



March 1, 2024

Dr. Chemene Crawford  
President  
Everett Community College  
2000 Tower Street  
Everett, WA 98201

Dear President Crawford:

Attached please find the Fall 2023 Policies, Regulations, and Financial Review (PRFR) Evaluation Committee's review of Everett Community College. The attached review documents areas where the institution was found to be in compliance with the NWCCU Standards for Accreditation and where additional opportunities for improvement exist. Please note that the Year Seven Evaluation of Institutional Effectiveness (EIE) Evaluation Team will receive a copy of this report, as will the NWCCU Board of Commissioners at your EIE evaluation by the Commission in roughly one year's time.

Please address any areas of needed improvement that the PRFR Evaluation Committee has noted as findings in this report in your EIE self-evaluation. Please feel free to reach out to your NWCCU Staff Liaison if you have further questions.

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

- Finding Type 1: Fall 2023 Policies, Regulations, and Financial Review - The following standards are areas substantially in compliance but where improvement is needed. (2020 Standard(s) 2.E.1)

**Type 2: Standards in Need of Onsite Evaluation**

- Finding Type 2: Fall 2023 Policies, Regulations, and Financial Review - The following standards are areas where the Committee identified significant issues, or where the Committee was unable to adequately assess, and recommends the EIE peer evaluation team include evaluator(s) with relevant expertise for review. (2020 Standard(s) 2.G.7)

**Future Evaluations**

- Year 7 - Evaluation of Institutional Effectiveness Fall 2024
  - Finding Type 1: Fall 2023 Policies, Regulations, and Financial Review
  - Finding Type 2: Fall 2023 Policies, Regulations, and Financial Review

Thank you for your commitment to the process of peer evaluation and continuous quality improvement. If you have questions about any of the information in this letter, please contact your staff liaison, Dr. Ron Larsen, at [rlarsen@nwccu.org](mailto:rlarsen@nwccu.org).

Sincerely,

Aaron Christopher  
Vice President for Administration and Finance

cc: Dr. Cathy Leaker, Vice President of Instruction  
Ms. Toraya Miller, Board Chair  
Mr. Michael Meotti, Executive Director, Washington Student Achievement Council



## Peer Evaluation for: Everett Community College

### Standard 2: Governance, Resources, and Capacity

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

---

#### Standard 2.A.1

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

#### Evidence:

- Institutional governance policies and procedures **\_Y\_**
- System governance policies and procedures (if applicable) **\_N/A\_**
- Multiple board governing policies and procedures (if applicable) **\_N/A\_**
- Board's calendar for reviewing institutional and board policies and procedures **\_Y\_**
- Bylaws and Articles of Incorporation referencing governance structure **\_Y\_**

#### Rationale:

EvCC demonstrates an effective governance structure and provides sufficient evidence of compliance with this standard.

#### Standard 2.A.2

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

#### Evidence:

- Leadership organizational chart **\_Y\_**
- Curriculum vitae of executive leadership **\_Y\_**

#### Rationale:

EvCC has an effective system of leadership; documentation provided was very detailed and helpful.

#### Standard 2.A.3

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

#### Evidence:

- Curriculum vitae of President/CEO **\_Y\_**

#### Rationale:

The institution employs an appropriately qualified chief executive.

#### Standard 2.A.4

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

#### Evidence:

- Institutional governance policies and procedures (see 2.A.1) **\_Y\_**



**Rationale:**

EvCC has met the goal of designing and implementing a new shared governance structure, and the Campus Council, which receives input from a wide variety of campus groups, places “equity-mindedness” at the center of its work.

**Standard 2.B.1**

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

**Evidence:**

- Academic freedom policies and procedures (evidence could include samples of negotiated agreements with faculty and/or staff, where appropriate) **\_Y\_**
- Evidence that the students also have academic freedom **\_Y\_**

**Rationale:**

The principles of academic freedom appear in a wide variety of public, student-facing and staff and faculty-facing documents. EvCC has recognized current challenges to academic freedom across the country and is developing a single, clear and relevant policy statement.

**Standard 2.B.2**

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

**Rationale:**

The college presented its evidence on 2.B.1 and 2.B.2 in one section.

**Standard 2.C.1**

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

**Evidence:**

- Transfer of credit policies and procedures **\_Y\_**

**Rationale:**

EvCC provides students and prospective students with substantial and flexible transfer options and resources and is in compliance with the standard.

**Standard 2.C.2**

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

**Evidence:**

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

- Academic honesty **\_Y\_**
- Conduct **\_Y\_**
- Appeals, grievances **\_Y\_**
- Accommodations for persons with disabilities **\_Y\_**

**Rationale:**

EvCC’s policies and procedures relevant to student rights and responsibilities are clear, specific and easily accessible.

**Standard 2.C.3**

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



**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

**Evidence:**

- Policies and procedures for recruiting, admitting, and placing students **\_Y\_**
- Policies/procedures related to continuation and termination from educational programs including appeal process and readmission policies/procedures **\_Y\_**

**Rationale:**

Admission and placement policies allow students to access the institution in a variety of ways according to their current academic standing and preparation.

#### Standard 2.C.4

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

**Evidence:**

- Policies/procedures regarding secure retention of student records, (i.e., back-up, confidentiality, release, protection from cybersecurity issues or other emergencies) **\_Y\_**

**Rationale:**

The evidence provided indicates the institution is in compliance, though the PRFR team notes that materials provided appear to be out of date given the current state of SBCTC systems and the current IT threat environment.

#### Standard 2.D.1

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

**Evidence:**

- Policies/procedures for reviewing published materials (print or websites) that assures institutional integrity **\_Y\_**

**Rationale:**

EvCC maintains policies and procedures for reviewing materials to ensure that they represent the institution clearly, accurately and consistently

#### Standard 2.D.2

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

**Evidence:**

- Policies/procedures for reviewing internal and external complaints and grievances **\_Y\_**

**Rationale:**

EvCC maintains high ethical standards and is engaged in a continuing process to increase campus-wide knowledge of related policies and procedures.

#### Standard 2.D.3

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

**Evidence:**

- Policies/procedures prohibiting conflict of interests among employees and board members **\_Y\_**

**Rationale:**

EvCC's Ethics Policy is thorough and well-documented. While it applies generally to all college officers and employees it would be appropriate for the college to adopt specific language on conflicts of interest on the part of the members of the EvCC Board of Trustees.



### Standard 2.E.1

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

**Team Verification:** Type 1 Finding – (Provided evidence suggests that the institution needs improvement)

**Evidence:**

- Policies/procedures that articulate the oversight and management of financial resources \_Y\_
- Latest external financial audit including management letter \_Y\_
- Cash flow balance sheets \_Y\_
- Audited financial statements \_Y\_
- Tuition and fees, educational, and auxiliary revenue for undergraduate and graduate enrollments \_Y\_
- Significant contracts/grants \_Y\_
- Endowment and giving reports \_Y\_
- Investment revenue \_Y\_

**Rationale:**

The college presented a state audit but not an independent audit. Also, the PRFR team notes the college's goals and current progress regarding reserves. Also, the college presented a state audit but not an independent audit.

### Standard 2.E.2

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

**Evidence:**

- Policies / procedures for planning and monitoring of operating and capital budgets, reserves, investments, fundraising, cash management, debt management, transfers and borrowing between funds \_Y\_
- Sample of meeting agendas, minutes, and/or other documentation as evidence of meaningful opportunities for participation by stakeholders \_Y\_

**Rationale:**

While the college does face some challenges, it is compliant with the standard and is implementing an innovative planning approach that includes the use of a Critical Needs / Strategic Equity Impact Quadrant.

### Standard 2.E.3

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

**Evidence:**

- Description of internal financial controls \_Y\_
- Board approved financial policies, state financial policies, or system financial policies \_Y\_

**Rationale:**

The college is in compliance with this standard and provides easy public access to Board-approved policies on its website.

### Standard 2.F.1

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

**Evidence:**

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

**Rationale:**

EvCC's employment processes and conditions are available through the Policy Library, the Human Resources website and within specific forms and documents.



### Standard 2.F.2

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

**Evidence:**

- Employee professional development policies/procedures   Y

**Rationale:**

EvCC provides funds, procedures and resources for professional development, including the Center for Transformative Teaching and the Corporate and Continuing Education Center.

### Standard 2.F.3

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

**Evidence:**

- Documentation about engagement and responsibilities specified for faculty and staff, as appropriate   Y
- Personnel hiring policy/procedures   Y
- Academic organizational chart   Y
- Administrator/staff /faculty evaluation policies/procedures   Y

**Rationale:**

EvCC is in compliance with this standard and is centering equitable practices in its hiring process via the use of Equity Dimensions.

### Standard 2.F.4

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

**Evidence:**

- Administrator/staff/faculty evaluation policies/procedures   Y

**Rationale:**

The college has clear, well-documented procedures for the evaluation of faculty, staff and administrators.

### Standard 2.G.1

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

**Evidence:**

- Listing of programs and services supporting student learning needs   Y

**Rationale:**

EvCC offers a wide range of appropriate services with a clear focus on equity and student success.

### Standard 2.G.2

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



**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

**Evidence:**

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

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

**Rationale:**

The college publishes a catalog in both web and PDF formats that contains current and accurate information addressed by this standard. Previous catalogs are readily available.

**Standard 2.G.3**

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

**Evidence:**

Samples of publications and other written materials that describe:

- Accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered Y
- Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials Y

**Rationale:**

Information regarding eligibility requirements for licensure or employment is presented in the catalog. The narrative and presentation of information in this section of the report were very helpful to the PRFR team.

**Standard 2.G.4**

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

**Evidence:**

- Published financial aid policies/procedures including information about categories of financial assistance Y
- Information to students regarding repayment obligations Y
- Policies / procedures for monitoring student loan programs Y

**Rationale:**

EvCC provides current and prospective students both necessary and helpful information regarding numerous financial options, using plain language, a variety of formats and many resources in English and Spanish.

**Standard 2.G.5**

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

**Evidence:**

- Published financial aid policies/procedures including information about categories of financial assistance Y
- Information to students regarding repayment obligations Y
- Policies / procedures for monitoring student loan programs Y
- Loan default rate published on website Y



**Rationale:**

The college provided all necessary evidence. Repayment information is presented to students in plain language at several points in the financial aid cycle.

**Standard 2.G.6**

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

**Evidence:**

- Description of advising program, staffing, and advising publications (Student handbook or Catalog; links to webpages – please note specific pages or areas) **\_Y\_**
- Systematic evaluation of advising **\_Y\_**
- Professional development policies / procedures for advisors **\_Y\_**

**Rationale:**

EvCC's academic advisement is firmly rooted in its Guided Pathways implementation; the discussion of the assessment of advising is thoughtful and informative and should be helpful documentation to the college moving forward.

**Standard 2.G.7**

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

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

**Team Verification:** Type 2 Finding – (Insufficient evidence, unable to evaluate)

**Evidence:**

- Policies/procedures for ensuring the student who registers in a distance education course/program is the same student who participates in the course and receives credit **\_Y\_**
- Policies/procedures make it clear that these processes protect student privacy **\_Y\_**
- Notification to students at the time of registration of any additional charges associated with verification procedures **\_N\_**
- Academic policies/procedures for instructors to implement requirements for *regular and substantive interaction* in distance education courses/programs **\_N\_**

**Rationale:**

The college provided a thorough description of their process for ensuring that the distant student is the one who is registered and that the process is secure. The question of notification of charges related to the identity verification process is not addressed. There is no mention of regular and substantive interaction policies (referred to in NWCCU's Distance Education Policy).

**Standard 2.H.1**

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

**Evidence:**

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

**Rationale:**

The college describes a high-functioning and well-organized library that is closely connected to academic programs and focused on student success. The library receives input on planning from a variety of sources and holds monthly planning meetings.





### Standard 2.I.1

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

**Team Verification:** Compliant (Sufficient evidence that indicates compliance)

**Evidence:**

Facilities master plan, including:

- Equipment replacement policies/procedures   Y
- Procedures for assessing sufficiency of physical facilities   Y
- Policies and procedures for ensuring accessible, safe, and secure facilities   Y
- Policies/procedures for the use, storage, and disposal of hazardous waste   Y
- Technology master plan and planning processes   Y

**Rationale:**

This thorough report and substantial collection of evidence indicates that EvCC's physical, technology and safety infrastructure supports the college's mission well.

### Concluding Comments

Everett Community college has presented a thorough, candid and well-documented PRFR report. With the exception of two standards (2.E.1 and 2.G.7) the PRFR team finds the college to be in compliance with all of the standards addressed in this process. The college has extended its significant effort to center equity to the point of viewing some NWCCU standards explicitly through an equity lens (p. 4). This is important work that deserves to be followed and shared. This report covers the span of the pandemic, and it is clear that EvCC takes accreditation seriously and as an opportunity to improve, even in the midst of difficult times.