

STANDARD TWO

Governance, Resources, and Capacity
Policies, Regulations, and Financial Review (PRFR)

Prepared for the Northwest Commission on Colleges and Universities

Spring 2021



Spokane Falls Community College

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Standard Two – Governance, Resources, and Capacity

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

Spokane Falls Community College (SFCC) engages in intentional dialogue, reflection, and planning to ensure that our teaching and learning practices support students' academic success and equity. The College provides extensive support and services outside the classroom through an equity lens.

Standard Two illustrates how SFCC has designed its college governance, student support services, and resource allocations to provide the necessary support for our student learning outcomes, as well as creating an inclusive environment for our students and employees.

Standard 2.A – Governance

2.A.1 (ER 9, ER 21, ER 22) The institution demonstrates an effective governance structure, with 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.

Spokane Falls Community College is one of thirty-four community and technical colleges in Washington. Together with Spokane Community College, SFCC is part of Washington Community College District 17, known as the Community Colleges of Spokane (CCS). Both colleges are separately accredited institutions, supported by a common [Board of Trustees](#). Members of the CCS Board of Trustees are appointed by the Governor under [RCW 28B.50.100](#) and serve five-year terms. By the RCW, no trustee may be an employee of the community and technical college system, a member of the board of directors of any school district, or a member of the governing board of any public or private educational institution.

The Chancellor is the chief executive officer for the district, responsible to the Board of Trustees and District policies and is responsible for the planning, management, and evaluation of all district operations. In addition, the chancellor provides such support services as may be necessary to affect the efficient administration of the district. Regulations concerning the two colleges and their relationship with the district are defined in the [CCS Board Policy Manual](#). Chapter 1 of the policy manual clearly defines the roles of district and college administrations in managing college operations.

2.A.2 (ER 11) 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.

As Spokane Falls Community College is one of two colleges in the Community Colleges of Spokane District, the administrative duties are distributed between the district and the Colleges. The District is responsible for the day-to-day supervision of human resources, facilities, public relations, fiscal affairs, community relations, public information, security, and information technology. While supervised at the district level, these services are provided to the Colleges and often have employees dedicated to each of the two institutions.

SFCC employs a team of qualified administrators to provide effective leadership at the College level. The Executive Team (see Table 1) is responsible for the leadership, vision, and management of institutional affairs related to student learning and success, and actively coordinates with the District leadership regarding policy, procedure, and all other support functions.

Table 1: Members of the Executive Team

Name	Title
Dr. Kimberlee Messina	President
Mr. Jim Brady	Vice President of Learning
Mr. Keith Sayles	Vice President for Student Affairs

The Executive team meets weekly as a Cabinet. The Guided Pathways (GP) Extended Cabinet (executive team and GP ambassadors) meets twice a month. The Administrative Council, Dean Team, and Student Administrators also meet at least twice monthly.

The selection and interview process are conducted according to CCS policy [2.10.04](#) and the associated [procedure](#). The College community is encouraged to participate in the hiring process for executive positions through attending candidate public forums and providing feedback.

2.A.3 (ER 10) The institution employs an appropriately qualified chief executive officer with full-time responsibility to the institution. The chief executive may serve as an ex officio member of the governing board(s), but may not serve as its chair.

SFCC went through a period of leadership transition at the executive level after a previous acting president resigned in February of 2018. A new acting president was appointed by the Chancellor to serve until July of 2019. After a competitive national search, the Chancellor appointed Dr. Kimberlee Messina as president in June of 2019. President Messina has provided stable leadership and has overseen the selection processes to hire a permanent Vice President of Student Affairs and Vice President of Learning. With the leadership team firmly established, the College has been working diligently on communication, transparency, and the institutionalization of participatory governance.

The president provides overall leadership to the College and is responsible for establishing the organizational structure of the College and implementing the policies of the Board of Trustees, supported by the District's [Policies and Procedures](#). She has the authority to appoint all faculty, classified, and exempt employees, and the authority to terminate. She represents the College to the state legislature, local government, school districts, businesses, civic leaders, and other community groups. She reports to the CCS Chancellor who evaluates the president annually and reviews her performance on an annual basis.

Dr. Messina is the Vice Chair of the Legislative Advocacy Committee of the Washington Association of Community and Technical Colleges (WACTC) whose membership is comprised of all 34 of the state's community and technical college presidents and serves on the Greater Spokane Incorporated Education and Talent Committee.

2.A.4 (ER 8) 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.

Community Colleges of Spokane has a district governance structure which is inclusive of constituents from both colleges as well as district personnel, implemented through [district-wide councils](#):

- District Cabinet and Executive Cabinet
- District Education Council
- District Student Services Council
- District Institutional Research Council
- District Equity Committee
- District Legislative Advisory Committee
- District Finance Committee
- District Information Technology Governance Committee

Members are solicited by the President's office and the Association of Higher Education (AHE) and forwarded to the Chancellor for consideration.

Governance Review

SFCC has a long history of college [committee participation](#). The AHE Master Contract and CCS policies and procedures, as well as campus past practice, govern membership in committees. Although the participation in committees has been consistent, the turnover in executive leadership highlighted a need for a more intentional approach to governance. After [consultation](#) with the College community, Dr. Messina brought in experienced consultants for a two-day visit with the College in February 2020. The consultants interviewed faculty, staff, administrators, and students and presented their conclusions in a [report](#) to the president. The College was commended for its commitment to governance and strong appreciation for communication and participation. The consultants also documented a lack of consistent understanding of governance, roles and responsibilities, and decision making at SFCC, as well as a lack of clear communication regarding decision making. As a result of this report, the President formed an ad hoc governance group in Spring 2020 to make recommendations for next steps.

Table 2: Ad Hoc Governance Group

Name	Position	Employee Group
Linda Beane-Boose	Dean of Humanities	Administrator
Beverly Daily	Faculty, AHE Vice President	Faculty
Patrick Forster	Assistant Dean, Pullman Campus	Administrator
Jennifer Lopez (resigned)	Program Specialist 2, Concurrent Enrollment	Classified
Kimberlee Messina	President	Executive
Kris Moberg-Hendron (retiring March 2021)	Testing Center Manager	Exempt
Scott Morrell	Curriculum Specialist	Classified
Jennifer Ross	Manager, Early Learning Center	Exempt
Paula Swan	Faculty	Faculty

The ad hoc group was constituent-based and comprised of faculty, classified staff, administration, and professional exempt employees. The group recommended the formation of a [Governance Steering Committee](#) to further analyze the College’s governance, research best practice and governance models and to make final recommendations to the College in Spring 2021. The group determined the composition of the steering committee which included students as well as representation from all employee constituent groups.

The Governance Steering Committee will determine by consensus a definition of participatory governance, distinguish between governance and operational committees and task forces, and complete an inventory of all existing committees as well as a draft of a proposed governance organizational structure. The committee will also make recommendations regarding communication plans for governance.

Their work is available to all employee on the [intranet](#), shared in weekly all-college emails from the president, and shared out in all-college meetings. The goal is to have a revised and universally understood constituent-based participatory governance structure in place by Fall 2021.

Impact of Guided Pathways on Governance

During this time of remaking the College’s governance structure, there is still engagement and participation in decision-making, primarily through the college-wide Guided Pathways efforts. Guided Pathways is an institutional transformation that has broad based participation from faculty, staff, and administrators. There are four work groups, a steering committee, and the Guided Pathways Extended Cabinet which consists of the Executive Cabinet and the Guided Pathways Ambassadors (two instructional faculty and one student affairs professional). The Extended Cabinet provides vision and structure to support the efforts based largely on the requirements of the [College Spark](#) and the SBCTC grants received in 2018. The subject matter experts on the work groups make recommendations to the steering committee which, in turn, makes final recommendations to the Executive Cabinet. The agendas, meeting notes and all other documents are posted on the [intranet](#).

Examples of successful change through this governance process include a comprehensive student advising plan, the development of pathways and curriculum maps.

Standard 2.B – Academic Freedom

2.B.1 (ER 16) 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.

SFCC's commitment to academic freedom is stated in Article 3, Section 1 of the [Master Contract](#) between CCS and the faculty union (AHE), providing clear descriptions of the extent and the limitations of academic freedom.

2.B.2 (ER 16) 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.

CCS employees have the right of free speech, which is affirmed through annual [updates](#) on state ethics practices mailed to all employees and includes guidance on the principles of ethical behavior as an employee of the district.

SFCC supports the pursuit and sharing of independent thought through various opportunities and platforms. This includes set funding (currently \$1500 for full time instructors and \$600 for part time instructors per biennium) for professional development. The College also supports a professional leave program (sabbaticals) with the criteria and process defined through the faculty [Master Contract](#). Faculty are encouraged to share through mediums such as Brown Bag seminars and the [Focus on the Falls](#) newsletter.

Student rights and responsibilities are defined through CCS Administrative Procedure [3.40.01](#) and information is posted on the [A Student's Right to Know](#) webpage. Students have opportunities to gather, share, discuss, and organize through clubs, student government and other activities described on SFCC's [Student Life](#) webpage.

Standard 2.C – Policies and Procedures

2.C: POLICIES AND PROCEDURES The institution develops and widely publishes, including on its website, policies and procedures that are clearly stated, easily understandable, readily accessible, and administered in a fair, equitable, and timely manner.

2.C.1 (ER 18) 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.

Washington enjoys a clear and well-defined relationship between its community and technical colleges and baccalaureate institutions, both public and private, supported by the [Joint Transfer Council](#) (JTC) dedicated to student transfer in Washington State. The [Intercollege Relations Commission](#) (ICRC) oversees the guidelines for transfer agreements and shares the requirements and provisos through the [ICRC Handbook](#).

The State Board for Community and Technical Colleges also maintains and manages additional [policies](#) regarding transfer, including transfer between community colleges and transfer rights for students. Spokane Falls Community College shares transfer program outlines and the associated Students Rights and Responsibilities through its [online catalog](#).

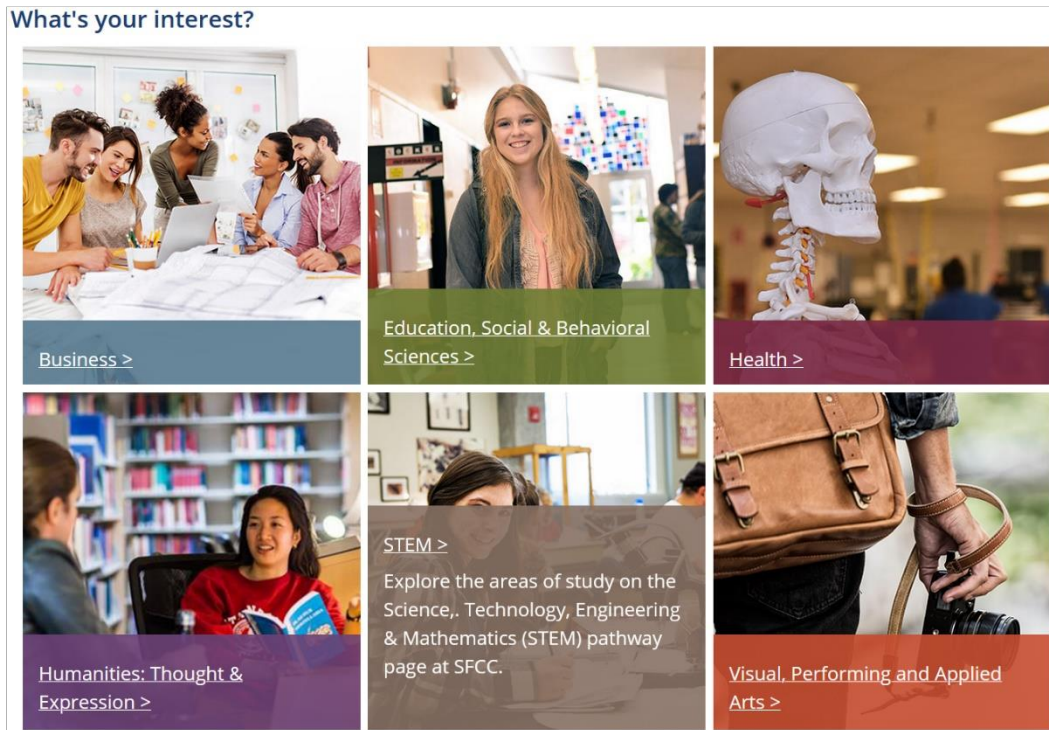
Knowing that not all students transfer with a complete degree, as part of the curriculum approval process, any course proposed to meet a distribution requirement (e.g., Humanities, Social Sciences) must send out Letters of Transferability to baccalaureate institutions requesting affirmation of the proposed course's status in transfer. The results then inform the Curriculum and Graduations considerations of whether the course will be approved for the distribution area.

Spokane Falls Community Colleges follows statewide policy for transfer of credits as described in section 1.C.8 of this report. SFCC counselors and advisors provide support for students looking to transfer with specific majors to specific universities. Spokane Falls Community College's Career and Transfer Center provides resources and dedicated staff to support student transfer.

- The [Getting Ready for Transfer](#) web page provides resources and specific points of contact for student.
- Admissions representatives from Eastern Washington, Washington State, Gonzaga, Whitworth, and Washington Governors University are available by appointment.
- Degree worksheets such as the [Associate in Arts](#) worksheet allow students and advisors the ability to self-assess their progress.

In conjunction with SFCC's Guided Pathways initiative, the College is enhancing its [What to Study](#) webpages. The pages are student oriented, organized by the six major pathways (Business, Education Social and Behavioral Sciences, Health, Humanities, STEM and Visual & Performing Arts), guiding students from general pathways to possible careers to options and degrees available through the College.

Image 1: Pathways on SFCC website



The College is currently working to facilitate exploration by current and potential students with enhanced pages that provide employment and salary information and area of study maps.

- [Transfer of credit policies and procedures](#)
- [SBCTC Cooperative Student Transfer Process](#)
- [SBCTC Placement Reciprocity Policy](#)
- [SBCTC Inter-College Reciprocity Policy](#)
- [Veterans Transfer](#)
- [International Students](#)

2.C.2 (ER 18) 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.

Student information on academic standards, student concerns, disability support, FERPA, financial aid, and student conduct are presented to students on the College's [Student Right to Know](#) webpage. Standards of conduct for SFCC students are defined in the Washington Administrative Code ([WAC 132Q-10](#)) including disciplinary actions and appeals.

A link to [Students' Rights and Responsibilities](#) can be found in the CCS district catalog and are defined in CCS Administrative Policy and Associated Procedure [3.40.01](#). Similarly, other policies are addressed through CCS policies and procedures and shared with students through the public-facing website. Student and public access are facilitated through the [SFCC Public Disclosures](#) webpage and the [Student Right to Know](#) webpage.

Table 3: Checklist Public Website Documents and Procedures

Public website	CCS Procedures
Disability Accommodations	3.20.01
Non-discrimination/Anti-harassment	3.30.01
Title IX	3.30.01
Student Concerns	3.40.01
Student Conduct	3.40.01

2.C.3 (ER 17, ER 18) 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.

Consistent with [Chapter 3](#) of the CCS district policy and procedures manual, SFCC maintains an open door admission policy, admitting all high school graduates and all individuals 18 years or older achieving a Certificate of Educational Competence. Applicants who do not meet these requirements but are at least 18 years of age may be granted admission by the Vice President of Student Affairs. Applicants under 18 may be admitted if deemed able to benefit. Specific programs and degrees may have additional admission criteria. SFCC does not discriminate in any of its activities, including admissions.

The College’s [admission requirements](#) and processes are published on its website and in the [catalog](#). New students with no prior college experience must complete a [Bigfoot Orientation](#) and attend a New Student Advising and Registration ([NSAR](#)) event prior to the beginning of the quarter.

Assessment and placement practices are consistent with [Administrative Procedure 3.10.01](#). Students can demonstrate satisfaction of course prerequisites in multiple ways including high school transcript evaluation and guided self-placement. SFCC monitors individual course success rates and point of student completion for college level English and mathematics to affirm that students are succeeding and progressing.

SFCC publishes its [Academic Standards Policy and Procedures](#) online, including expectations for continued enrollment and graduation and its [Academic Policies](#) regarding financial aid. [Forms](#) and information regarding probationary appeals and reinstatement are also available to students online.

2.C.4 (ER 15, ER 18) 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.

SFCC’s practices related to student record retention are provided by Administrative Procedure [3.40.01](#). The procedure addresses the release and confidentiality of records. The college abides by [RCW 40.14.060](#) regarding the destruction, disposition of official public records or office files and memoranda,

record retention schedules, [WAC 132Q-02](#) regarding student records, and [Public Law 93-380](#), the Family Educational Rights and Privacy Act (FERPA) of 1974. Student details are only given to the student or the individual on the FERPA release form. The CCS district Human Resources department provides FERPA training as part of new employee orientation through an online module from the Department of Education.

Standard 2.D – Institutional Integrity

2.D.1 (ER 8) 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 assure integrity in all representations about its mission, programs, and services.

Responsibility for coordinating and administering all paid advertising programs lies with the Marketing and Public Relations Department ([7.10.01](#)). All external publications, official statements and advertisements are reviewed, approved, and often produced by the Marketing and Communications Office. Standards and general information supporting Graphics, Marketing and Public Relations are provided through the district's [intranet](#) page.

In AY1718 CCS completed a system-wide website revision process that greatly improved readability, clarity, accuracy, and consistency in the District's websites. This project also addressed accessibility requirements, updated all program contents, and made the CCS websites mobile-friendly. The SFCC [website](#) provides public-facing information on the college's programs and services. As part of SFCC's Guided Pathways initiative, the College is enhancing the program information provided on the [What to Study](#) pages. This work will further emphasize the student perspective, which organizes program selection through fields of interest rather than degree type, enhances market and salary data provided, and assures the information on program, courses, and schedules is clear and current.

Program pages include links to program information in the [online catalog](#), managed by the CCS Provost and supported by CCS information technology services. The catalog is also available in a [printable](#) version.

Instructional and Advisory Materials

Spokane Falls Community College also uses course syllabi, course outcome guides, degree sheets, education plans, and other academic materials to convey information about academic programs and learning outcomes. Through individual Canvas course sites and course syllabi, for example, students are informed of program requirements, important dates, services, and rights and responsibilities. Additionally, students can meet with advisors to develop academic road maps that correspond with the degree program they wish to pursue.

2.D.2 (ER 8) The institution advocates, subscribes to, and exemplifies high ethical standards in its management and operations including its dealings with the public, the Commission, and external organizations, and in the fair and equitable treatment of students, faculty, administrators, staff, and other constituencies. It ensures complaints and grievances are addressed in a fair, equitable, and timely manner.

Policies, procedures, and other information supporting SFCC's commitment to high ethical standards in management and operations include the following:

- Washington State Ethics in Public Service Act ([42.52 RCW](#))
- Board Policy 2.10.06: [General Ethics for Employees and Officers](#)
- Administrative Procedure 2.10.06-A: [General Ethics for Employees and Officers](#)
- [Ethics Brochure](#) for employees
- Administrative Procedure 2.10.06-B: [Complaint of Improper Governmental Action and Non-Retaliation](#)
- Board Policy 2.30.01: [Equal Employment, Non-discrimination and Anti-Harassment](#)
- Board Policy 3.30.01: [Non-discrimination/Anti-harassment \(students\)](#)
- Administrative Procedure 2.30.01-A: [Prevention of Harassment and Discrimination within CCS](#)
- Administrative Procedure 2.30.01-B: [Reasonable Accommodation and Return to Work](#)
- Administrative Procedure 2.30.01-D: [Title IX Procedures for Employees](#)
- Administrative Procedure 3.30.01-B: [Title IX grievance Procedure for Students](#)
- [Chancellor's Directive Regarding Mutual Dignity and Respect](#)
- [Master Contract](#) (faculty) – Grievance procedure for faculty
- [Master Contract](#) (classified) – Grievance procedure for classified staff

Institutional compliance with ethics policies and procedures is assigned to the CCS Chief Financial Officer. Compliance with policies related to anti-harassment and non-discrimination is assigned to the CCS Chief Administrative Officer. In accordance with the Public Records Act ([RCW 42.56](#)) and [132Z-276 WAC](#), the Community Colleges of Spokane makes every effort to respond to written public records requests in a timely manner in order to assure citizens of transparency. [Information](#) on public records requests is provided on the District's website for easy access.

2.D.3 (ER 8) The institution adheres to a clearly defined policy that prohibits conflict of interest on the part of members of the governing board, administration, faculty, and staff.

As a state supported institution, SFCC adheres to the Washington State Ethics in Public Service Act ([42.52 RCW](#)), which prohibits conflicts of interest ([42.52.020](#) and [42.52.030](#)) for board members and state employees. The college also follows CCS district policy and administrative procedures that prohibit conflict of interest on the part of members of the governing board, administration, faculty, and staff.

- Board Policy 1.20.01: [Board of Trustees Code of Ethics](#)
- Board Policy 2.10.06: [General Ethics for Employees and Officers](#)
- Administrative Procedure 2.10.06-A: [General Ethics for Employees and Officers](#)

- Administrative Procedure 2.10.06-B: [Complaint of Improper Governmental Action and Non-Retaliation](#)
- Administrative Procedure 2.10.06-C: [Receipt of Door Prizes](#)
- Administrative Procedure 2.10.06-D: [Conflict of Interest in Research and Federally Sponsored Programs](#)

Standard 2.E – Financial Resources

2.E.1 (ER 19) The institution utilizes relevant audit processes and regular reporting to demonstrate financial stability, including sufficient cash flow and reserves to achieve and fulfill its mission.

The College’s business functions are centralized and carried out by the CCS Business office led by the Chief Financial Officer (CFO) of the District. Policies and procedures governing matters of business and finance are provided by [Chapter 5](#) of the Board of Trustees(BOT) Policies and Procedures manual. This includes budgeting, central accounting, student accounting, foundation accounting, travel and other employee reimbursements, grant and contract accounting, purchasing, contracting, cashiering, internal audit, benefits, and payroll.

CCS demonstrates fiscal stability with sufficient cash flows and reserves to support college programs and services. Budget reports (budget to actual) are prepared monthly for the CCS BOT and are reviewed with the Board by the CFO. Comprehensive financial statements and operating budget reports are prepared and presented to the CCS BOT on an annual basis.

Risk is managed appropriately to ensure financial stability. The CCS Board has approved a designated reserves policy, Administrative Procedure [5.20.04.A](#) - Designated Reserves, which outlines specific purpose reserves necessary for financial sustainability. In addition, the CCS Board approved an operating reserve under Administrative Procedure [5.20.04-B](#) - Operating Reserves, which requires a reserve balance equal to 5% percentage of the base operating budget. In total, CCS currently maintains reserves equal to approximately 15% of the operating budget through a collection of designated reserves. SBCTC and the State of Washington have emergency funds available for high dollar amount emergency repairs or maintenance. The District participates in a self-insurance liability program through the state. Additional commercial policies are also purchased through the state to protect assets not covered under the self-insurance program.

Each year, CCS is subject to financial audit procedures conducted by the Washington State Auditor’s Office in connection with the audit of the state’s financial statements (CAFR). CCS consistently receives a clean audit from the state auditor’s office related to the audit work completed in conjunction with the state’s financial statements. Each year, the State Auditor's Office conducts the Federal A-133 Single Audit which is an independent audit of financial reporting, systems, and internal controls over federally funded programs that the state has designated to ensure compliance with federal regulations. CCS has not received any audit findings related to this yearly audit. CCS also undergoes state accountability audits as well, with no adverse findings. In addition, CCS is audited by outside state and federal program auditors each year to assess program and grant compliance. Audits are conducted in accordance with Government Auditing Standards (also referred to as Generally Accepted Government Auditing Standards

GASB). The State Auditor’s Office has passed all its peer reviews, which are conducted by external parties every three years. Results of the audits are issued within six months of the state’s fiscal year end and are made available to the public online at the Washington State’s Office of Financial Management web site.

As required, CCS has undergone an independent audit of their financial statements for fiscal years 2014 and 2015 and received a clean audit opinion for both years. Due to problems related to the implementation of the financial pillar of the new ERP (ctcLink), audits for fiscal years 2016, 2017, 2018, and 2019 have yet to be completed. CCS has engaged the public accounting firm of Moss Adams, LLC to prepare CCS’s financial statements for audit for fiscal years 2016 through 2019 in accordance with GAAP, necessary for audit. Moss Adams is contracted to complete this work by April 30, 2021. CCS has engaged the independent public accounting firm of Davis Farr, LLP, to perform the financial statement audits for fiscal years 2016 through 2019. The audit of fiscal year 2016 is underway, with a projected completion for all fiscal year audits by June 30, 2021.

The CCS Board of Trustees reviews financial and accountability audit reports that have been issued for CCS at their monthly board meeting. Board members receive a copy of the audit report in advance of the meeting. The Chancellor, SFCC president, CCS CFO, and other informed personnel attend this meeting to discuss the audit results and answer the BOT’s questions. In addition to receiving copies of audit findings, CCS and SFCC administrators who have compliance responsibility for areas noted in audits, receive copies of management letters issued by the auditors, for any identified areas of necessary improvement. Administrators review these letters and are required to prepare internal corrective action plans to address the deficiencies noted, if any.

2.E.2 (ER 20) Financial planning includes meaningful opportunities for participation by stakeholders and ensures appropriate available funds, realistic development of financial resources, and comprehensive risk management to ensure short term financial health and long-term financial stability and sustainability.

The College’s state appropriated general operating budget includes state appropriation, local student tuition, and college operating support. State appropriation is the major source of funding for the College and is allocated annually by the Washington State Legislature through the State Board for Community and Technical Colleges (SBCTC). SBCTC, in turn, allocates the appropriation to the Washington community and technical colleges. The District budget office, which oversees the District’s state appropriation, allocates the funding to SCC, SFCC, and the central administration offices.

Local student tuition is the second largest source of funding for the general operating budget. In Washington, the state legislature controls the tuition rate set for all public community and technical colleges but gives SBCTC the discretion to set a lower statewide rate. About 74.6% of student tuition is retained locally to support The College’s general operating budget, with another 3% of the retained student tuition, going back to the SBCTC as an innovation fund to pay for the ctcLink computer upgrade project. In addition, 9% of student tuition is sent back to the State of Washington as a building fee, which in part provides support for minor capital and minor works projects on College buildings. Another 3.5% of student tuition that is collected is remitted back to eligible students in the form of financial aid disbursements, and another 9.9% of collected student tuition, called the Student and Activity Fee, is remitted back to students for their use in student clubs and organizations.

In addition to state operation allocation and student tuition, the College also relies on operating support funds to cover the difference between revenues and expenses. Operating support is comprised of other major sources of revenue coming to the College. While those sources have changed over time, nearly all operating support is now generated by Running Start reimbursements from K-12 school districts. In addition to the state operating allocation, student tuition, and operating support, the College has other sources of locally held funds used in operations, such as state and federal grants, student fees, auxiliary enterprises, and student financial aid. These local funds are managed according to applicable state and federal rules and regulations.

Table 4: General State Allocation and Tuition Revenue Operating Budget

FY 2019 2020 SFCC General State Allocation and Tuition Revenue Operating Budget (in \$millions unaudited)		
	Amount	% of Total Budget
State Appropriation	\$18.4	59.7%
Local Tuition	\$9.0	29.1%
Operating Support	\$3.5	11.2%
Total	\$30.9	100%

2.E.3 (ER 18, ER 19) Financial resources are managed transparently in accordance with policies approved by the institution’s governing board(s), governance structure(s), and applicable state and federal laws.

CCS is governed by a series of Board of Trustees policies and institutional administrative procedures. All CCS entities manage their financial resources in accordance with institutional policy and procedures, state and federal regulations, and through its accounting and financial recording keeping system. Financial functions are centralized in the District Business Office. The CCS State Allocation and Tuition Revenue Budget, as well as tuition schedules, student fees and lab and course fees are presented to and approved by the Board of Trustees annually. Accounting and financial functions are managed through an integrated ERP (ctcLink) that was implemented by the State Board for CCS in August 2015. The ctcLink system maintains all required accounting data for state reporting but can also support customized local reports.

Standard 2.F – Human Resources

2.F.1 (ER 12, ER 23) 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.

Upon employment, all employees are informed of the conditions of employment, assignment, contracts, supervision, and compensation through the Human Resources office, consistent with [Chapter 2](#) of the Board of Trustees Policies and Procedures Manual. During the first month of employment, full-time employees are invited to a session covering benefits, payroll and leave, and receive printed information on security, parking, commute trip reduction, personnel files, employee assistance, wellness, right to

know, training, mandatory reporter requirements, right to a harassment free workplace and complaint process, and state ethics standards. Employees also regularly receive [information](#) regarding expectations and brochures on Mutual Respect and Dignity, Drug-Free Workplace, Election Regulations, Recognizing and Reporting Abuse and Neglect, Suspended Operations, and Rights in Being Free from Discrimination, Abuse and Neglect.

Per Administrative procedure [2.0.01-B](#), “CCS is responsible for developing a training and development plan which meets the needs of the organization and complies with the requirements of accreditation, Washington Administrative Code (WAC) 357-34, and any related mandate(s). The plan shall include the components of employee orientation, required job-related training and professional growth.” A summary of information, resources and available trainings is provided to employees through the internal [CCS Human Resources](#) website.

Procedures regarding employment contracts is available via Policy [2.40.03](#) and associated procedures. Access to classified and faculty contracts is available through Policy [2.90.01](#) and associated procedures, and via a [page](#) on the district’s internal website.

2.F.2 (ER 12, ER23) The institution provides faculty, staff, and administrators with appropriate opportunities and support for professional growth and development.

The Community Colleges of Spokane affirms its commitment to supporting its employees in developing skills and knowledge in support of their professional goals through procedure [2.00.01-B](#) and the associated policy in [Chapter 2](#) of the Policies and Procedures manual. Professional development opportunities and expectations are addressed in the Faculty [Master Contract](#) (including Article 3, section 8) and Article 9 of the [Collective Bargaining Agreement](#) for classified employees.

The district provides an extensive selection of [training opportunities](#) for all employees. For example, as the Board of Trustees is focused on diversity, equity and inclusion in alignment with SBCTC’s priorities, CCS’s [Hagan Center 2020-21 programming](#) is focused on DEI speakers. This is open to all CCS and to the public. The State Board of Community and Technical Colleges (SBCTC) also provides professional development opportunities for administrators, faculty and staff through various [commissions, councils](#) and state-coordinated [professional development](#).

SFCC provides college-specific opportunities and support for professional growth and development. Through the College’s Faculty Development Committee, faculty can [request funds](#) up to \$1500 per faculty member every two years, participate in collaborative four-faculty [Teaching Squares](#) coordinated by the committee, and submit proposals for dedicated faculty development funds. Funding for [assessment projects](#) is available through the ITALIC committee. Faculty can request sabbaticals through the Professional Leave Committee. Workforce program faculty can also look to funds from the federal Perkins Vocational Act and other workforce sources to obtain training necessary for maintaining skills in their fields.

The CCS Human Resources Office provides [training](#) opportunities for staff and administrators at no cost, and the District provides access to a large selection of LinkedIn Learning trainings.

2.F.3 (ER 12, ER 23) 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.

SFCC follows CCS policies and procedures regarding personnel selection ([2.10.04](#)) and adheres to the standards given by the state of Washington for all personnel ([WAC 131 16-080](#)), including specific standards for instructional personnel ([WAC 131-16-091](#)). CCS Administrative Procedure [2.10.04 - A](#) provides General Standards of Qualifications for positions.

Position descriptions accurately reflect qualifications, duties, responsibilities, and authority of positions and are retained at the District Human Resources Office. Supervisors submit position requests for vacancies that include a justification for filling the position. Position requests are reviewed and approved by the supervisory chain of command up to and including the Human Resources Office, Budget Office, President, and Chancellor. CCS Administrative Procedure [2.10.04 - A](#) affirms the district's commitment to equal opportunity practices and to conduct outreach aimed at addressing underrepresentation of historically disadvantaged populations and its support of reasonable accommodations in the screening process. The Faculty [Master Contract](#) (Article 16) and [Collective Bargaining Agreement](#) (Article 3) for classified employees provide specific negotiated direction informing hiring processes. Executive, administrative, and tenure track faculty vacancies are recruited nationally.

CCS also periodically reviews the alignment of job duties and job descriptions across all units. In 2019, CCS undertook this effort and asked all supervisors to collaborate with staff to provide information about this alignment. Subsequently, adjustments and revisions were made in areas in need of realignment.

2.F.4 (ER 7, ER 12, ER 23) 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.

Evaluation expectations, practices, and procedures for employee evaluations are given in Chapter 2 of the CCS Policy and Procedure manual, including [2.00.01](#) and a supervisor's [guideline](#) for performance management drafted by the district. Administrative and exempt evaluations are required every two years. Classified employees are evaluated annually as outlined in the [Collective Bargaining Agreement](#) (Article 6). For each of these employee groups, goals from the prior year are assessed and new goals are set for the upcoming year.

All faculty, including librarians and counselors, are evaluated in a systematic, substantive, and collegial manner at least once within every five-year period of service. The faculty [Master Contract](#) (Article 10 and 24) details the process for each faculty group. Additional considerations for online student evaluations are addressed in [Article 5](#).

Full-Time Probationary Faculty

New full-time tenure-track faculty follow a nine-quarter evaluation process facilitated by a five-member tenure review committee. This committee is composed of three faculty, one student, and an administrator. At a minimum, the committee and probationer meet quarterly to discuss and review results from committee classroom observations, results from student evaluations, and observations regarding the other professional obligations that come with tenure. In each of the first seven quarters of the process the committee drafts a report which includes a recommendation regarding whether the probation should continue and forward their recommendation to the Vice President of Learning (or Vice President of Student Affairs for faculty counselors), who then forwards the reports to the President, who then sends it to the Chancellor. In the eighth quarter, the committee's final evaluation report and recommendation for tenure are forwarded to the CCS BOT for review. Final decision on tenure is made by the BOT in the ninth quarter. Guidance for the conduct and product of these committees is provided by a Tenure Review Committee [handbook](#).

Tenured Full-Time Faculty

Once full-time faculty are granted tenure, they are evaluated by their supervising administrator every five years. The post-tenure evaluation process includes a faculty self-evaluation, professional development update, peer evaluation, review of student evaluations (at least one student evaluation is required annually), and a classroom observation by the administrator. If any issues or concerns are identified, they are discussed with the faculty member and addressed through appropriate processes outlined in the [Master Contract](#)

Annualized Faculty (full-time, non-tenured)

In their first year of employment, annualized faculty are evaluated in a process facilitated by the supervising administrator. The evaluation process includes a peer observation, classroom observation by the appropriate administrator in at least two of the three quarters, and a student evaluation each quarter of the first year. Thereafter the process consists of at least one student evaluation per academic year and a full review every five years modeled on the evaluation process for tenured faculty.

Adjunct Faculty (part-time)

Adjunct faculty are evaluated during their first two quarters of employment. The evaluation process includes an observation by the dean each quarter, though a peer observation may be substituted or added as desired by the dean or department, and a student evaluation. Thereafter, at least one student class evaluation is conducted every year. Additional student evaluations and/or evaluation formats may also be used at the dean's discretion. Discussion of any performance issues and/or future adjunct scheduling occurs between the department chair and dean.

Standard 2.G – Student Support Resources

2.G.1 (ER13, ER 14, ER 15) Consistent with the nature of its educational programs and methods of delivery, and with a particular focus on equity and closure of equity gaps in achievement, the institution creates and maintains effective learning environments with appropriate programs and services to support student learning and success.

Consistent with the principles of the Guided Pathways initiative, SFCC has an institutional commitment to defining and supporting success through facilitating the achievement of the goals of its students. By making this commitment to all students, the institution recognizes its responsibility to create and maintain effective learning environments in the classroom, and supported by support services, leading to the closure of equity gaps and continued improvement in developmental, transfer and career technical programs as measured by course success, retention, completion, and employment.

SFCC is in the third year of a five-year \$594,000 Guided Pathways implementation grant funded by the College Spark Foundation and is part of the second cohort of community colleges receiving a \$500,000 [five-year grant](#) in support of implementation. The core of Washington's implementation of Guided Pathways implementation is a commitment to establishing the grant's [Essential Practices](#). The College's efforts and commitment are reflected by the [Current Work Plan](#), drafted annually using a template provided by the funders, and annual [Aligning Direction](#) documents drafted by President Messina to prioritize and guide the College's work.

Currently, SFCC offers a variety of support services, consistent with its mission and core themes, to create an effective learning environment that supports student success and achievement. An [overview](#) of the services is provided on the College's website. Considering the challenges created by the current pandemic, SFCC has created specific websites detailing [remote Student Affairs](#) services and guidance for [virtual learning](#).

Advising

Advising support for students begins with admission and orientation. The mandatory online Bigfoot Orientation introduces students to the campus, student resources, and information students need to be successful at SFCC. After completing Bigfoot Orientation, students sign up for New Student Advising & Registration (NSAR) appointments with an academic counselor or faculty advisor in order to prepare to register for classes. Throughout, advisers and counselors help students learn which classes they need to take and when they should take them. They also aid with developing schedules that best fit financial aid options and facilitating unofficial transcript evaluations.

Career and Transfer Center

The [SFCC Career and Transfer Center](#) supplies tools providing data on wages, employment, and job postings as well as career planning tools. The Center also provides support for resume and interview preparation, information on scholarships and work force funding sources, and support services for career technical students. In support of student looking to transfer to a local university, the Center schedules visits by Eastern Washington, Washington State, Gonzaga, and Whitworth University admissions representatives and faculty from various departments. The Center also helps WorkForce funded students with career exploration, education planning, job searches, and more once they have been deemed eligible by the WorkForce Transitions staff.

Financial Aid

The financial aid office works with students to identify and provide funding for students through grants, scholarships, loans, and other sources. SFCC's [Financial Aid 101](#) webpage provides students with information and contacts explaining the application process, eligibility, types of funding, payment plans, student accounts and defaults/repayments.

Counseling and Advising

SFCC counselors are available to help students with academic advising, helping them understand which classes they need to take to meet credential requirements and when those courses are available. Counselors also provide guidance in planning with respect to financial aid options and facilitate unofficial transcript evaluations for transferring students. The department hosts student success workshops on topics such as time management, test anxiety, and learning strategies. Counselors and interns are available in support of student mental health needs and identifying college and community resources. Counselors also support SFCC's Early Alert and Behavioral Intervention programs, aimed at identifying and resolving issues inhibiting student success.

Tutoring

SFCC's Tutoring Center provides a full slate of services supporting student success in coursework and has effectively adapted to the virtual environment necessitated by the pandemic. The center provides [peer tutors](#) for a range of subjects. These students have successfully completed introductory and advanced coursework, are recommended by faculty in various subjects and classes, and are either SFCC students or area university students. Staff also facilitates embedding tutors into course Canvas shells (over 50 in Fall 2020), providing class specific support. In addition, the [Ask-a-Student](#) program provides access to current students who can answer questions and assist their peers in overcoming challenges they may face in college.

Child Care

SFCC's [Early Learning Center](#) offers licensed and accredited child-care to students who have children qualifying for Head Start or Early Head Start, serving children ages six weeks through five years of age. The staff consists of teaching professionals trained in early childhood education.

Disability Support Services (DSS)

[Disability Support Services](#) (DSS) strives to meet the needs of qualified students by providing assistance with completing the application process, priority registration, referrals to resources on and off campus, classroom accommodations, and assistive services and technologies. The DSS website also answers FAQs regarding accommodations and access to grievance procedures.

Veterans

[SFCC Veterans Affairs Office](#) provides a safe and professional environment for student veterans, dependents, families, and external partners by assisting students to achieve their educational and career goals. The Associate Director of Veterans Services and WorkForce Transitions provides guidance to complete the funding and enrollment processes at SFCC. The College is committed to ensuring student veterans and their dependents are making progress toward their college goals and are receiving academic advising that meets the requirements of the GI Bill.

International Students

[Global Education](#) supports departments, committees, clubs, and organizations to successfully provide international integration, support and information regarding SFCC courses, programs, and the local community. Staff provide comprehensive support services to international students, including orientation and on-going assistance related to academic and social acculturation to life in Spokane and at SFCC, immigration policy adherence, and additional advocacy for international students. Global

Education collaborates with faculty and staff, facilitating interactions and communication between students, staff, and faculty as needed to overcome barriers related to cultural and language differences. The department also encourages international students to pursue training, leadership and service-learning opportunities both on campus and in the Spokane community, such as serving in student government, taking on club leadership positions, conducting presentations, and volunteering both on campus and in the community.

2.G.2 (ER 18) 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.

Community Colleges of Spokane publishes a catalog supporting both colleges within the district, SFCC and Spokane Community College. Catalogs are available in both [online](#) and [pdf](#) formats. The following are included on the online CCS catalog.

- [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, projected times lines to completion](#)
- [Names, titles, degrees held and conferring institutions for admins and full-time faculty \(on program pages: Fine Art example\)](#)
- Rules and regulations for [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 \(veterans services\)](#)
- [Academic calendar](#)

2.G.3 (ER 18) 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.

SFCC program information is available through the CCS catalog and academic counseling and advising. Along with information on career opportunities, course schedules and costs, program webpages include information regarding program and professional requirements. For examples, see [Addiction Studies](#) under **Course of Study**, [Early Childhood Education](#) under **Detailed Information** and [Occupational Therapy Assistant](#) under **Federal/State Requirements**. In Spring 2021 the College will begin adding career specific employment and labor data (provided by EMSI) to each area of focus or degree online.

2.G.4 (ER 18, ER 23) 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.

SFCC provides an effective and accountable program of financial aid that is consistent with the College's mission, student needs, and institutional resources. The College's [Financial Aid 101](#) page provides current and prospective student with a guided overview of [sources of aid](#), [FAFSA](#), [eligibility](#), the [application](#) process, explanations of how [funds are received](#), [defaults](#), [payment plans](#) and account access. The College is committed to reducing barriers and providing equitable services to students. The department has reduced the number of required forms and offers a variety of methods for submitting forms and contacting financial aid personnel. The office also proactively reaches out to work with students regarding applications, process, and financial aid education.

A program specialist is assigned to oversee the Default Management program. This specialist monitors federal cohort default rates and repayment rates, reviews students' status in different cycles/stages of delinquency toward default, and assist students with repayment options and information regarding related processes. Staff regularly review their work for potential errors in cohort calculations, trends, and follow best practices to help prevent student loan default on behalf of College. SFCC's Financial Aid webpages also link to an Educational Credit Management Corporation (ECMC) [Financial Literacy/Financial Wellness](#) learning platform, providing financial literacy programming and resources to borrowers.

2.G.5 (ER 18, ER 23) 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.

Students are informed of repayment obligations in multiple ways. The [How Much Should I Borrow?](#) webpage provides information on loan limits and examples of monthly payments based on total debt. The [Defaults and Repayments](#) page directs students to repayment information including Department of Education and state repayment/overpayment contacts as well as the link to the National Student Loan Data System federal loan portal, where students can access cumulative (federal, non-private) loan

information, repayment status, and loan holder information. In alignment with Washington [SB 5022](#), students also receive monthly loan statements of indebtedness including yearly and aggregate loan debt and repayment options through the ctLink message center.

SFCC has control mechanisms within ctLink to ensure compliance and that required documentation is in place, including entrance counseling/master promissory notes, required enrollment levels, adherence to aggregate and yearly maximums, SULA (lifetime subsidized loan usage), and loans awarded within need and cost of attendance. These procedures are in place to inform daily work and ensure compliance and audit reference.

2.G.6 (ER 18, ER 23) 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.

SFCC considers [academic advisement](#) to be an essential element of the educational process, and a framework designed for intentional interactions amongst students, faculty and administrators. Informed by [NACADA's Core Competencies Model](#), the academic advisement system at SFCC is dedicated to creating significant learning experiences by contributing valuable, relevant and accurate information to the educational journeys of students beyond the traditional classroom. Advising is conducted by both counselors and faculty.

Current State

At SFCC, advising begins with orientation. A mandatory online [Bigfoot Orientation](#) introduces students to the campus, identifies student resources, and provides student engagement and success information. New students who complete the Bigfoot Orientation should achieve the following learning outcomes:

- Learn about campus and culture at SFCC;
- Explore career options and how to study towards a goal;
- Learn about online resources, forms, and deadlines;
- Understand and get ready for registration;
- Schedule an Advising and Registration appointment with Education Planning; and
- Complete the math and English placement processes.

From orientation on, advising at SFCC is conducted by counselors and instructional faculty. The Counseling and Advising Department offers online [training](#) that serves as a step-by-step resource for all academic advisors. New faculty advisors receive comprehensive training informed by the NACADA Academic Advising Core Competencies Model. In addition, each counselor is assigned to an academic department(s) for which they provide advising support to the faculty advisors within that department. The department provides resources for faculty advisors, including the [Student Advising Lifecycle](#) and tools such as the [Advising Syllabus](#), [Student Advising Profile](#) and [Advising 101](#) online professional development course. Some programs supplement student advising with group advising efforts;

[Addiction Studies](#) provides a Canvas shell supporting program advising. Information regarding Academic Advising and Educational Planning is available through the [SFCC Academic Advising](#) web page.

Pathways Implementation

In the summer of 2018, SFCC was accepted into the second cohort of the State Board for Community and Technical Colleges/College Spark Guided Pathways Initiative. This provided funding and support for the design and implementation of a Guided Pathways model. One required component of implementation is a model characterized by mandatory and intrusive advising for all credential-seeking students. Advising is to facilitate entry into a program of study within two quarters, track, and support student progress through completion or transfer. At SFCC, academic counselors and faculty advisors maintain close cooperation to ensure a smooth transition from initial general advising to advising within a specific program.

Through the support of the College Spark Guided Pathway and the Title III grants, and informed by earlier planning efforts, SFCC has developed an enhanced advising plan. Implementation of elements of the plan will begin in AY2122 including a Pathways centered advising structure coordinated by Counseling and Instructional divisions and an advising template based on student actions through an updated Student Advising Life Cycle model.

2.G.7 (ER 15, ER 18) 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.

Students enrolled in online courses offered by Spokane Falls Community College (SFCC) must use an authentication protocol consisting of a secure login and password in order to access their course(s) in the Learning Management System (LMS). When students receive a college application confirmation, they are assigned a ctcLink ID which serves as a student identification number. Students use this number to activate an account in SFCC's enterprise resource planning (ERP) software. During account activation, students create a password and three security questions. Passwords must include at least one number, one uppercase letter, one lowercase letter, and be eight characters in length. Passwords that include a student's first or last name are not accepted. If necessary, students can reset their passwords by correctly answering all three of their security questions using a secure online system.

Students can access the LMS through the ERP or directly at the host URL using the same credentials. The LMS uses ERP Active Directory installation for authentication via LDAP over VPN. No credentials are stored in the LMS. To ensure the privacy and security of student data, the LMS uses HTTPS for all communication and encrypts all inbound and outbound traffic with 128-bit TLS/SSL.

Additionally, some online instructors require their students to take proctored examinations through automated software or by a live proctor. The software records students taking the exam and requires that the students show photo ID and have a photo taken prior to beginning the exam. Exam recordings are kept for five years. Live proctors require students to verify their identity using an approved photo ID.

Students are not charged any additional fees for identity verification, use of proctoring software, or use of the SFCC Testing Center for proctored examinations. Students who choose to use a proctoring center at a different location may be subject to fees specific to that location.

Standard 2.H – Library and Information Resources

2.H.1 (ER 14) 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 [SFCC Library](#) is currently staffed with four tenured and two part-time librarians, along with one full-time and two part-time classified staff. Librarians provide instruction and support to all in the College community through services which include instruction sessions, embedded-librarian partnerships, creation of learning objects, outreach to faculty and staff, and point-of-need reference service (available 24/7). Library support for students, including information on support and services provided, is shared through SFCC’s [Library](#) webpage. Librarians collaborate with discipline faculty by [liaison area](#) to teach information literacy skills and to introduce students to research sources and methods in their field of study. Librarians use a variety of instructional modalities and forums. Librarians are stationed at the library reference desk during all open-hours and 24/7 chat is accessible through library faculty participation in the [LibAnswers](#) cooperative.)

The SFCC Library consistently [incorporates evidence](#) in decision-making processes regarding collections, including feedback from faculty and students. From 2012 through 2019, the SFCC and SCC Libraries were joined under the CCS District administration. During this time, the libraries participated in the annual revision of the [CCS Libraries Strategic Plan \(2016-2018\)](#) which involved identification of outcomes and key performance indicators. The SFCC and SCC libraries also produced numerous annual [Strategic Program Assessments](#) (SPA) reports - each focused on an aspect of library operations (support for eLearning and Rural Centers, e-resources, collections). The SPA reports were peer-reviewed by a representative user group.

During the 2016-2017 Strategic Program Assessment (SPA) period, CCS Librarians conducted an extensive assessment of collection use by faculty including the extent to which the collection meets their instructional needs ([SPA 2016-2017 Collections](#)). A working Collection Team of SFCC and SCC librarians was formed and charged with developing strategies and procedures to address the SPA findings. The Collection Team proposed a five-step cyclical process of collection management which involves faculty collaboration and supports the day-to-day information needs of faculty and students as well as program review and accreditation ([CCS Library Collection Cycle diagram](#)).

Standardized forms for collecting regular feedback from departments are being developed in order to formalize the evaluation process for trial electronic library resources and existing database subscriptions. e.g., [Faculty Database Evaluation Form](#); [Database Renewal Form](#). Through these efforts, SFCC librarians and library administrators can communicate value, facilitate discussion, and create avenues for collection input and involvement by discipline faculty.

One of the measures utilized to evaluate library collections is the [Collection Development Policy](#). The Collection Team reviewed the CCS Collection Development Policy and noted that it is consistent with industry standards, and the policies of libraries with similar user populations. The Policy has been customized for SFCC curriculum and updated to provide clearer guidance in collection decision making.

Standard 2.1 – Physical and Technology Infrastructure

2.1.1 (ER 15) 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.

Safety

Per [CCS Board Policy](#) 2.30.05 and the associated procedures, the District is committed to the health and safety of its faculty and staff, and to maintaining a safe and efficient workplace that complies with all local, state and federal safety and health regulations, programmatic standards, and with any special safety concerns identified at the unit level.

Aligned with the services and support provided by CCS Facilities, [Environmental Health and Safety](#) (EH&S) is a non-academic service department dedicated to promoting and supporting CCS’s efforts to protect human health, safety and the environment. EH&S, with the administrators, faculty, staff, and students, develops and implements CCS’s safety guidelines and procedures to establish and maintain a safe and healthy college community. EH&S provides consultation and services in the areas of public health, air and water quality, worker health and safety, biohazards, and chemical waste disposal and cleanup.

The safety officers from the CCS District Compliance Office make periodic inspections and meet with faculty and staff in those departments where hazardous materials are used. Information about the hazardous chemicals is reviewed, updated, and made available to sites where the chemicals are used.

Required procedures on the use, storage, and disposal of hazardous materials are outlined in the [Hazard Communication Program](#), [Biosafety for Laboratory Settings](#), [Chemical Hygiene for Laboratory Setting](#), and [Dangerous Waste Management](#) procedure. CCS is committed to furnishing each of its employees with a workplace free from recognized hazards that cause serious injury or death as required in the Washington Industrial Safety and Health Act (WISHA), [RCW Chapter 49.17](#) in accordance with [WAC 296-901](#).

Hazardous materials used in the workplace are labeled, used, and stored according to the manufacturer’s recommendation. Flammable storage cabinets are provided in areas where flammable liquids are present. A Safety Data Sheet (SDS) is maintained online and in paper format for each chemical in use, and employees are trained on the hazards of the chemical before use.

Physical Infrastructure

Serving the entire CCS district, [CCS Facilities](#) is a service organization of over 100 skilled technicians, craftsmen, mechanics, custodians and support staff charged with the responsibility of constructing, operating, maintaining, and improving the buildings and grounds of the Community Colleges of Spokane. SFCC's facilities and grounds are maintained by the department, providing a safe and healthy environment that is conducive to learning and working. SFCC has a dedicated Director of Maintenance Operations, Maintenance Mechanic Supervisor, and Custodial Supervisor serving the needs the needs of the SFCC campus.

[SFCC's Master Plan](#) was approved in 2013 with a [Plan Supplement](#) created in 2019. The district has established procedures for [preventative](#) and [corrective](#) maintenance as well as [building improvement requests](#). The state board allocates funds every biennium for minor improvements and building maintenance and repairs. Corrective maintenance and replacement of equipment unique to programs are funded at the program level, through lab and course fee funds, student technology fee funds, and other sources as available.

All buildings, facilities and grounds meet the accessibility standards set forth by [Americans with Disabilities Act](#).

Technology

Community Colleges of Spokane provides a [comprehensive program](#) of information technologies, including a technological infrastructure and related services to support instruction and learning, student services, and administration; to promote efficient operations and enhance communications; and to provide requisite skills to students and staff. [Chapter 7](#) of the Board of Trustees manual contains policies and procedures committed to standards of accessible technology, acceptable use and security. There are approximately 6,200 desktops and notebooks dedicated to labs, classrooms, faculty and staff across the District. Each campus has [open labs](#) in the library with notebooks and hotspots available for student checkout plus a dedicated computer lab. These computers are available to any student attending the Colleges during the operating hours of the Library. Students have access to computer labs in other buildings as well, such as the Science building computer lab and Mathematics Learning Center.

Campus data servers provide the various academic and administrative services to staff, faculty, and students. Students are provided an e-mail account through a partnership with Microsoft using their Office 365 program. Programming provided by Network Services has enabled automatic creation of these e-mail accounts for all registered students attending SFCC. The Office 365 program provides students with access to all social networking options currently available and access to Office 365 web-based applications (Word, Excel, PowerPoint, etc.) along with 25 GB of cloud-based storage.

Student accounts are created within 24 hours of matriculation so they can use college computers to take care of all their emergent needs, such as applying for financial aid or scheduling testing and advising. These services are available through the student tools menu on the College website. These accounts stay with students throughout their time at CCS. Once enrolled at the College, a student's account provides access to additional computing resources, such as login to campus computers and printing.

New employee accounts are created in conjunction with Human Resources. The employing department is given materials to help the new employee get connected and start learning about the digital College

environment. IT provides a short video orientation to reinforce the most important information about contacting technical help and avoiding malicious technical attacks.

The CSS IT department provides centralized help desk services through its IT Support Center consisting of seven IT staff to support student, faculty, and staff IT needs. All inquiries are routed to a centralized phone number (533-HELP) or e-mail to initiate service requests that are routed to the appropriate technician for managing and documenting all information related to a user request. For after-hours support, IT maintains an IT Support Center portal for students and staff. The portal links to important resources and answers to frequently asked questions.

Funding for technology is secured primarily through a Technology Fee charged to students. Campus technology planning begins with an online survey of students and faculty concerning quality and availability of technology resources. SFCC has a well-defined procedure and schedule that involves faculty, staff, administrators, IT staff submitting IT requests to support the variety of programs at each institution. The requests are then vetted by the SFCC Cabinet, SFCC Student Tech Fee Committee, SFCC Student Senate, before being approved by the CCS Board of Trustees.

Table 5: Technology Fee Fund Balance

Fund Balance	2018	2019	2020
Revenue	\$573,866	\$531,744	\$511,471
Expenses	\$511,780	\$579,915	\$554,787
Net	\$62,086	\$48,171	\$43,316

Department chairs are responsible for engaging their department in the development of a technology plan. To record their department's plan, they use a technology initiative planning worksheet to record specific information about the initiative and what is needed. The worksheets are submitted by each department to the respective dean, who reviews the proposals and prioritizes them from the division perspective. The division technology plans are compiled to create a plan for the entire college. Projects and initiatives are undertaken for various funding sources, according to priority.

Staff PC rotations and plans are developed and funded separately from student needs. Typically, IT staff evaluate college and District staff needs on an annual basis and develop a rotation schedule for management review, which is then adjusted to meet specific needs and priorities. Department budgets, grants, capital projects and special projects are all potential sources that can provide the funding to meet staff and faculty needs.

Appendices



Spokane Falls Community College

Appendices

Standard #	Exhibit Description	Exhibit Link/Placement	ER
STANDARD TWO—GOVERNANCE, RESOURCES, AND CAPACITY			
GOVERNANCE			
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.			
2.A.1	1.50.03 College Administration	Chapter 1 - Governance Organization (spokane.edu)	ER9; ER21; ER22
2.A.1	Board's calendar for reviewing institutional and board policies/procedures	https://ccs.spokane.edu/About-Us/Leadership/Board-of-Trustees/Board-Minutes	
2.A.1	By-laws and Articles of Incorporation referencing governance structure	https://ccs.spokane.edu/About-Us/Leadership/Board-of-Trustees/Policies-Procedures/Chapter1	
2.A.1	SBCTC system governance polices/procedures	https://www.sbctc.edu/colleges-staff/policies-rules/policy-manual/default.aspx	

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.			
2.A.2	Academic Organizational Chart	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.A%20Governance/2.A.2%20Leadership/Academic%20Organization%20Chart.pdf	ER11
2.A.2	Board of Trustees 2.10.04 Personnel Selection	Chapter 2 - Human Resources (spokane.edu)	
2.A.2	CCS Administrative Procedure 2.10.01-A Personnel Selection	2.10.04 – A Personnel Selection (spokane.edu)	
2.A.2	Administrators Organizational Chart	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.A%20Governance/2.A.2%20Leadership/Administrators%20Org%20Chart.pdf	
2.A.2	President's curriculum vitae	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/_layouts/15/Doc.aspx?OR=teams&action=edit&sourcedoc={6AABD06D-553B-4C6A-ACA9-91391DF7D67F}	
2.A.2	Student Affairs Organizational Chart	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.A%20Governance/2.A.2%20Leadership/SFCC_StuAff_OrgCharts_Winter2021.pdf	
2.A.2	Vice President of Learning curriculum vitae	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/_layouts/15/Doc.aspx?OR=teams&action=edit&sourcedoc={2D6EA01E-B5D0-48F2-B4B3-9AAADD46F022}	

2.A.2	Vice President of Student Affairs curriculum vitae	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.A%20Governance/2.A.2%20Leadership/VP SA%20K.%20Sayles%20Resume%20.pdf	
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2.A.3 The institution employs an appropriately qualified chief executive officer with full-time responsibility to the institution. The chief executive may serve as an ex officio member of the governing board(s) but may not serve as its chair.

2.A.3	President's curriculum vitae	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/_layouts/15/Doc.aspx?OR=teams&action=edit&sourcedoc={6AABD06D-553B-4C6A-ACA9-91391DF7D67F}	ER10
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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.

2.A.4	Academic Organizational Chart	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.A%20Governance/2.A.2%20Leadership/Academic%20Organization%20Chart.pdf	ER8
2.A.4	CCS District Committees	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.A%20Governance/2.A.4%20Decision-making%20Structures%20&%20Processes/District%20Committee%20Rosters.pdf	
2.A.4	Governance Steering Committee	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.A%20Governance/2.A.4%20Decision-making%20Structures%20&%20Processes/Governance%20Steering%20Committee.pdf	
2.A.4	Governance Review Report	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.A%20Governance/2.A.4%20Decision-making%20Structures%20&%20Processes/SFCC_Governance_Review_Report.Final6.16.20.pdf	
2.A.4	Summary of Governance Survey	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.A%20Governance/2.A.4%20Decision-making%20Structures%20&%20Processes/Summary%20of%20Governance%20Survey.pdf	
2.A.4	SFCC Committees	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.A%20Governance/2.A.4%20Decision-making%20Structures%20&%20Processes/SFCC_Committees_21-0209.pdf	
2.A.4	Student Affairs Organizational Chart	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.A%20Governance/2.A.2%20Leadership/SFCC_StuAff_OrgCharts_Winter2021.pdf	

Academic Freedom			
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.1	Board Policy 4030 - Academic Freedom	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.B.%20Academic%20Freedom/2.B.1%20Adheres%20to%20Academic%20Freedom/Academic%20Freedom%20pages%20Master%20Contract%202020.pdf	ER16

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.			
2.B.2	Academic Freedom Policies and Procedures	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.B.%20Academic%20Freedom/2.B.1%20Adheres%20to%20Academic%20Freedom/Academic%20Freedom%20pages%20Master%20Contract%202020.pdf	ER16
2.B.2	CCS State Ethics Laws and You	https://ccs.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.10.06_GeneralEthicsForEmployeesOfficers/CCSStateEthicsLawAndYou.pdf	
2.B.2	Employee Freedom of Speech	CCSStateEthicsLawAndYou.pdf (spokane.edu)	
2.B.2	Master Contract	https://ccsnet.ccs.spokane.edu/Human-Resources/CUSTOM-PAGES/Labor-Relations/FINAL-MASTER-CONTRACT-2020.aspx	
2.B.2	Professional Leave Policies and Procedures	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.B.%20Academic%20Freedom/2.B.2%20Defines%20and%20Promotes%20Independent%20Thought/Professional%20Leave%20pages%20Master%20Contract%202020.pdf	
2.B.2	Student Rights & Responsibilities	http://catalog.spokane.edu/StudentRights.aspx?page=PV5	

Policies and Procedures			
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.			
2.C.1	International Students	https://sfcc.spokane.edu/Become-a-Student/I-am-an-International-Student/How-Do-I-Start/Credit-Transfer-and-Foreign-Credit-Evaluation-(1)	ER18

2.C.1	SFCC Credit Policy	http://catalog.spokane.edu/AcademicInformation.aspx?page=PV2	
2.C.1	Transfer of Credit Policies/Reciprocity	http://www.sbctc.edu/resources/documents/colleges-staff/programs-services/transfer/inter-college-reciprocity-policy-2012.pdf	
2.C.1	Transfer Rights & Responsibilities	http://catalog.spokane.edu/TransferProgramOutlines.aspx?page=PV1	
2.C.1	Veterans Transfer	https://sfcc.spokane.edu/For-Our-Students/Student-Resources/Veterans-One-Stop/Getting-Started	

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.			
2.C.2	132Q-10 WAC: Standards of Conduct for Students	https://apps.leg.wa.gov/WAC/default.aspx?cite=132Q-10	ER18
2.C.2	Academic Honesty	https://apps.leg.wa.gov/WAC/default.aspx?cite=132Q-10-210&pdf=true	
2.C.2	Accommodations for Persons with Disabilities	https://ccs.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH3/3.20.01_Accommodations/3-20-01A_Accommodations.pdf	
2.C.2	Disability Services Grievance	https://shared.spokane.edu/ccsglobal/media/Global/FormsA-Z/ccs-5008.pdf	
2.C.2	Disability Services Webpage	https://sfcc.spokane.edu/For-Our-Students/Student-Resources/Disability-Support-Services	
2.C.2	Notice Under the Americans with Disabilities Act	https://sfcc.spokane.edu/About-Us/Public-Disclosures/Right-to-Know/Notice-under-the-Americans-with-Disabilities-Act	
2.C.2	Out of State Online Student Complaints	https://scc.spokane.edu/What-to-Study/Online-Learning/How-Online-Learning-Works#collapse-1-4	
2.C.2	Protection from Discrimination of Protected Classes	https://ccs.spokane.edu/About-Us/Leadership/Board-of-Trustees/Policies-Procedures/Chapter3#AccWE2-3	
2.C.2	Protection from Harassment	https://ccs.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH3/3.30.01_NonDiscrim/3-30-01A_DiscriminationStudent.pdf	
2.C.2	Student Complaint Form for Faculty	https://shared.spokane.edu/ccsglobal/media/Global/FormsA-Z/ccs-30-06-B.pdf	
2.C.2	Student Complaint Form for Non-Faculty Employees	https://shared.spokane.edu/ccsglobal/media/Global/FormsA-Z/ccs-30-06-D.pdf	
2.C.2	Student Concerns Procedure for Faculty	https://shared.spokane.edu/ccsglobal/media/Global/FormsA-Z/ccs-30-06-A.pdf	
2.C.2	Student Concerns Procedure for Non-Faculty Employees	https://shared.spokane.edu/ccsglobal/media/Global/FormsA-Z/ccs-30-06-C.pdf	
2.C.2	Student Rights & Responsibilities	https://ccs.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH3/3.40.01_StudentRights/3-40-01C_RightsResponsibility.pdf	
2.C.2	Title IV Consumer Protection Complaint Process	https://ccs.spokane.edu/About-Us/Public-Disclosures/Right-to-Know/Notification-of-Title-IV-Student-Complaint-Process	
2.C.2	VA GI Bill Feedback	http://benefits.va.gov/gibill/	

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.			
2.C.3	Academic Standards Process	https://sfcc.spokane.edu/Become-a-Student/policies	ER17; ER18
2.C.3	CCS Admitting Policies & Procedures	https://ccs.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH3/3.10.01_Admission/3-10-01A_Admission.pdf	
2.C.3	CCS Placement of Students	https://ccs.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH3/3.10.01_Admission/3-10-01C_PlacementAndAssessment_v2.pdf	
2.C.3	Notice of Non-Discrimination in Vocational Education	https://ccs.spokane.edu/About-Us/Public-Disclosures/Right-to-Know/Notice-of-Non-Discrimination-in-Vocational-Educati	
2.C.3	Placement Guidelines for English Speakers of Other Languages	https://ccs.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH3/3.10.01_Admission/3-10-01E_PlacementForEnglishSpeakersOfOtherLanguages.p df	
2.C.3	Placement Webpage	https://sfcc.spokane.edu/Become-a-Student/SFCC-Testing/SFCC-Placement	
2.C.3	Policies/procedures related to continuation and termination from educational programs including appeal process and readmission policies/procedures (If Catalog, please note specific pages.)"	https://sfcc.spokane.edu/Become-a-Student/policies	
2.C.3	Postsecondary Enrollment Options	https://ccs.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH3/3.10.01_Admission/3-10-01D_PostsecondaryEnrollmentOptions.pdf	
2.C.3	SFCC Admissions Requirements	https://sfcc.spokane.edu/Become-a-Student/Admissions-Requirements	
2.C.3	Underage Admissions	https://ccs.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH3/3.10.01_Admission/UnderageAdmissions.pdf	

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.			
2.C.4	CCS Retention of Student Records	https://apps.leg.wa.gov/RCW/default.aspx?cite=40.14	ER15; ER18
2.C.4	FERPA	http://catalog.spokane.edu/StudentRights.aspx?page=PV2	
2.C.4	IT Security	https://ccs.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH7/7.30.10_ITSecurity/7-30-10A_ITSecurity.pdf	

Institutional Integrity			
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.			
2.D.1	Advertising	CCSnet - Advertising (spokane.edu)	ER8
2.D.1	Advertising Policy 7.10.01	https://ccs.spokane.edu/About-Us/Leadership/Board-of-Trustees/Policies-Procedures/Chapter7	
2.D.1	CCS Graphics and Publications	CCSnet - Graphics & publications (spokane.edu)	
2.D.1	Marketing Department	CCSnet - Graphics, Marketing & PR (spokane.edu)	
2.D.1	Media Inquiries	CCSnet - Media inquiries (spokane.edu)	
2.D.1	Social Media Guidelines	CCSnet - Social media guidelines (spokane.edu)	

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 and grievances are addressed in a fair, equitable, and timely manner.			
2.D.2	CCS Ethics Brochure	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.10.06_GeneralEthicsForEmployeesOfficers/CCSStateEthicsLawAndYou.pdf	ER8
2.D.2	Chancellor's Directive on Mutual Respect & Dignity	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.D%20Institutional%20Integrity/2.D.2%20Ethical%20Standards/Chancellor-Directive%20Mutual%20Respect.pdf	
2.D.2	Classified Collective Bargaining Agreement	https://www.ofm.wa.gov/sites/default/files/public/lab/or/agreements/19-21/wfse_he.pdf	
2.D.2	Faculty Master Contract	https://ccsnet.ccs.spokane.edu/Human-Resources/CUSTOM-PAGES/Labor-Relations/FINAL-MASTER-CONTRACT-2020.aspx	
2.D.2	General Ethics Policy for CCS Employees	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.10.06_GeneralEthicsForEmployeesOfficers/2-10-06A_GeneralEthicsForEmployeesOfficers.pdf	
2.D.2	Non-Fraternization and Consensual Relationships	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.00.00_PersAdmin/2-00-01L_Fraternization.pdf	
2.D.2	Student Rights and Responsibilities	https://ccs.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH3/3.40.01_StudentRights/3-40-01C_RightsResponsibility.pdf	
2.D.2	Whistleblower Complaint	https://ccs.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.10.06_GeneralEthicsForEmployeesOfficers/2-10-06B_WhistleblowerComplaint_09-14-09.pdf	
2.D.2	Your Rights in Being Free from Discrimination, Harassment and Sexual Misconduct - CCS brochure	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.D%20Institutional%20Integrity/2.D.2%20Ethical%20Standards/2019-Your-Rights-in-Being-Free-From-Discrimination.pdf	

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.			
2.D.3	Conflict of Interest in Research and Federally Sponsored Programs	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.10.06_GeneralEthicsForEmployeesOfficers/2-10-06D_ConflictOfInterestFedPrograms.pdf	ER8
2.D.3	General Ethics Policy for CCS Employees	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.10.06_GeneralEthicsForEmployeesOfficers/2-10-06A_GeneralEthicsForEmployeesOfficers.pdf	

Financial Resources			
2.E.1 The institution utilizes relevant audit processes and regular reporting to demonstrate financial stability, including sufficient cash flow and reserves to achieve and fulfill its mission.			
2.E.1	Board Business and Finance Policies	Chapter 5 - Business & Finance (spokane.edu)	ER19
2.E.1	Administrative Procedure - Designated Reserves	5.20.04.A	
2.E.1	Administrative Procedure - Operating Reserves	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH5/5.20.04_Reserves/5-20-04B_OperatingReserves.pdf	
2.E.1	CCS Grants and Sponsored Research	CCSnet - Grants & Sponsored Research (spokane.edu)	
2.E.1	CCSF Audited Financial Statements	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.E%20Financial%20Resources/2.E.1%20Audit%20Processes/CCSF%20Audited%20Financial%20Stmts%2006.30.20.pdf	
2.E.1	Tuition, Fees, and Waivers	Tuition, Fees and Waivers (spokane.edu)	
2.E.1	Washington State Office of Financial Management's State Administrative & Accounting Manual	https://www.ofm.wa.gov/accounting/saam	

2.E.2 Financial planning includes meaningful opportunities for participation by stakeholders and ensures appropriate available funds, realistic development of financial resources, and comprehensive risk management to ensure short term financial health and long- term financial stability and sustainability.			
2.E.2	Administration Procedure Delegation of Authority	1.40.01	ER20
2.E.2	Administrative Policy-Internal Control	Chapter 5 - Business & Finance (spokane.edu)	
2.E.2	CCS Cash Management	https://ccs.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH5/5.20.01_CashMgmt/5-20-01A_CashMgmt.pdf	
2.E.2	CCS Investment Procedures	https://ccs.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH5/5.20.02_Investments/5-20-02A_Investments.pdf	
2.E.2	CCS Use of Debt	https://ccs.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH5/5.20.03_UseOfDebt/5-20-03A_UseOfDebt.pdf	
2.E.2	Central Administration	1.50.02	
2.E.2	Post-Award Grants Management Handbook	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.E%20Financial%20Resources/2.E.2%20Financial%20Planning/Post%20Award%20Handbook.pdf	

2.E.2	Raising Funds for Charitable Purposes	7.05.01-A	
2.E.2	State Administrative and Accounting Manual	SAAM manual	

2.E.3 Financial resources are managed transparently in accordance with policies approved by the institution's governing board(s), governance structure(s), and applicable state and federal laws.			
2.E.3	CCS Business and Finance Office	CCSnet - Business & Finance (spokane.edu)	ER18; ER19
2.E.3	Board of Trustees Policy 5.30.05E Gift Card Purchases and Use	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH5/5.30.05_InternalControl/5-30-05E_GiftCard.pdf	
2.E.3	Board of Trustees Policy 5.10.01A Accounts Receivable	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH5/5.10.10_AcctsRec/5-10-01A_AcctsRcvable.pdf	
2.E.3	Board of Trustees Policy 5.10.01B Allowance for Uncollectible Accounts	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH5/5.10.10_AcctsRec/5-10-01B_AllowanceUncollectible.pdf	
2.E.3	Board of Trustees Policy 5.20.01A Cash Management	https://ccs.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH5/5.20.01_CashMgmt/5-20-01A_CashMgmt.pdf	
2.E.3	Board of Trustees Policy 5.20.01B Agency (Trust) Accounts	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH5/5.20.01_CashMgmt/5-20-01B_AgencyAccts.pdf	
2.E.3	Board of Trustees Policy 5.20.01C Outstanding Checks	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH5/5.20.01_CashMgmt/5-20-01C_OutstandingChecks.pdf	
2.E.3	Board of Trustees Policy 5.20.02A Investments	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH5/5.20.02_Investments/5-20-02A_Investments.pdf	
2.E.3	Board of Trustees Policy 5.20.04A Designated Reserves	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH5/5.20.04_Reserves/5-20-04A_DesignatedReserves.pdf	
2.E.3	Board of Trustees Policy 5.20.04B Operating Reserves	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH5/5.20.04_Reserves/5-20-04B_OperatingReserves.pdf	
2.E.3	Board of Trustees Policy 5.30.05B Capital Assets/Inventory Control	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH5/5.30.05_InternalControl/5-30-05B_CapitalAsset.pdf	
2.E.3	Board of Trustees Policy 5.30.05C Facilities & Administrative Cost Allowance	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH5/5.30.05_InternalControl/5-30-05C_FacilitiesAdminAllow.pdf	
2.E.3	Board of Trustees Policy 5.30.05F Purchasing Good, Equipment, Supplies, & Routine Services	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH5/5.30.05_InternalControl/5-30-05F_PurchasedGoods.pdf	
2.E.3	Board of Trustees Policy 5.30.05H Purchasing Personnel Service & Client Services	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH5/5.30.05_InternalControl/5-30-05H_PersonalClientSvcs.pdf	
2.E.3	Board of Trustees Policy Use of Debt	https://ccs.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH5/5.20.03_UseOfDebt/5-20-03A_UseOfDebt.pdf	
2.E.3	Business and Finance Office Organizational Chart	CFO.aspx (spokane.edu)	

Human Resources			
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.			
2.F.1	CCS Human Resources Policies & Procedures	https://ccs.spokane.edu/About-Us/Leadership/Board-of-Trustees/Policies-Procedures/Chapter2	ER12; ER23
2.F.1	Adjunct Contracts for Administrators	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.00.00_PersAdmin/2-00-01F_AdjunctContractsAdministrators.pdf	
2.F.1	Classified Collective Bargaining Agreement	https://www.ofm.wa.gov/sites/default/files/public/lab/or/agreements/19-21/wfse_he.pdf	
2.F.1	Exempt Contracts	https://ccs.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.40.03_EmploymentContracts/2-40-03A_ExemptContracts.pdf	
2.F.1	Faculty Contracts	https://ccs.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.40.03_EmploymentContracts/2-40-03B_AcademicEmployeeEmploymentContracts.pdf	
2.F.1	Faculty Master Contract	https://ccsnet.ccs.spokane.edu/Human-Resources/CUSTOM-PAGES/Labor-Relations/FINAL-MASTER-CONTRACT-2020.aspx	
2.F.1	Faculty Resources Webpage	https://sfcc.spokane.edu/Employee-Portal	
2.F.1	Non-Represented Classified Staff-Reduction in Force	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.00.00_PersAdmin/2-00-01G_NonRepresentedClassifiedStaffReductionInForce.pdf	
2.F.1	Performance Appraisal	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.00.00_PersAdmin/2-00-01H_PerformanceAppraisal.pdf	
2.F.1	Probationary & Trial Service Periods	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.10.04_PersonnelSelection/2-10-04D_ProbationaryAndTrialServicePeriods_9-14-09.pdf	
2.F.1	Representation Records Request Form	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.90.01_LaborRelations/RepresentationRecordsRequestForm.pdf	
2.F.1	Request for Representation Records	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.90.01_LaborRelations/2-90-01C_RequestForRepresentationRecords.pdf	
2.F.1	Supervisor's Manual for Performance Management	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.00.00_PersAdmin/SupervisorsGuidelineForPerformanceMgmt.pdf	

2.F.2 The institution provides faculty, staff, and administrators with appropriate opportunities and support for professional growth and development.			
2.F.2	CCS Administrative Procedure 2.00.01-B Training & Development	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.00.00_PersAdmin/2-00-01B_TrainingDevelopment.pdf	ER12; ER23
2.F.2	CCSnet Training	https://ccsnet.ccs.spokane.edu/Human-Resources/CUSTOM-PAGES/Training.aspx	
2.F.2	Classified Collective Bargaining Agreement	https://www.ofm.wa.gov/sites/default/files/public/lab/or/agreements/19-21/wfse_he.pdf	
2.F.2	Faculty Master Contract	https://ccsnet.ccs.spokane.edu/Human-Resources/CUSTOM-PAGES/Labor-Relations/FINAL-MASTER-CONTRACT-2020.aspx	

2.F.2	Hagen Center DEI Programming	https://scc.spokane.edu/For-the-Community/Hagan-Foundation-Center-for-the-Humanities/Hagan-Center-Events
2.F.2	Human Resources Training & Development website	https://ccs.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.00.00_PersAdmin/2-00-01B_TrainingDevelopment.pdf
2.F.2	ITALIC Assessment mini-grant awards	https://intranet.sfcc.spokane.edu/default.asp?s=1303&w=186&p=3542
2.F.2	SBCTC Commissions	https://www.sbctc.edu/colleges-staff/commissions-councils/default.aspx
2.F.2	SBCTC Councils	https://www.sbctc.edu/colleges-staff/commissions-councils/default.aspx
2.F.2	SBCTC Professional Development	https://www.sbctc.edu/colleges-staff/my-employment/professional-development.aspx
2.F.2	SFCC Faculty Development Fund	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.F%20Human%20Resources/2.F.2%20Professional%20Development/1.5K%20Fund%20Application%20%20Guidelines.pdf
2.F.2	Teaching Squares Guidelines	Teaching Squares Application - All Documents (spokane.edu)

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.

2.F.3	Academic Organizational Chart	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.A%20Governance/2.A.2%20Leadership/Academic%20Organization%20Chart.pdf	ER12; ER23
2.F.3	CCS Administrative Procedure 2.10.04-A General Standards of Qualifications	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.10.04_PersonnelSelection/2-10-04A_PersonnelSelection.pdf	
2.F.3	CCS Personnel Selection	https://ccs.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.10.04_PersonnelSelection/2-10-04A_PersonnelSelection.pdf	
2.F.3	Classified Collective Bargaining Agreement	https://www.ofm.wa.gov/sites/default/files/public/lab/or/agreements/19-21/wfse_he.pdf	
2.F.3	Faculty Master Contract	https://ccsnet.ccs.spokane.edu/Human-Resources/CUSTOM-PAGES/Labor-Relations/FINAL-MASTER-CONTRACT-2020.aspx	
2.F.3	IPEDS Human Resource Data	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.F%20Human%20Resources/2.F.3%20Employee%20Number%20&%20Qualifications/IPEDS_Human_Resources_Data.pdf	
2.F.3	WAC 131 16-080 Standards of Qualification for Community & Technical College Personnel	https://apps.leg.wa.gov/wac/default.aspx?cite=131-16-080	
2.F.3	WAC 131 16-091 Additional Qualifications in Areas of Specialization	https://apps.leg.wa.gov/wac/default.aspx?cite=131-16-091	

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.			
2.F.4	CCS Administrative Procedure 2.00.01-H Performance Appraisal	https://ccs.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.00.00_PersAdmin/2-00-01H_PerformanceAppraisal.pdf	ER7; ER12; ER23
2.F.4	CCS Supervisor's Guideline to the Performance Management Process: Disciplinary Action Process	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.00.00_PersAdmin/SupervisorsGuidelineForPerformanceMgmt.pdf	
2.F.4	Classified Collective Bargaining Agreement	https://www.ofm.wa.gov/sites/default/files/public/lab/or/agreements/19-21/wfse_he.pdf	
2.F.4	Evaluation Forms and Resources Classified	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.F%20Human%20Resources/2.F.4%20Evaluations/State-of-WA-and-CCS-Performance-Development-Plan-Guide-2016-03.rtf	
2.F.4	Evaluation Forms and Resources Exempt/ Administrators	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.F%20Human%20Resources/2.F.4%20Evaluations/Supervisors%20Guideline%20for%20Exempt%20Performance%20Appraisal.pdf	
2.F.4	Faculty Master Contract	https://ccsnet.ccs.spokane.edu/Human-Resources/CUSTOM-PAGES/Labor-Relations/FINAL-MASTER-CONTRACT-2020.aspx	
2.F.4	Faculty Master Contract Article 5	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.F%20Human%20Resources/2.F.4%20Evaluations/Master%20Contract%20Article%205.pdf	
2.F.4	Tenure Review Committee Handbook	https://ccsnet.ccs.spokane.edu/getattachment/Human-Resources/CUSTOM-PAGES/Evaluation-Forms---Web-applications/2014-Tenure-handbook.pdf.aspx	

Student Support Services			
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.			
2.G.1	Academic Success	https://sfcc.spokane.edu/What-to-Study/Virtual-Campus/Virtual-Assistance/SFCC-Remote-Student-Affairs	ER13; ER14; ER15
2.G.1	Advising	https://sfcc.spokane.edu/For-Our-Students/Getting-Help/Counseling/Academic-Advising	
2.G.1	Athletics Department	https://sfcc.spokane.edu/Athletics	
2.G.1	Betta Gamma Kapa	https://sfcc.spokane.edu/For-Our-Students/Student-Engagement/Clubs-Organizations/Beta-Gamma-Kappa	
2.G.1	Bigfoot Orientation	https://sfcc.spokane.edu/Become-a-Student/New-Student-Orientation	
2.G.1	Career & Transfer Center	https://sfcc.spokane.edu/Career-and-Transfer	
2.G.1	College Spark grant	http://www.dev.sbctc.edu/colleges-staff/programs-services/student-success-center/history-of-washington-guided-pathways.aspx	
2.G.1	Community Engagement	https://sfcc.spokane.edu/For-Our-Students/Getting-Help/Career-and-Transfer-Center/Community-Engagement	

2.G.1	Cost of Attendance	https://sfcc.spokane.edu/How-to-Pay-for-College/How-Much-Does-it-Cost#
2.G.1	Counseling	https://sfcc.spokane.edu/For-Our-Students/Getting-Help/Counseling
2.G.1	Disability Support Services	https://sfcc.spokane.edu/For-Our-Students/Student-Resources/Disability-Support-Services
2.G.1	Financial Aid 101	https://sfcc.spokane.edu/How-to-Pay-for-College/Learn-About-Financial-Aid
2.G.1	For Our Students - Getting Help	https://sfcc.spokane.edu/For-Our-Students/Getting-Help
2.G.1	GP Aligning Direction	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/_layouts/15/Doc.aspx?OR=teams&action=edit&sourcedoc={98EFA3CC-A144-4161-BCE2-8D7D8432AD09}
2.G.1	GP Essential Practices	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/_layouts/15/Doc.aspx?OR=teams&action=edit&sourcedoc={AF53FD9F-BFC3-4822-B4DE-9E1AE5D9F5A0}
2.G.1	GP Work plan	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20One/1.B%20Improving%20Institutional%20Effectiveness/1.B.3%20Planning%20&%20Resource%20Allocation/Guided%20Pathways%20Work%20plan%202020%20.pdf
2.G.1	IT Support Center	https://ccspokane.freshservice.com/support/solutions
2.G.1	MOSAIC Community Resources	https://sfcc.spokane.edu/For-Our-Students/Student-Resources/Mosaic/Community-Resource-Directory
2.G.1	Peer Tutoring	https://sfcc.spokane.edu/For-Our-Students/Getting-Help/Tutoring
2.G.1	Scholarships	https://sfcc.spokane.edu/For-Our-Students/Getting-Help/Career-and-Transfer-Center/Scholarships
2.G.1	SFCC Student Resources	https://sfcc.spokane.edu/For-Our-Students/Student-Resources
2.G.1	Skitch's Food Pantry	https://sfcc.spokane.edu/For-Our-Students/Student-Resources
2.G.1	Smoking on Campus	https://sfcc.spokane.edu/About-Us/Campus-Safety-Parking/Smoking-on-Campus
2.G.1	Specially Funded Programs	https://sfcc.spokane.edu/For-Our-Students/Getting-Help/Specially-Funded-Programs
2.G.1	Student Health Clinic	https://sfcc.spokane.edu/For-Our-Students/Student-Resources/Student-Health-Clinic
2.G.1	Student Leadership	https://sfcc.spokane.edu/For-Our-Students/Student-Engagement/Leadership
2.G.1	Student Life	https://sfcc.spokane.edu/For-Our-Students/Student-Engagement
2.G.1	Student Services	https://sfcc.spokane.edu/What-to-Study/Virtual-Campus/Virtual-Assistance/SFCC-Remote-Student-Affairs
2.G.1	Tutoring: Ask-A-Student	https://sfcc.spokane.edu/For-Our-Students/Getting-Help/Tutoring/Ask-A-Student
2.G.1	Veterans Resources Centers	https://sfcc.spokane.edu/For-Our-Students/Student-Resources/Veterans-One-Stop
2.G.1	Work Study	https://sfcc.spokane.edu/For-Our-Students/Student-Resources/Work-Study-Program

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.			
2.G.2	2020-22 Catalog	http://catalog.spokane.edu/Default.aspx	ER18
2.G.2	Academic Calendar	http://catalog.spokane.edu/2020-2022/AcademicCalendar_2020-2022.aspx	
2.G.2	Academic Program and Courses Information	http://catalog.spokane.edu/TransferProgramOutlines.aspx	
2.G.2	Add, Drop, Withdraw from Classes	https://sfcc.spokane.edu/Become-a-Student/Register-for-Classes	
2.G.2	Admission requirements and procedures	https://ccs.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH3/3.10.01_Admission/3-10-01A_Admission.pdf	
2.G.2	CCS Strategic Plan 2011-21	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/2011-21-Strategic-Plan-Summary.pdf	
2.G.2	Faculty & Administrator Credentials	https://sfcc.spokane.edu/About-Us/Contact-Us/Faculty-Staff-Directory	
2.G.2	Financial Aid	http://catalog.spokane.edu/FinancialAid.aspx	
2.G.2	Grading Policy	http://catalog.spokane.edu/AcademicInformation.aspx?page=PV3	
2.G.2	Institutional Mission	http://catalog.spokane.edu/MissionStatement.aspx?page=PV3	
2.G.2	Refund Policies and Procedures	http://catalog.spokane.edu/TuitionFees.aspx?page=PV5	
2.G.2	Student Rights	http://catalog.spokane.edu/StudentRights.aspx	
2.G.2	Student Rights and Responsibilities	http://catalog.spokane.edu/RightsAndRules.aspx	
2.G.2	Tuition , Fees, and Other Program Costs	http://catalog.spokane.edu/TuitionFees.aspx	
2.G.2	Veteran Affairs	http://catalog.spokane.edu/Veterans.aspx	

2.6.3 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.			
2.G.3	Addiction Studies Course of Study Example	https://sfcc.spokane.edu/What-To-Study/Degree-Description?id=249&ref=/What-to-Study/Education-Social-Behavioral-Science/Addiction-Studies	ER18
2.G.3	CCS Catalog	http://catalog.spokane.edu/CoursesAndPrograms/Default.aspx	
2.G.3	Early Childhood Education Detailed Information	https://sfcc.spokane.edu/What-to-Study/Education-Social-Behavioral-Science/Early-Childhood-Education	
2.G.3	Occupational Therapy Assistant Federal/State Requirements	https://sfcc.spokane.edu/What-to-Study/Health/Occupational-Therapy-Assistant	
2.G.3	What to Study Pathways	https://sfcc.spokane.edu/What-to-Study	

2.6.4 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.			
2.G.4	Application for Financial Aid	https://sfcc.spokane.edu/How-to-Pay-for-College/Get-Started-Apply-for-Financial-Aid	ER18; ER23
2.G.4	Defaults and Repayments	https://sfcc.spokane.edu/How-to-Pay-for-College/Learn-About-Financial-Aid/Defaults-Repayments	
2.G.4	Eligibility Guide	https://sfcc.spokane.edu/How-to-Pay-for-College/Learn-About-Financial-Aid/Am-I-Eligible	
2.G.4	FAFSA Guide	https://sfcc.spokane.edu/How-to-Pay-for-College/Learn-About-Financial-Aid/FAFSA-Guide	
2.G.4	Financial Aid 101	https://sfcc.spokane.edu/How-to-Pay-for-College/Learn-About-Financial-Aid	
2.G.4	Financial Literacy/Financial Wellness	https://sfcc.spokane.edu/How-to-Pay-for-College/Tools-Links/Financial-Wellness	
2.G.4	How Funds are Disbursed	https://sfcc.spokane.edu/How-to-Pay-for-College/Learn-About-Financial-Aid/Receiving-Your-Money-Disbursements	
2.G.4	Tuition Payment Plans	https://sfcc.spokane.edu/How-to-Pay-for-College/How-Much-Does-it-Cost/Paying-Your-Tuition-Payment-Plans	
2.G.4	Veterans Benefits for Family/Dependents	https://sfcc.spokane.edu/For-Our-Students/Student-Resources/Veterans-One-Stop/Benefits-for-Spouces-(MyCAA)	
2.G.4	Veterans GI Bill Method of Payment	https://sfcc.spokane.edu/For-Our-Students/Student-Resources/Veterans-One-Stop/GI-Bill	
2.G.4	Veterans Work Study Facts	https://sfcc.spokane.edu/For-Our-Students/Student-Resources/Veterans-One-Stop/Veteran-Work-Study-Facts	
2.G.4	What is Financial Aid	https://sfcc.spokane.edu/How-to-Pay-for-College/Learn-About-Financial-Aid/What-is-Financial-Aid	

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.			
2.G.5	Defaults and Repayments	https://sfcc.spokane.edu/How-to-Pay-for-College/Learn-About-Financial-Aid/Defaults-Repayments	ER18; ER23
2.G.5	How Much Should I Borrow?	https://sfcc.spokane.edu/How-to-Pay-for-College/Learn-About-Financial-Aid/Grants-(1)/Student-Loans/How-Much-Should-I-Borrow-Creating-a-Financial-Aid	
2.G.5	Student Loan Informational Notifications SB 5022	http://lawfilesexternal.wa.gov/biennium/2017-18/Pdf/Bills/Session%20Laws/Senate/5022-S.SL.pdf#page=1	

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.			
2.G.6	Academic Advising	https://sfcc.spokane.edu/For-Our-Students/Getting-Help/Counseling/Academic-Advising	ER18; ER23
2.G.6	Academic Advising 101 Training	Advising Foundations SFCC – 0004 (instructure.com)	

2.G.6	Advising Syllabus	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.G%20Student%20Support%20Resources/2.G.6%20Academic%20Advising	
2.G.6	Bigfoot Orientation	SFCC Bigfoot Orientation (instructure.com)	
2.G.6	NACADA Advising Core Competencies Model	http://apps.nacada.ksu.edu/conferences/ProposalsPHP/uploads/handouts/2018/C108-H01.pdf	
2.G.6	NACADA and Guided Pathways	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/_layouts/15/Doc.aspx?OR=teams&action=edit&sourcedoc={6EDAC7E1-3665-4B0E-A6D1-7984CAB70519}	
2.G.6	New Student Advising & Registration	SFCC NSAR (instructure.com)	
2.G.6	Running Start New Student Orientation	Running Start Orientation - Spring 2021 (instructure.com)	
2.G.6	Student Advising Lifecycle	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.G%20Student%20Support%20Resources/2.G.6%20Academic%20Advising/Student%20Advising%20Life%20Cycle.pdf	
2.G.6	Student Advising Profile	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.G%20Student%20Support%20Resources/2.G.6%20Academic%20Advising/Student%20Advising%20Profile%20.pdf	

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.

2.G.7	Assessment and Testing	https://sfcc.spokane.edu/Become-a-Student/SFCC-Testing/	ER15; ER18
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Library and Information Resources

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.

2.H.1	CCS Libraries Strategic Plan	http://libguides.scc.spokane.edu/ld.php?content_id=35298670	ER14
2.H.1	CCS Library Collection Cycle Diagram	http://libapps.s3.amazonaws.com/accounts/82098/images/CollectionCycle.jpg	
2.H.1	Collection Development Policy	https://libguides.spokanefalls.edu/ld.php?content_id=55223361	
2.H.1	Database Renewal Form	https://forms.office.com/Pages/ShareFormPage.aspx?id=-v7tDbrQkSgbJiu0LS42uLNwWKBhOdDiMv57gBBJBUNEFWVVEpRMUJESEwyVUJFSDhKR09XOFhRRS4u&sharetoKen=40eJmT65pQRmwjUE9TYi	
2.H.1	Faculty Database Evaluation Form	https://docs.google.com/forms/d/e/1FAIpQLSfGQzcp7LFpM8Om9_WGHjo0MUdtwuPPLdexkR0FEJK7wDEJtA/viiewform	
2.H.1	Liaison Librarians	https://libguides.spokanefalls.edu/faculty/liaisons	

2.H.1	SFCC Library	https://sfcc.spokane.edu/For-Our-Students/Libraries	
2.H.1	SFCC Library Accreditation 2020	https://libguides.spokanefalls.edu/c.php?g=961053&p=7586100	
2.H.1	Strategic Program Assessments	https://libguides.spokanefalls.edu/c.php?g=961053&p=7586127	
2.H.1	Strategic Program Assessments AY1617 Collections	https://libguides.spokanefalls.edu/ld.php?content_id=55203107	

Physical and Technology Infrastructure			
2.I.1 Consistent with its mission, the institution creates and maintains physical facilities 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.			
2.I.1	Accident Prevention Program	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.1%20Physical%20&%20Technical%20Infrastructure/Accident%20Prevention%20Plan%20(APP).pdf	ER15
2.I.1	Americans with Disabilities Act	https://www.dol.gov/general/topic/disability/ada	
2.I.1	Biosafety for Laboratory Settings,	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.30.05_WorkplaceSafety/2-30-05T_BiosafetyForLaboratorySettings.pdf	
2.I.1	Board of Trustees manual Chapter 7	https://ccs.spokane.edu/About-Us/Leadership/Board-of-Trustees/Policies-Procedures/Chapter7	
2.I.1	BOT Policies and Procedures 7.30.01A Accessible Technology	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH7/7.30.01_InfoTech/7-30-01A_AccessibleTechnology.pdf	
2.I.1	BOT Policies and Procedures 7.30.05 Acceptable Use of Information Technology Resources	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH7/7.30.05_AcceptUse/7-30-05A_AcceptableUse.pdf	
2.I.1	BOT Policies and Procedures 7.30.05B Cell Phone/Communications Devices	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH7/7.30.05_AcceptUse/7-30-05B_CellPhones.pdf	
2.I.1	BOT Policies and Procedures 7.30.05C IT Support for Privately-Owned Equipment	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH7/7.30.05_AcceptUse/7-30-05C_ITSupportForPrivately.pdf	
2.I.1	BOT Policies and Procedures 7.30.10A Information Technology Security	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH7/7.30.10_ITSecurity/7-30-10A_ITSecurity.pdf	
2.I.1	BOT Policies and Procedures 7.30.10B Access Controls Over Information Systems	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH7/7.30.10_ITSecurity/7-30-10B_AccessControls.pdf	
2.I.1	BOT Policies and Procedures 7.30.10C Data Governance	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH7/7.30.10_ITSecurity/7-30-10C_DataGovernance.pdf	
2.I.1	Building Improvement Requests	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH6/6.00.01%20FacilitiesSites/6-00-01A_BIR.pdf	
2.I.1	Campus maps	https://sfcc.spokane.edu/About-Us/Contact-Us/Maps	
2.I.1	CCS COVID-19: IT Process Changes	Community Colleges of Spokane Covid-19: IT Process Changes : IT Support Center Portal (M-Th 7:30 - 5:30 and Fri 7:30 to 4:00) (freshservice.com)	
2.I.1	CCS Facilities	https://ccs.spokane.edu/About-Us/Departments/Facilities	

2.I.1	CCS IT Accessibility Plan	Accessibility-Plan.aspx (spokane.edu)
2.I.1	Chemical Hygiene for Laboratory Setting	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH2/2.30.05_WorkplaceSafety/2-30-05D-Chemical-Hygiene.pdf
2.I.1	Corrective Maintenance	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH6/6.00.01%20FacilitiesSites/6-00-01C_CorrectiveMaintenance.pdf
2.I.1	Dangerous/Hazardous Waste Management Procedure	https://chemmanagement.ehs.com/9/8597c3f4-f7ae-402b-b094-d3ae5980767e
2.I.1	Environmental Health and Safety	https://ccsnet.ccs.spokane.edu/Environmental-Health--Safety.aspx
2.I.1	Hazard Communication Program	https://ccsnet.ccs.spokane.edu/Environmental-Health--Safety.aspx
2.I.1	IT Online Forms	Support : IT Support Center Portal (M-Th 7:30 - 5:30 and Fri 7:30 to 4:00) (freshservice.com)
2.I.1	Preventative Maintenance	https://shared.spokane.edu/ccsglobal/media/Global/PDFs/District/Policies/CH6/6.00.01%20FacilitiesSites/6-00-01B_PrevntMaint.pdf
2.I.1	RCW Chapter 49.17	https://app.leg.wa.gov/rcw/default.aspx?cite=49.17.050
2.I.1	SBCTC Facilities Dashboard	Workbook: facilities-dashboard (sbctc.edu)
2.I.1	SFCC Facilities Plan Supplement	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.1%20Physical%20%20Technical%20Infrastructure/2017%20SFCC_Campus-Master-Plan_Supplement_Report_FINAL.pdf
2.I.1	SFCC Master Plan	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.1%20Physical%20%20Technical%20Infrastructure/2013%20SFCC_Camups-Master-Plan_Consolidated_FINAL.pdf
2.I.1	SFCC Virtual Tour	https://sfcc.spokane.edu/About-Us/Contact-Us/Campus-Tours
2.I.1	SFCC Virtual Tour Accessible Version	https://sfcc.spokane.edu/About-Us/Contact-Us/Campus-Tours/SFCC-Virtual-Tour-Home-Accessible-Version/
2.I.1	Sightlines Facilities Utilization Presentation	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/Shared%20Documents/Standard%20Two/2.1%20Physical%20%20Technical%20Infrastructure/Sightlines%20Facility%20Utilization.pdf
2.I.1	Technology Initiative Planning Worksheet	https://communitycollegesofspokane.sharepoint.com/sites/SFCC.Accreditation/_layouts/15/Doc.aspx?OR=teams&action=edit&sourcedoc={F9E936E0-C351-437B-8DEF-F12A98EECE16}
2.I.1	WAC 296-901	https://apps.leg.wa.gov/wac/default.aspx?cite=296-901&full=true
2.I.1	Workplace Safety 2.30.05	https://ccs.spokane.edu/About-Us/Leadership/Board-of-Trustees/Policies-Procedures/Chapter2



Community Colleges of Spokane
Spokane Falls Community College

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