertake their own evaluation of services through student surveys both in general and after specific events or meetings to address both satisfaction with and student learning from services accessed.

Advising Office Evaluation

Advising solicits feedback on advising meetings through surveys sent by email to students who met with advisors the previous week. Survey questions seek input on both student satisfaction and student learning. 462 survey responses were submitted in the 2024-25 academic year compared to 386 responses in 2023-24, a 5.6% response rate. Meeting satisfaction remains very strong with respondents sharing they are either 'Satisfied' or 'Very Satisfied' with their overall experience 94% of the time in 2024-25, a slight decrease from 2023-24 when the percentage was 96%. Students continue to express a slight preference for virtual meetings over in-person, which matches actual meeting data.

Advising has three department learning outcomes which are linked to broader college core themes or learning outcomes.

Advising Learning Outcome	Linked College Core Theme or Essential Learning Outcome
Students can identify their program of study (LO1)	Core Theme: Advancing Student Success
Students understand how their degree/program/prerequisite requirements fit into their educational plan (LO2)	Essential Learning Outcome: Problem Solving
Students utilize technology that will assist them in achieving their educational goals (LO3)	Core Theme: Excellence in Teaching and Learning

Evidence for 2.G.6

- [General Advising office website](#)
- [General Advising Office Advising Guide](#)
- [Running Start Handbook](#)
- [International Programs Student Academic Processes](#)
- [Seattle Promise Website](#)
- [Areas of Study, Program Pathway Maps](#)
- [Transfer Resources Website](#)
- [Seattle College Catalog \(pg.65- North Advising Office\)](#)
- [Advising Student Survey](#)
- [North Seattle College New Student Orientation Website](#)
- [NSO Landing page \(Canvas\)](#)
- [General Advising Training Manual Directory](#)
- [Advising Annual Report](#)
- [Instructional Support Program Review Feedback to Advising Annual Report](#)

2.G.7

The institution maintains an effective identity verification process for students 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.

Institutional Overview

The Seattle Colleges maintain a secure, reliable, and student-centered identity verification process for all students, regardless of instructional modality. The same standards and procedures apply to in-person, hybrid, and online learning to ensure that each student's identity is verified, protected, and authenticated throughout their educational experience.

Identity Verification Process

All students' identities are verified at the time of admission through the Washington State Board for Community and Technical Colleges (SBCTC) Online Admissions Application Portal. Upon acceptance, students receive their unique ctcLink ID and activate their accounts by entering their ID number, first name, last name, and date of birth.

After activation, students use their ctcLink credentials to access institutional systems including student records, financial aid, and Canvas, the Seattle Colleges' learning management system (LMS).

Access to Canvas and other digital platforms is secured by multifactor authentication (MFA), requiring students to verify their identity using:

- ctcLink ID and password
- A secondary authentication method (e.g., phone, email, text, or authenticator app)

This multi-layered authentication process ensures that the student completing coursework is the same individual who is enrolled, graded, and credentialed.

There are no additional fees associated with identity verification. However, students pay a district-wide Instructional Technology Fee that supports the LMS, proctoring tools, and digital learning resources. The fee amount and purpose are disclosed to students during registration.

Identity Verification and Fraud Prevention

North Seattle College maintains a secure and comprehensive identity verification process to prevent fraudulent applications and ensure that students enrolled are the same individuals who complete coursework and earn credentials.

All students' identities are verified at the time of admission through the Washington State Board for Community and Technical Colleges (SBCTC) Online Admissions Application Portal. Upon acceptance, students receive a unique ctcLink ID and activate their accounts by providing their ID number, first and last name, and date of birth.

As part of the College's fraud-mitigation protocol, an **SXI** (Student Identity Verification) service indicator hold may be placed on a student's account in ctcLink when there is reason to suspect identity fraud or irregular enrollment activity. When applied, the hold restricts registration and enrollment actions until the student's identity is verified through presentation of approved documentation, such as government-issued identification. This step helps prevent unauthorized or duplicate accounts and ensures that only verified individuals gain access to student systems and financial aid.

Enrollment Services also conducts cross-system identity matching within ctcLink and SBCTC databases to detect duplicate or synthetic records, further reducing the risk of fraudulent or "ghost" student accounts.

Once verified, students access college systems through multi-factor authentication (MFA), which requires both their ctcLink ID and password and a secondary method of authentication (e.g., text, phone, or authenticator app). This secure access protocol extends to Canvas, the College's learning management system, ensuring that the

individual completing coursework is the same person who is enrolled, graded, and credentialed.

Pedagogical and Academic Integrity Practices

Seattle Colleges' eLearning division provides extensive professional development for faculty to ensure academic integrity and student engagement in distance education. Faculty are trained to integrate Regular and Substantive Interaction (RSI) and other verification strategies within online teaching environments.

Examples of these strategies include:

- Regular and Substantive Interaction (RSI): Designing courses that include consistent engagement between instructors and students, monitoring participation and communication patterns to identify discrepancies. This is reinforced in [2025-2028 AFT Faculty Contract in article 6.8: obligations for all faculty, Part A , #2.](#)
- Holistic Student Portfolios: Encouraging cumulative projects, discussions, and assignments that demonstrate consistent growth and mastery of course content.
- One-on-One and Synchronous Meetings: Holding periodic meetings or class sessions that enable instructors to directly assess student progress and identity.
- Attendance and Engagement Monitoring: Tracking individual participation and academic performance trends to identify irregularities that might indicate academic dishonesty or identity issues.

Faculty are also encouraged to participate in the Learning Education Across the District (LEAD) program, a paid professional development opportunity focused on online pedagogy, accessibility, and academic integrity.

Through these combined measures, the Seattle Colleges ensure a secure, authentic, and equitable learning environment for all distance education students.

Institutional Implementation at North Seattle College

Since March 1, 2021, North Seattle College (NSC) has used the state-mandated ctcLink registration and records system. Students activate their accounts through a secure portal, complete multi-step identity validation, and establish personal passwords and security questions.

Detailed, step-by-step instructions, along with instructional videos and downloadable PDFs, are available on the Seattle Colleges website. Students who forget their ctcLink ID can retrieve it using the MySeattleColleges credentials tool or by contacting the IT Help Desk via ITHelp@seattlecolleges.edu.

All distance education courses are delivered through Canvas, which requires ctcLink authentication for entry. Canvas is a closed, secure system accessible only to enrolled

students and faculty. Admissions and verification requirements are identical for all students, regardless of course delivery mode.

Privacy and Data Protection

The Seattle Colleges protect student privacy in accordance with FERPA and the Washington State Public Records Act (RCW 42.56). Access to personal information is restricted to authorized personnel and governed by district-wide data classification and protection protocols.

Relevant Legal References

- RCW 42.56.590 – [Personal Information: Notice of Security Breaches](#)
- RCW 19.255.010 – [Personal Information: Notice of Security Breaches \(Private Sector\)](#)
- RCW 42.56.250 – [Employment and Licensing Information](#)
- RCW 42.56.070 – [Documents and Indexes to Be Made Public—Statement of Costs](#)

Institutional Resources

- Seattle Colleges Accounts & Logins: <https://tools.seattlecolleges.edu/home>
- ctcLink for Prospective and New Students: <https://www.seattlecolleges.edu/ctclink>
- NSC eLearning: <https://northseattle.edu/programs/elearning>
- CtcLink Data Usage and Privacy: <https://www.seattlecolleges.edu/about/privacy>

Institutional Reflection

North Seattle College, as part of the Seattle Colleges District, employs a robust, multi-layered identity verification process that combines technology-based authentication, privacy safeguards, and faculty engagement practices. The ctcLink system and Canvas LMS provide secure access and reliable identity validation for all distance learners.

Ongoing improvements focus on implementing an on-ground intake and onboarding admission process, enhancing multifactor authentication, expanding faculty professional development in online pedagogy and academic integrity, and maintaining compliance with FERPA and state data privacy laws. These efforts collectively ensure that the college provides a trustworthy and secure distance education environment that respects student privacy while maintaining the integrity of academic credentials.

Evidence for 2.G.7

- [Seattle Colleges College Accounts & Logins](#)
- [CtcLink for Prospective and New Students](#)
- [CtcLink Data Usage and Privacy](#)
- [ELearning Education Across the District](#)

- [Seattle Colleges District Identity Verification and Data Security Procedures](#)
- [CtcLink Admissions and Authentication Process](#)
- [Canvas Learning Management System Authentication and MFA](#)
- [eLearning Education Across the District \(LEAD\) Program](#)
- [FERPA and RCW 42.56 Compliance Documents](#)
- [Instructional Technology Fee Schedule](#) (No identity verification fees)
- [AFT Collective Bargaining Agreement, refer to 6.8](#)

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.

The [NSC Library](#) Services' mission is to *advance student success through teaching information literacy, providing access to comprehensive resources, and offering innovative services*. To accomplish this, the library maintains collections pertinent to NSC's instructional programs in a variety of formats, offers services to promote their use, and develops students' information gathering and evaluation skills. The library plays an active role in instructional programs by offering instruction and by consulting with faculty about collection development and services.

Library staff strive for excellence by ensuring that services are timely, competent, and cheerful; by offering a comfortable, suitable physical environment; and by responding to the changing needs of students.

Library Facilities

The library moved into its renovated building in January 2023. The redesigned space features a more open floor plan with increased natural lighting which makes the library more inviting than it was prior to renovations. The main library floor features a new circulation desk, reference desk station, a seminar room, and community gathering space next to a bank of computers, printing station, and a children's book section. The 3rd floor features 10 group study rooms, a library classroom, a conference room, a prayer and meditation room, a suite of faculty offices, and two administrative offices. The library has received a lot of positive feedback about the renovated space from students, faculty, and staff about how warmer and welcoming the library became after the renovation.

Library Services

The librarians and paraprofessional staff offer reference and research support, directional assistance, circulation assistance, and student technology support.

Library services are flexible and support the college's programs and services, with specialized assistance and instruction available on request.

Librarians regularly create displays and research guides in support of specific curricula and highlight subject areas or populations. The library advertises booklists of new materials, spotlights electronic resources including eBooks, and offers clear signage to direct users. The library uses LibGuides to provide online access (including video tutorials) to subject specific research guides, Library-focused instructional content such as how-to guides, citation guides, and other information, including the library's website. Library assistance is available via Zoom, chat, Canvas (the college's learning management system), and [AskWA](#) the consortia reference resource. Staff also maintain a social media presence through Instagram and other platforms.

Library Instruction

In addition to providing support to other faculty and their students, the library has a robust instruction program.

Four of the five BAS programs include an INFO300 course as a required part of the program curriculum. These courses are created and taught by librarians in close alignment with both the BAS curriculum goals and the instructional program outcomes outlined in the library's program review. The library also runs a quarterly SSC101 course as a linked offering with other courses in the Integrated Studies program.

Student Technology Support

In collaboration with the Student Learning Center, the library provides access to computer tutors. The number of hours provided for computer tutoring varies by quarter based on the budget and availability of student and work study employees. Library staff members provide additional student computer technology support during library open hours.

Library Access

Students and employees can access Library services in a variety of ways. The library is physically open for 48 hours per week, and librarians provide simultaneous and extended virtual reference services (62 hours per week with one evening shift).

Pre-pandemic, the Library was open 60 hours per week, with face-to-face (but not online) reference service available during all open hours.

All-hours access to Library information and research support services is available through the [Library website](#), and includes access to the online catalog, research guides, and general electronic databases, such as Academic Search Complete, ProQuest, and Films on Demand, as well as program-specific databases such as

Global Business Insights. The library also subscribes to EBSCO eBooks Collection (with access to thousands of eBook titles). To support in-depth reference and research questions from students, the library offers a “Make a Research Appointment” service using LibCal: students can schedule a 30–60-minute appointment with a librarian to assist them with their research. The library uses Ex Libris’ Primo Discovery Service to manage and provide one-stop access to NSC’s print and digital collections and pathways to many open-access resources and is part of the nationwide consortium of academic and public libraries that supports the LibAnswers 24/7 chat reference service.

Library Collections

The depth and breadth of the college’s collection is guided by its [collection development policy](#). The library acquires, catalogs and processes titles within the means of the collection development budget.

In 2020 the library, along with many other departments, underwent significant budget cuts and the general book budget was reduced from \$29,700 to \$15,700, while the electronic resources budget was reduced from \$37,000 to \$22,000. Since these reductions, the library has maintained the book budget at \$15,200 but increased the electronic resources or subscriptions budget to \$32,141.

At the same time, the library’s collection development budget has been supplemented since 2019 with fee-based revenue in support of the BAS programs. These funds are dedicated to subject specific collections, primarily databases. Librarians withdraw volumes on an ongoing basis to keep the collection current and reflective of the college’s curriculum needs, including a specialized English Language Acquisition collection and a general interest children’s book collection. Media and reference materials are interfiled with the other collections and grouped by subject. The library also manages reserve materials.

The library’s collection comprises both physical and digital resources. The physical collection count includes over 59,589 books, 132 serials titles, and 1,996 media titles. The digital collection includes 62 general and subject-specific databases, some of which are shared resources with Central and South, and some of which are open access. Individual digital title counts are as follows and include some items accessible only to Central or to South (an artifact of using a shared catalog, but sometimes purchasing collections unique to specific college curricular needs):

- eBooks (title count) 238,105
- serials (title count) 73,365
- media (title count) 190,429

Between 7/1/2024 - 7/1/2025. NSC's Library circulated 2,259 physical items (including 23 periodical issues); 58 media (DVDs, CDs accompanying books); 285 equipment (owned by the library; includes 23 laptops that belong to BAS programs); and 12 games.

Library Programming

To raise awareness about the programs and services offered through the library, the faculty and staff offering a variety of programming for students including a quarterly Cozy Reading Party, Yoga in the Library, a Tabletop Role Playing Game program, a Boardgame Party, and a variety of other offerings. These programs have proven to be an effective way to bring students into the library to make them feel comfortable using the spaces.

Stakeholder Feedback

Due to the pandemic, significant staffing changes, and move into the renovated library building, many of the library's feedback and assessment processes need to be rebuilt. Faculty have continued to participate in the college's Instructional Program Review process every three years without disruption. The college is rebuilding its Instructional Support Program Review (ISPR) process, so the library will begin to participate in this assessment process as well.

The library does have a suggestion box to passively collect feedback but is working on rebuilding a survey tool to actively collect input from students, faculty, and staff.

To contribute to college governance and enhance communications with different campus constituencies, Library faculty and staff serve on several [committees](#) across campus and across the district, including [AFT Faculty Senate](#), [Art Council](#), [Curriculum and Academic Standards](#), [Assessment](#), [TLC & Development Day Program Planning Process Task Force](#), [Health & Safety](#), [Instructional Council](#), [Instructional Support Program Review](#), [Integrated Studies](#), [Program Review](#), [STARS](#), and the districtwide Shared Governance.

Library Collaborations

The NSC Library participates in several collaborative statewide arrangements, including the [Washington Community and Technical College Library Consortium \(WACTCLC\)](#), whose members consist of all community and technical college libraries in Washington state. The WACTCLC strives to work cooperatively to achieve common goals and greater efficiency, and to enhance access to evolving content, services, and technology, such as the Ex- Libris Alma integrated library management system. The Dean of Library and Learning Support Division participates in the statewide [Library Leadership Council \(LLC\)](#). NSC Library also collaborates as a matter of course with the Libraries at Seattle Central and South Seattle colleges to share resources and align practices wherever possible.

Patron Confidentiality and Collection Maintenance

Library staff protect user contact and check-out information and are trained to maintain patron confidentiality. Historically, the Library has used a security gate system to ensure the security of NSC's collection. With the move in 2021 and a shift in philosophy among librarians and a sense of lack of efficacy of the system among staff, the library has ceased to use a security gate system. Security cameras are installed throughout the interior and exterior of the building, but their purpose is for tracking patrons in the case of harming behavior toward staff rather than an attempt to monitor the collection. These cameras are currently not activated. Library materials are barcoded, labeled, and stamped with property information. Staff conduct ongoing collection inventories, which help identify any missing or misplaced materials. The library has a [mission and policies page](#), as well as a [borrowing and renewal processes](#) page that includes information on equipment borrowing criteria as well as the criteria for borrowing other library materials. Fines are minimal and suspended until further notice. Databases accessed off campus require authentication through [EZProxy](#), an authentication software that validates NSC affiliation credentials.

Teaching and Learning Center (for faculty and staff)

The [Teaching and Learning Center \(TLC\)](#) is a co-department with the library, oriented specifically to serve faculty and staff professional development. Due to ongoing budget challenges at the college, it has not had a dedicated staff member to manage the department since the TLC Assistant Manager retired in 2020. Currently, TLC operations are managed by a professional development team that includes the Dean of the Library and Learning Support Services, the LLS Division Executive Assistant, the Faculty Development Coordinator, and the eLearning Instructional Designer.

The redesigned TLC space features a faculty and staff lounge, a TLC meeting room, and two office spaces. Since this space was designed to be located behind the eLearning offices, they are not as visible to faculty and staff as designed. So, the TLC team has worked hard over the past year to increase awareness of these spaces by hosting social events and using email marketing to inform faculty and staff about how to reserve and access these spaces. It is now seeing an increase in individuals and departments reserving these spaces for meetings and trainings.

Student Media Center

Located on the 3rd floor of the library, the [Student Media Center \(SMC\)](#) is a media production service center for NSC students. The renovated facilities include a main workspace where SMC navigators can work with students, an office of the SMC manager, a recording studio, a workroom, and a storage room for equipment.

Partially funded by Student Leadership, the SMC provides all NSC students with access to [media production resources, assistance, and instruction](#) enabling them to incorporate audiovisual and print media into their course assignments,

presentations, college activities, student clubs, and academic portfolios. The SMC also offers media equipment lending services for academic use by NSC students. The SMC collaborates with faculty and staff to identify how the SMC can help students meet their needs, and to advance student success.

Staffing of the SMC consists of one 80% FT 10-month cyclic Acting Program Manager, and three part-time hourly student employees. SMC open hours fluctuate by quarter depending on available staffing but averages 32 hours per week.

Student Learning Center

The Student Learning Center (SLC) is part of the Library and Learning Support division that provides tutoring services. It is located on the bottom floor of the HSSR building. This program is divided into four primary service areas – the Math & Science Learning Center (MSLC), the Page One Writing Center, The Accounting & Business Center, and the Biology and Chemistry Center. In addition to these subject areas, the SLC provides tutoring in World Languages, Computer Science, Social Science, Philosophy, and general computer support.

The SLC is currently led by an SLC Director and Program Specialist III with four program coordinators providing leadership to the four primary centers.

In addition to one-on-one tutoring, the SLC also provides embedded tutoring in high-risk classes using a supplemental instruction *light* approach. Tutors also develop and lead workshops on a variety of language and study skills.

Evidence for 2.H.1

- [North Seattle College Library Policies](#)
- [North Seattle College Library Support for faculty](#)
- [North Seattle College Library Reference Services](#)
- [North Seattle College Library Services](#)
- [North Seattle College Library FAQ page](#)
- [North Seattle College Student Media Center](#)
- [North Seattle College Center for Teaching and Learning](#)
- [Washington Community and Technical College Library Consortium](#)

2.I.1 Physical and Technology Infrastructure

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.

Facilities Layout

NSC's learning and working environments support the college's mission, programs, and services. The college's [physical facilities](#) provide sufficient space for high-quality learning and working environments.

- The college buildings sit on 62 acres of land
- The main campus is 775,629 square feet
- Facilities on the main campus include a combination of classrooms, instructional labs, administrative space, and student and employee support buildings.
- NSC seeks input from instruction, student services, administrative services, 25 Live (a space scheduling and maximizing software), and the Space Allocation Committee to ensure the approximate 139,666 square feet of floor space is used to achieve mission fulfillment.

Facilities Conditions

The college's physical facilities provide sufficient space for high-quality learning and working environments. Multiple resources are used to evaluate NSC's physical plant:

- [SBCTC Facility Condition Survey \(January 2026\)](#), conducted biannually by a professional architect, provides information regarding the structural integrity and state of repair of NSC facilities.
- NSC hired an outside company to conduct a full Facilities Condition Assessment (FCA). The Assessment includes a full FCA, EMP, and CBPS report.
 - [Cleaning Building Performance Standards Report](#)
 - [North Seattle College Energy Management Plan](#)
- The current college [Campus Master Plan](#) was developed in 2007. Periodic updates to planning prioritize evolving campus needs identified in the college's Instructional Effectiveness Plan and new initiatives, programs, and partnerships. Historically, a representative Facilities Stewardship Committee has worked collaboratively to review the direction of the Master Plan and provide input and feedback to Facilities' leadership and the NSC Executive Team.
- NSC internal resources: Campus maintenance is conducted on a regular annual schedule and a Computerized Maintenance Management System (CMMS)
- Various local, state, and federal agency regulations guide the college in continuing high levels of facility functionality, accessibility, and campus safety.

NSC actively and strategically leverages capital, grant, and local funding to upgrade and update facilities. Recent examples include:

- A major renovation of the Library Building. This was a Major Project Request (PRR), based on the Master Plan, and approved by SBCTC through the agreed-upon capital projects processes; completed in January 2024.
- College Center (CC) & Instruction Building (IB) classroom renovations, Summer 2024
- ADA furniture upgrades, Summer 2024
- Two new main switchgears installed, May 2025
- Water Main replaced, November 2025
- New Boilers installed for the Arts & Sciences (A&S) Building, December 2025

Accessibility

NSC provides access for all, including Americans with Disabilities, and accommodations are part of the college's capital project planning. All new and renovated construction projects meet [Americans with Disability Act \(ADA\) standards](#). The college engages in periodic Office of Civil Rights (OCR) surveys through SBCTC, which includes checks of facilities to ensure these standards are met. The college works to meet the guidelines set forth by the ADA in older, existing buildings by expanding access in the form of parking, specialized building doors, restroom design, and signage.

Facilities Oversight

Operation, management, and maintenance of institutional facilities ensure their continuing safety and quality. The Vice President of Administrative Services oversees college facilities and infrastructure with the Director of Facilities (currently vacant) providing oversight of the Maintenance, Grounds, Utilities, and Custodial Services employees. The Vice President and Director work together to review all campus projects for feasibility and provide information to the Executive Team, district leadership, and the BOT.

Safety and Security

Safety and Security of anyone on campus is of utmost importance on campus at NSC. The [Safety and Security](#) Office is located near the Welcome Center and clearly marked for any visitors, students and/or staff. The [Emergency Action Plan](#) is regularly reviewed, updated, and made available throughout the campus and on the NSC website. NSC conducts quarterly emergency-situation drills sometimes in smaller sections of campus and other times campus- wide. The NSC College Safety Committee is a representative group charged with reviewing all student and

employee incidents. It is also responsible in collaboration with the other Seattle Colleges, for developing emergency procedures, state required training, and making recommendations on all matters related to employee and student safety. Key members of the NSC and SCD “Emergency Response Teams” are trained in federally recognized National Incident Management System (NIMS) and Incident Command System (ICS) certifications, per national expectations. The Safety and Security Office works with the Teaching and Learning Center to provide professional development opportunities on important topics like managing emergency situations and general safety procedures. Additionally, NSC employees and students can sign up to receive text and/or email safety and security alerts including messages about campus closure.

NSC posts Safety and Security resources on the NSC Safety and Security Services webpages, including online incident reporting forms, which may be used to submit information regarding an individual’s behaviors of concern to the Campus Assessment, Response, and Evaluation (CARE) Team. This team is composed of select employees from across campus who are trained in confidentiality, and pool resources and experience to investigate situations and respond appropriately.

Disposal of Hazardous Materials

NSC is committed to the safe use, storage, and disposal of hazardous materials. All policies and procedures are available on NSC’s [Hazardous Materials](#) webpage. The NSC Emergency Procedures Handbook also addresses hazardous materials handling and disposal and other safety-related procedures. The Global Harmonized System (GHS) of labeling chemicals is used and reviewed regularly. A system for maintaining appropriate Material Safety Data Sheets is in place for all programs and areas that require them. Instructional areas and other departments can individualize their Safety Data Sheets and store them as required.

Areas of the college that use potentially hazardous materials are outfitted with appropriate equipment and supplies to properly handle and dispose of those materials. Instructors and trained staff are responsible for meeting the applicable labeling and storage requirements in their departments, and non-hazardous materials are used whenever possible in the instructional spaces. Hazardous Waste Training is provided to all faculty and staff whose job responsibilities require it.

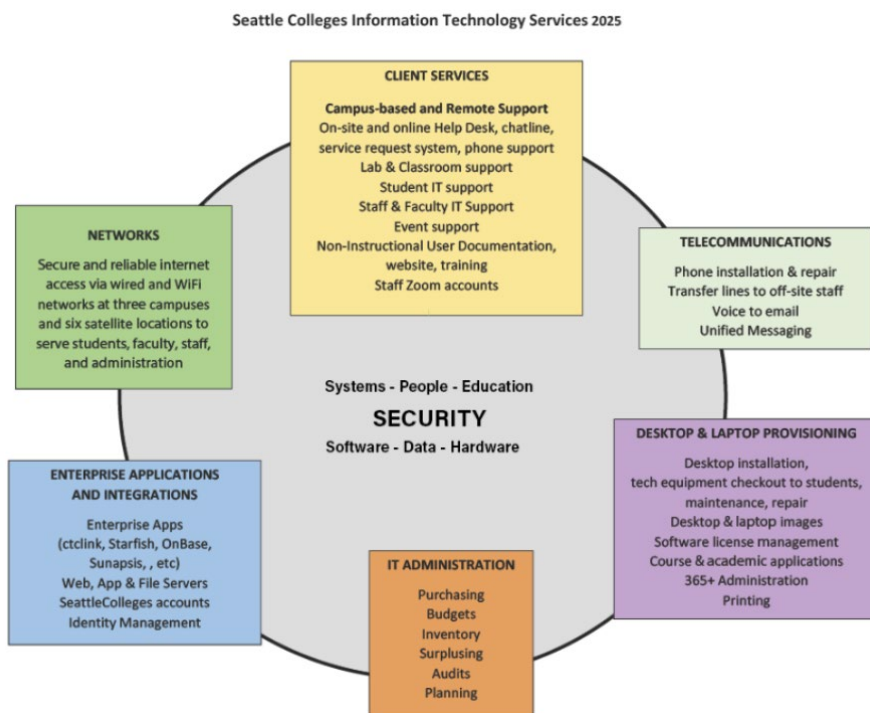
NSC strives to use sustainable cleaning products to reduce the number of hazardous materials on campus. Used hazardous materials are removed from campus and disposed of in compliance with applicable laws by a variety of approved contractors. Facilities collaborate with the Emergency Preparedness and Safety Officer to manage and facilitate the removal of hazardous materials from campus. This team also monitors the hazardous waste and communicates with the handler as appropriate.

Clery annual security report: [Clery Report \(College Website\)](#)

Information Technology

The [Seattle Colleges District IT Services](#) prioritizes providing secure and reliable services for students and employees through its six primary service areas:

- Client Services
- Telecommunications
- Desktop and Laptop Provisions (Hardware)
- IT Administration
- Enterprise Applications and Integrations
- Networks



In 2018, Seattle Colleges IT Services began the process of merging into a single unit organized by service group, rather than by campus location. This process included hiring the first Chief Information Officer (CIO) at the Seattle Colleges to lead technology operations and improvements districtwide. Since integration began, IT Services has evolved into a single, integrated work team. The integration process prioritized reliability, standardization, and efficiency in systems and processes. Following integration, the IT team standardized key aspects of the computing experience across Seattle Colleges:

- Unified support resources by creating consistent help materials and restructuring the helpdesk and ticketing system. Ticketing processes are now organized by service area to streamline services.

- Consolidated email systems by transitioning from location-specific exchange servers to a single, standardized Microsoft 365 email platform.
- Standardized wireless access by replacing location-specific Wi-Fi configurations with a single model and configuration across all campuses, including using standardized equipment (brands, models) across locations to improve efficiency and reliability of Wi-Fi.
- Simplified network infrastructure by merging three separate networks into one unified network with a universal firewall at all locations. This change permanently decreased complexity, improved functionality, and decreased networking hardware costs.

Standardizing vendor choices, purchasing processes, and equipment has allowed for better management of costs and improved efficiency and reliability of systems, and allowed for technological infrastructure to keep pace with computing demands. Furthermore, these changes have meant that IT staff can better serve the entire district by sharing expertise across locations and providing peer-to-peer support in nuanced use of software and equipment.

Resource Planning

Annually, the CIO conducts a comprehensive assessment of hardware and software replacement and upgrade needs, as well as requests for new equipment. These evaluations inform a prioritized strategy, ensuring that resources are allocated to address the most critical operational requirements and support long-term institutional goals. IT staff also continuously review and evaluate software to ensure that employees have the appropriate tools that meet their needs while remaining efficient and cost-effective.

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.

Employee Technology Resources

Seattle Colleges employees have access to technology resources that enable them to perform their work effectively and support student success. These resources include [Help Desk services](#) for troubleshooting and technical assistance, [eLearning](#) support for [instructional design](#) and [technology tools](#), and classroom computer portals to ensure smooth instructional delivery. Employees are able to access their Seattle Colleges desktop remotely through [MyDesk](#).

Student Technology Resources

Students have both in-person on-site access to high-quality, updated technology resources to ensure access to appropriate resources for learning, as well as virtual access

to all lab software and hardware from off-campus through a computer lab login portal available to all registered students. This allows students to access software anytime, regardless of whether the location is physically available. This virtual software allows students to choose a specific lab to access software specific to their academic program. Student computers are replaced on a 4-year cycle and maintained by a Universal Technology Fee (UTF). The CIO (Chief Information Officer) works with college UTF committees to ensure all lab and classroom hardware is updated and maintained.

Students also have access to software to support their learning needs. Software for students is maintained through computer lab fees. In addition to general tools available to all students, students in specific academic programs have access to specific software including:

- The Adobe Create Suite for Design and Visual Media
- Optitex and Browzwear for Apparel Design
- Eclipse IDE, IntelliJ IDEA, Java JDK, PyCharm IDE, IDLE IDE, GitHub, and Git for Computer Science
- AutoCAD for Engineering
- ALEKS for Math
- Wartsilla Simulation for Maritime Technology

Data use and security

The Seattle Colleges are committed to protecting sensitive data to maintain a safe environment. The Seattle Colleges' Information Technology Security Policy ([Seattle College District Policy 205](#)) affirms the colleges' commitment to "1) protect the integrity, availability, and confidentiality of information assets managed within the district; 2) protect those assets from unauthorized release, modification, accidental, intentional damage or destruction; and 3) protect technology assets (infrastructure from unauthorized use."

The Seattle Colleges comply with local ([Seattle Colleges District Policy 259](#)) and statewide policies ([IT Security](#) and [WAC 292-110-010](#)) on data use.

Cybersecurity

Seattle Colleges prioritizes cybersecurity and has undertaken a number of efforts to enhance the security of its systems. The Data Security Team includes IT staff members from networking, server administration, help desk, and desktop support. This group, convened by the CIO, meets weekly to assess systems vulnerabilities and enhance security in an ever-changing cybersecurity environment. To bolster the Seattle Colleges' cybersecurity protection, a Security Senior position was created in 2025. The IT Security Senior position has lead responsibility for ensuring that all information and data systems in

use within Seattle Colleges meet state and federal regulations as well as best practice standards within the IT industry.

The Seattle Colleges continually audits its information systems and processes using three standards:

1. [Washington Technology Solutions Security](#) standard (“WaTech SEC”) published by the state of Washington's official technology oversight organization, WaTech, and required by Washington State Regulation.
2. [National Institute of Standards and Technology’s \(NIST\) standards 800-171 Rev. 3](#), recommended by the Department of Education for compliance with the Gramm-Leach-Bliley Act (GLBA).
3. [Center for Internet Security \(CIS\) version 8 standard](#), used to ensure maximum compliance with CIS and the Department of Homeland Security recommendations.

Practices and policies are routinely reviewed to ensure maximum compliance. As gaps are identified, they are prioritized for security projects and remediation based on risk assessments conducted by the Security Senior and CIO.

Following best practices, IT services invests in multi-layered protection of hardware, software, and networks beyond base level operating protections; and annually conducts external “penetration testing” to identify any areas of weaknesses. If areas for improvement are identified, these improvements are prioritized for immediate remediation.

Cybersecurity training for all employees occurs through the Vector Solutions course *Cybersecurity Awareness for Employees of Educational Institutions: Classifying and Safeguarding Data for Institutional and Personal Use*. While this training is important to bolster community wide awareness and protection, IT Services does not rely on employee level security training to protect against threats. IT Services implements robust, best-practices in security on the back-end to protect all users and the college.

Accessibility

Seattle Colleges are committed to ensuring digital accessibility so that individuals with disabilities have equal access to information, interactions, and services. Relevant state & federal regulations include [Title II of the Americans with Disabilities Act \(ADA\)](#) and Washington State’s [USER-01 Digital Accessibility Policy](#). These efforts are guided by [Web Content Accessibility Guidelines \(WCAG\) 2.1 AA](#) standards, and accessibility is addressed through ongoing review, remediation, and user feedback.

In alignment with Seattle College District Policy 241, the colleges provide accessible technology and electronic content for students, employees, and community members. District Procedure 241 outlines guidelines for purchasing accessible hardware and software and for creating accessible materials.

Seattle Colleges comply with all applicable state and federal regulations, including Title II of the Americans with Disabilities Act (ADA), the Web Content Accessibility Guidelines (WCAG) 2.1 at the AA level, and Washington State’s USER-01 Digital Accessibility policy.

The Accessible Technology team, housed under the Office of Compliance, and the Digital Accessibility Committee - formed in 2024 – lead the work of ensuring digital accessibility. This committee brings together key stewards of digital accessibility including representatives from IT, eLearning, Accessibility Offices, HR, Communications and Web Team, and the Offices of Access, Community and Opportunity. Together, they are tasked with ensuring the Seattle Colleges are prepared to be compliant with Title II of the Americans with Disabilities Act by evaluating and updating digital content to be compliant with WCAG 2.1 AA standards. These guidelines cover a range of accessibility requirements, such as ensuring websites are navigable by screen readers, videos are captioned, and online resources are accessible to individuals with various disabilities. The Digital Accessibility Committee’s charge includes:

- Conducting Digital Content Audits of all websites, mobile apps, and digital resources to identify non-compliance with WCAG 2.1 AA standards
- Developing remediation plans to address identified accessibility issues, prioritizing high-impact areas
- Improving infrastructure, processes, and training to ensure ongoing improvements

To improve accessibility of the websites, the Web Development Team is upgrading the college codebase to achieve WCAG 2.1 AA compliance, ensuring equitable access across all Seattle Colleges domains. This work includes retrofitting all global web components to meet accessibility standards, providing consistency and sustainability across platforms. To support ongoing compliance, it has integrated the Drupal Accessibility Checker, enabling content editors to validate accessibility directly within their workflows. In addition, new templates for program overview and degree pages, designed to exceed minimum compliance, are being launched throughout the district. As part of this initiative, outdated subdomains are being retired to consolidate codebases, reduce maintenance complexity, and strengthen sustainability. Collectively, these measures demonstrate institutional commitment to accessibility, compliance, and continuous improvement in the student experience.

Seattle Colleges is committed to enhancing the accessibility of academic resources, with a goal of improving accessibility scores by nearly 20 points by 2034. To monitor progress, the Accessibility Team uses the Ally Accessibility Checker within Canvas, the Learning Management System (LMS). Ally provides annual institutional reports, identifies areas needing remediation, and enables instructors to review and correct accessibility issues in their courses. Since adopting Ally, accessibility scores in Canvas have already shown improvement. Additionally, Seattle Colleges evaluates the accessibility of public web content using built-in publishing tools and accessibility checkers.

Seattle Colleges promotes digital accessibility literacy through mandatory and optional training for all employees. Staff with web editing privileges—such as Communications staff—must complete web accessibility training. Similarly, employees authorized to send college-wide emails are required to complete training to maintain this privilege. Additional accessibility training opportunities are available to all employees, including faculty.

Available trainings include:

- Self-paced courses on Universal Design; Accessibility in Word, PowerPoint, Emails, and PDF
- Self-paced courses in Accessibility in Canvas
- Live, hosted trainings on specific topics like formatting tables and headings
- Drop-in support
- Consultations as requested

Evidence for 2.I.1

Facilities master plan

- [Campus Master Plan](#)
- [Major Institution Master Plan \(MIMP\) for North Seattle College](#)
- [Cleaning Building Performance Standards Report](#)
- [North Seattle College Energy Management Plan](#)

Equipment replacement policies and procedures

- [SBCTC Facility Condition Survey \(January 2026\)](#)

Procedures for assessing sufficiency of physical facilities

- [SBCTC Facility Condition Survey \(January 2026\)](#)

Clery annual security report

- [Clery Report \(College Website\)](#)

Technology master plan and planning processes

- [Technology Master Plan Workgroup](#)

Policies and procedures for the use, storage, and disposal of hazardous waste

- [Seattle College District Policy 210: Environmental Policy](#)
- [Seattle College District Procedure 210: Environmental Policy](#)

Cybersecurity policies and procedures, including description of training

- [Seattle College District Policy 205: Information Technology Security](#)
- [Seattle College District Policy 217: Access to SCD Database](#)
- [Seattle College District Procedure 217: Access to SCD Databases](#)
- [Seattle College District Policy 259: Use of Electronic Resources](#)
- [Seattle College District Procedure 259](#)
- [Cybersecurity Training Program Description](#)

Policies and procedures for ensuring accessible, safe, and secure facilities

- [Seattle College District Policy 209: Health & Safety](#)
- [Seattle College District Procedure 209: Health & Safety](#)
- [Seattle College District Policy 241: Accessible Technology and Electronic Content](#)
- [Seattle College District Procedure 241: Accessible Technology and Electronic Content](#)
- [Seattle College District Policy 248: Weapons on Campus](#)
- [Seattle College District Policy 249: Drug Free Environment](#)
- [Seattle College District Procedure 249: Drug Free Environment](#)
- [Seattle College District Policy 253: Suspended Operations](#)
- [Seattle College District Procedure 253: Suspended Operations](#)
- [Seattle College District Policy 255: Guidelines for Sex and Kidnapping Offender Notification](#)
- [Seattle College District Procedure 255: Guidelines for Sex and Kidnapping Offender Notification](#)
- [Safety and Security | Seattle Colleges](#)

Moving Forward

As North Seattle College begins to prepare for the Year Seven Evaluation of Institutional Effectiveness (EIE), the following goals guide the work to prepare for a successful completion of the college's accreditation cycle.

Prudent Level of Reserves

As noted in the response to Standard 2.E.1, the Seattle College District will need to develop spending and revenue plans to achieve the 25% reserve target set at the June 2025 BOT meeting. At the November 2025 College Council meeting, Dr. Solemsaas presented a proposed [ten-year plan](#) to achieve North Seattle College's contribution to the 25% target. The plan employs a combination of sale or lease of assets (such as selling a parcel to an affordable housing developer), increased auxiliary revenues, and diverting a percentage of

running start and international program revenues from the operating budget to unrestricted cash reserves. This plan will achieve fiscal stability, but requires new strategies to account for the transfer of those resources from the operating budget to the unrestricted cash reserves.

The Seattle College District has also adopted a range of key performance indicators which will guide how North fulfills the new district policy. These KPIs for Local Operating Funds Margin, Reserve Ratios, and Grants & Partnership Funding Attainment. These annual KPIs will be supplemented by ongoing reports from the District Business Office comparing actual revenues and expenses to provide timely awareness of potential budgetary issues.

Mission Fulfillment (operational) Planning

In 2025-26 North Seattle College will undertake a series of planning activities to fulfill our mission via the Seattle College District's Strategic Plan. In addition to revising and reaffirming Core Themes and Essential Learning Outcomes, NSC will institutionalize Guided Pathways and other grant initiatives through a unified operating plan, rooted in program review data and aligned with the SCD Strategic Enrollment Management (SEM) plan.

In the 2022 Year Seven Evaluation of Institutional Effectiveness, NSC received a recommendation on institutional planning, in part due to the array of different initiatives with unique plans. NSC will resolve this recommendation by centralizing all college planning into a shared Mission Fulfillment (operating) Plan. NSC's institutionalization of Guided Pathways is a key example of this work. Instead of a stand-alone office, Guided Pathway staff and resources will now be invested in two objectives in Instruction and Student Services: Orientation and Onboarding, and Student Success in the First Year, with an emphasis on English and Math. These cross-disciplinary objectives will feature a wide range of activities and align with both the District Strategic Plan and NSC's proposed Core Themes.