Policies, Regulations, and Financial Review

Bellevue College

BELLEVUE COLLEGE

March 1, 2025

Prepared for the
Northwest Commission on Colleges and Universities

Table of Contents

Mission Fulfillment

Bellevue College is committed to fulfilling its mission through strategic, data-informed initiatives that prioritize student success and institutional effectiveness. The college's mission, vision, and values were last updated by the Board of Trustees in 2018 (**Policy 1200 College Vision, Core Values, Mission and Core Themes**). Currently, Bellevue College is undergoing a **comprehensive development process** in partnership with the consulting firm EAB, a two-year initiative that will result in a rolling five-year strategic plan. Year one focuses on developing the institutional strategic plan, while year two establishes divisional operational plans aligned with institutional priorities. As part of this process, the Bellevue College Board of Trustees is reexamining the institution's mission, vision, and values, with plans to update them in time for the launch of the strategic plan in fall 2025.

Bellevue College's commitment to mission fulfillment is demonstrated through its intentional navigation of leadership transitions and a steadfast focus on student success. The college's engagement with Achieving the Dream (ATD) has strengthened its student success framework, leading to national recognition. Bellevue College was named an Aspen Top 150 institution last year and, in recognition of its data-driven approach to student success and equity, has been awarded the prestigious Achieving the Dream Leader College designation. This designation underscores Bellevue College's sustained efforts in closing equity gaps, improving student outcomes, and advancing institutional excellence.

Mission

Bellevue College is a student-centered, comprehensive and innovative college, committed to teaching excellence, that advances the life-long educational development of its students while strengthening the economic, social and cultural life of its diverse community. The college promotes student success by providing high-quality, flexible, accessible educational programs and services; advancing pluralism, inclusion and global awareness; and acting as a catalyst and collaborator for a vibrant region.

Vision

Bellevue College is the region's college of choice, based on its excellence, innovation, and national recognition for exemplary programs.

Values

We, the Board of Trustees, faculty, staff, and administration of Bellevue College, place students at the center of all we do and support and promote the excellence of their efforts. We affirm and embody pluralism, value collaboration and shared decision making, and honor creativity and innovation. We consider it our duty to anticipate changing demands in education and welcome the opportunity to shape its future. We acknowledge our responsibility to society and embrace the belief that widespread access to excellent post-secondary education is the cornerstone of a democratic society.

Institutional Leadership

The college has undergone significant leadership changes, with Bellevue College experiencing notable turnover from 2014 to 2024, including interim and acting appointments: eight presidents, two provosts, 30 vice presidents (with one position currently vacant), and five associate vice presidents (with one position currently vacant).

Amid this period of transition, the Bellevue College Board of Trustees tasked Interim President Gary Locke (2020–2023) with organizing the **BC Priorities Project** to provide institutional stability and direction. The resulting **Priorities Report** (June 2022) outlined key recommendations for the board, senior leadership, and the campus community as the college searched for a new president and planned for the next three to five years. These priorities have shaped the college's ongoing efforts to develop a new strategic plan, set for completion in June 2025.

In July 2023, BC welcomed President Dr. David May, whose leadership has emphasized data-informed decision-making, student success, and equity. During his first year as president, Dr. May hired members of a new leadership team, including Dr. Jessica "Jess" Clark as provost and vice president of Academic Affairs, Dr. Judith Hernandez-Chapar, vice president of Student Affairs, and Dr. Jorge de la Torre, vice president of Administrative Services. Together with the rest of President's Cabinet, leadership has focused on addressing challenges identified in the BC Priorities Project: improving the student experience, increasing access, fostering a diverse and inclusive environment, and strengthening external relationships.

Student Success Outcomes

Since 2017, Bellevue College has operated as an Achieving the Dream (ATD) institution. Working within this framework, the college has demonstrated measurable improvements in student outcomes:

- **Retention Rate:** The overall retention rate for the ATD cohort, defined as post-secondary students enrolled in an award-seeking, non-baccalaureate program, increased from 56.3 percent in fall 2022 to 59.4 percent in fall 2023, reflecting significant gains in persistence through proactive advising, expanded support services, and streamlined pathways.
- **Graduation and Transfer Success:** The percentage of students graduating or transferring within four years improved from 52.7 percent for the 2019 cohort to 54.9 percent for the 2020 cohort, signaling progress in removing barriers to completion and support for timely degree attainment.

As part of its ATD efforts, the college has adopted the Guided Pathways framework, aimed at improving student success and reducing barriers to completion. This framework provides a structured approach to help students explore, choose, and complete academic programs efficiently. To better communicate academic options to students, the Bellevue College website has been completely redesigned to emphasize **BC Pathways**, the college's implementation of the Guided Pathways framework. Academic programs have developed course maps to provide clearer guidance, reduce excess credits, and support informed decision-making. These course maps are now accessible through the new website, ensuring that students have the resources they need to navigate their educational journey effectively. (Course map example **Communication Studies: Media**).

The college commits to the ATD framework, and its emphasis on equitable outcomes. BC serves a diverse student population, which reflects the demographics of the surrounding area. As of Fall 2024, 48 percent of students identify as students of color, and 52 percent identify as female. Approximately 31 percent of the college's students are first-generation, underscoring BC's role in expanding opportunities for historically underserved populations. The college continues to build capacity for data-driven decisions, culturally responsive teaching practices, and targeted student support programs.

Institutional Progress

Through strengthened leadership, data-informed strategies, and a constant commitment to equity and student success, Bellevue College continues to fulfill its mission. The college remains focused on providing transformative learning experiences, advancing student achievement, and supporting all members of its community as they pursue pathways to success.

APPENDIX J:
INSTITUTIONAL REPORT CERTIFICATION FORM

Please use this certification form for all institutional reports (Self-Evaluation, Annual, Mid-Cycle, PRFR, Evaluation of Institutional Effectiveness, Candidacy, Ad-Hoc, or Special)

Institutional Report Certification Form

On behalf of the Institution, I certify that:

☑ There was broad participation/review by the campus community in the preparation of this report.

☑ The Institution remains in compliance with NWCCU Eligibility Requirements.

☑ The Institution will continue to remain in compliance throughout the duration of the institution's cycle of accreditation.

I understand that information provided in this report may affect the continued Candidacy or Accreditation of my institution. I certify that the information and data provided in the report are true and correct to the best of my knowledge.

Bellevue College
_____
(Name of Institution)

David May
_____
(Name of Chief Executive Officer)

[signature]
_____
(Signature of Chief Executive Officer)

2/6/2025
_____
(Date)

Governance, Resources, and Capacity

2.A.1. Governance Structure

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.

The **Revised Code of Washington (RCW) 28B.50.140** establishes the powers and duties of the Bellevue College Board of Trustees. The governor appoints five members, who serve staggered five-year terms, and a student trustee, who serves a one-year term (**RCW 28B.50.102 Board of trustees—Student trustee**). All trustees must reside within the college's service area, and no trustee has contractual, employment, or fiscal interests in the college. The board engages in an annual self-evaluation process to ensure its efficacy in several areas.

The board operates in compliance with **WAC 132H-106 Bylaws and Standing Orders of Community College District VIII**. It delegates all powers and duties under **RCW 28B.50.140 Boards of trustees—Powers and duties** to the college president, except those retained by

the board in **BC Policy 1100 Delegation of Authority to the President**. As established in the **Board of Trustee Policy & Governance Manual**, the board functions as a collective body, with no individual trustee acting on behalf of the board unless formally delegated specific authority, which is limited to parameters established by the board.

BC operates as part of the Washington State Board for Community and Technical Colleges (SBCTC) according to **RCW 28B.50.090 College board—Powers and duties.**

Next Steps (Continuous Improvement)

During AY 23–24, the board completed an update of its **Policy & Governance Manual**. For AY 24–25, the board will conduct a focused review and revision of board-related policies **1000**, **1050**, and **1100**. This work is part of the board's active engagement and systematic review in the maintenance of all BC policies.

2.A.1. Evidence

Institutional governance policies and procedures

RCW 28B.50.140 Boards of trustees—Powers and duties

RCW 28B.50.100 Boards of trustees—Generally

RCW 28B.50.102 Board of trustees—Student trustee

BC Policy 1000 Board of Trustees

BC Policy 1050 Organization/Operation Information

BC Policy 1100 Delegation of Authority to President

Bellevue College Board of Trustees Policy & Governance Manual

System governance policies and procedures

RCW 28B.50.050 State board for community and technical colleges

RCW 28B.50.090 College board—Powers and duties

SBCTC Policy Manual

Board's calendar for reviewing institutional and board policies and procedures

Policies and Procedures Audit 2024

Bylaws and Articles of Incorporation referencing governance structure

WAC 132H-106 Bylaws and Standing Orders of Community College District VIII

2.A.2. Institutional Leadership

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.

Bellevue College's nine-member President's Cabinet serves as the college's primary administrative body. It acts in an advisory role to the president and is responsible for policy development, strategic direction, resource allocation, and fostering partnerships that support the college's mission.

The college president leads the cabinet, which includes the provost and vice president of Academic Affairs, six vice presidents (Administrative Services; Community Care and Institutional Transformation; Human Resources; Information Technology Services; Institutional Advancement; and Student Affairs), and the executive director for the President's Office. As seen on the **leadership organization chart**, all members report directly to the president. These leaders work collaboratively with program chairs and supervisors to manage faculty and staff, and support students effectively.

Cabinet members develop annual goals that align with the college's mission and assess divisional achievements. Seven cabinet members are also members of the Strategic Planning Steering Committee, currently developing the college's next strategic plan. The new strategic plan will guide the development of divisional operational plans in AY 25–26. Cabinet meetings occur weekly, following an agenda developed collaboratively by the president, provost, executive director of the President's Office, and the director of operations and executive support for the Provost's Office. Meeting notes, including discussion topics, decisions, and action items, are posted on the employee portal, ensuring transparency and accessibility for campus employees.

Next Steps (Continuous Improvement)

BC's current executive leadership team includes several new hires, and one interim vice president. The president is in his second year at the college, and three vice presidents are still within their first year. To build a cohesive and high-functioning team, cabinet members have focused on leadership development, strengths-based team building, emergency preparedness, and collaboration. As part of these efforts, the cabinet is finalizing a comprehensive **Cabinet Charter** to define shared values, tactical engagement rules, and operational standards.

2.A.2. Evidence

Leadership organizational chart

College Leadership Organization Chart webpage

Curriculum vitae of executive leadership

Dr. David May, President

Dr. Jessica Clark, Provost and Vice President of Academic Affairs

Dr. Judith Hernández Chapar, Vice President of Student Affairs

Dr. Jorge de la Torre, Vice President of Administrative Services

Rodger Harrison, Vice President of Information Technology Services

Dr. Consuelo Grier, Vice President of Community Care and Institutional Transformation

Frances Dujon Reynolds, Vice President of Human Resources

Dr. Michele Lahti, Interim Vice President of Institutional Advancement

Dr. Alicia Keating Polson, Executive Director of the President's Office

Additional evidence

Bellevue College Cabinet Charter

2.A.3. Chief Executive Officer

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.

The Bellevue College Board of Trustees announced the appointment of Dr. David May as the college's seventh president on March 28, 2023, with an effective start date of July 1, 2023. Dr. May's service follows that of former Washington State Governor Gary Locke, interim president 2020–2023.

Dr. May most recently served as interim president of Eastern Washington University (EWU), where he guided that institution through the COVID-19 pandemic. Prior to that role, Dr. May held various leadership roles at EWU, including provost and vice president for Academic Affairs, vice provost for Academic Administration, and associate dean in the College of Social and Behavioral Sciences and Social Work. Dr. May holds a Ph.D. and M.A. in political science from Washington State University and a B.A. in political science from Whitman College. In addition to his administrative expertise, he has an extensive teaching and research record as a professor of political science.

The college president's authority and responsibilities are described in **BC Policy 1100 Delegation of Authority to President.** Dr. May's annual goals are reviewed during the board's summer retreat and are foundational to the president's annual performance evaluation.

2.A.3. Evidence

Curriculum vitae of President/CEO

Dr. David May, President

Additional evidence

BC Policy 1100 Delegation of Authority to President

Presidential Search Profile, 2022–2023

2.A.4. Decision-Making Structures

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.

The Bellevue College Governance system, adopted in 2016, facilitates open and inclusive communication across all college constituencies and communicates recommendations on matters of college-wide concern to the college president. The system focuses on strategic direction, resource acquisition and allocation, and policy development. It excludes areas such as compensation, benefits, working conditions, personnel matters, grievances, and other management issues. The Governance system includes mechanisms to evaluate its effectiveness. All BC faculty, staff, and students are expected to understand and fulfill their roles and responsibilities as outlined in **BC Policy 1210P College Governance (Procedures)** and detailed on the governance section of the employee portal.

Governance operates through constituency councils, functional councils, the BC Assembly, and committees aligned with governance functions. Four constituency councils represent exempt staff, classified staff, faculty, and students, with members elected by their respective groups. Functional councils, composed of appointed members or ex officio participants with subject-matter expertise, are organized around Student Success, Resources and Planning, Infrastructure, and Diversity and Inclusion. These councils are supported by senior leaders from President's Cabinet serving as resource liaisons.

The College Assembly, composed of council chairs and an elected chair, serves as the central body for communication and coordination. It reviews recommendations and proposals from councils and forwards endorsed proposals to President's Cabinet for review and action. This structured process ensures that governance input is formally considered in institutional decision-making. The college supports governance by providing resources, such as a dedicated governance coordinator and notetakers for meetings. This provides support on processes and accurate documentation of all actions.

Next Steps (Continuous Improvement)

During AY 25-26, in honor of the governance system's ten-year anniversary, the college will undertake a comprehensive analysis to ensure continued effectiveness. This process will gather input from stakeholders and include an evaluation of council structures, communication processes, decision-making workflows, and the overall impact of governance on institutional goals.

2.A.4. Evidence

Institutional governance policies and procedures

RCW 28B.50.140 Boards of trustees—Powers and duties

RCW 28B.50.100 Boards of trustees—Generally

RCW 28B.50.102 Board of trustees—Student trustee

BC Policy 1000 Board of Trustees

BC Policy 1050 Organization/Operation Information

BC Policy 1100 Delegation of Authority to President

Bellevue College Board of Trustees Policy & Governance Manual

Additional evidence

BC 1210P College Governance (Procedures)

BC Governance webpage

BC Governance Charter

BC Governance Operating Handbook

Academic Freedom

2.B.1. Academic Freedom

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.

Bellevue College upholds the principles of academic freedom, fostering an environment of intellectual exploration, free inquiry, and open exchange of ideas. This commitment is enshrined in both the **Collective Bargaining Agreement between Bellevue College and the Bellevue College Association of Higher Education (faculty contract)** and **BC Policy 2050 Student Code of Conduct**.

Article 9 of the faculty contract guarantees faculty members freedom of expression and teaching methods. It further guarantees faculty members the right to pursue scholarly inquiry, publish their findings, and present ideas in the classroom without undue restriction or fear of retribution. Should concerns arise regarding course content or speech, BC encourages collaboration between Academic Affairs and the faculty union to address them.

The section that addresses student rights in the student conduct code protects students' rights to "free inquiry, expression, and assembly," and other aspects of academic freedom. Access to campus facilities for expressive activities is established in **BC Policy 6120 Use of Campus Facilities for Expressive Activities** (codified as **WAC 132H-142**). Through these policies, BC protects and promotes vibrant campus discourse.

Next Steps (Continuous Improvement)

BC is currently updating its policy on expressive activities (BC Policy 6120) to protect access to campus facilities for faculty, students, and staff for free expression. The BC Board of Trustees is expected to adopt these revisions in 2025.

2.B.1. Evidence

Academic freedom policies and procedures

Collective Bargaining Agreement between Bellevue College and the Bellevue College Association of Higher Education 2024–2026, Article 9

Evidence that the students also have academic freedom

BC Policy 2050 Student Conduct Code, Statement of Student Rights
(codified as **WAC 132H-126-020**)

BC Policy 6120 Use of College Facilities for Expressive Activities
(codified as **WAC 132H-142**)

2.B.2. Independent Thought

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.

Bellevue College cultivates an environment that actively promotes independent thought and intellectual exploration. These principles are woven throughout the college's communications and documentation. The college's statement of core values "affirm[s] and embod[ies] pluralism, value[s] collaboration and shared decision making, and honor[s] creativity and innovation." Respect for academic freedom is enshrined in **Article 9.3** of the faculty contract and in the statement of student rights in the student conduct code. These rights are shared widely through New Student Orientation, syllabi, and regularly scheduled emails.

The college has established policies to foster an inclusive environment, safeguard diverse perspectives, and allow community members to express their ideas freely. These policies include **BC Policy 4000 Institutional Commitment to Inclusion**, **BC Policy 4050 Cultural Pluralism**, and **BC Policy 4150 Equal Opportunity in Education and Employment**. The goal of these policies is to ensure equal treatment for all students, faculty, and staff, regardless of personal beliefs or philosophies. BC's core value of affirming and embodying pluralism, found in **BC Policy 1200 College Vision, Core Values, Mission and Core Themes**, further strengthens the commitment to independent thought. Beyond policy, the college provides resources for Faculty Commons and all-campus professional development days. The college also supports sabbatical activities that promote faculty exploration of ideas and research. These experiences are shared with the campus community through an annual forum.

Overall, Bellevue College fosters a climate that encourages intellectual curiosity, critical thinking, and the exploration of diverse viewpoints. These principles allow students and faculty members to engage in independent scholarship and confidently share their reasoned conclusions with others.

Next Steps (Continuous Improvement)

Bellevue College plans to expand its annual Sabbatical Symposium, which showcases faculty research and scholarly work each fall. The college will invite community members, sharing BC faculty work more broadly. To further support academic freedom, the college will increase the visibility of relevant policies by incorporating them more explicitly into faculty and student resources, such as course syllabi, student handbooks, and orientation materials. Additionally, the college will conduct a review of existing policies and procedures related to free expression and intellectual engagement to ensure alignment with best practices and evolving educational needs.

2.B.2. Evidence

Academic freedom for faculty and students

Collective Bargaining Agreement between Bellevue College and the Bellevue College Association of Higher Education 2024–2026, Article 9

BC Policy 2050 Student Conduct Code, Statement of Student Rights
(codified as **WAC 132H-126-020**)

BC Policy 6120 Use of College Facilities for Expressive Activities
(codified as **WAC 132H-142**)

Institutional commitments to inclusion and cultural pluralism

BC Policy 4000 Institutional Commitment to Inclusion

BC Policy 4050 Cultural Pluralism

BC Policy 4150 Equal Opportunity in Education and Employment

BC Policy 1200 College Vision, Core Values, Mission and Core Themes

Policies and Procedures

2.C.1. Transfer of Credit

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.

Bellevue College participates in a state-wide system of transfer agreements. This system enables smooth transfer pathways among community and technical colleges and baccalaureate institutions. Transfer policy information can be found on the **State Board for Community and Technical Colleges (SBCTC) transfer webpage** and **Washington Student Achievement Council (WSAC) transfers webpage**. The SBCTC governance system provides these policies, which are adopted and implemented at individual colleges. The relevant Bellevue College policies are listed in the evidence section. The SBCTC's Articulation and Transfer Council, comprised of representatives from SBCTC member colleges, addresses transfer-related issues and trends, such as transfer course acceptance and articulation agreements. Another entity, the Intercollege Relations Commission, a part of the Washington Council on High School-College Relations, works closely with other state agencies to support transfer education in Washington State.

Transfer information is posted on the **Transfer Credits to Bellevue webpage**, which provides guidance on transferring credits from other institutions, prior learning assessment, military credit, and Advanced Placement/International Baccalaureate credit. Academic Advising provides a range of transfer-related tools and services to inform and assist students.

Faculty members and advisors also provide students with regular, program-specific transfer information. Students can track their progress towards degree or certificate programs using the Degree Progress feature in ctcLink. Transfer-in credits, accepted through the official transfer credit evaluation process, are entered into ctcLink and listed in Degree Progress.

Academic Affairs has established and maintains articulation agreements with other two- and four-year institutions, which are posted publicly on the **Articulations & MOU Agreements webpage**. These agreements provide program-related pathways, allowing students to transfer into the college's baccalaureate or associate programs and transfer out to other institutions.

Next Steps (Continuous Improvement)

Student Affairs staff members are currently participating in state-wide discussions to improve the direct transfer agreement. The goal is for students to use their time at BC in the most efficient way to be major ready for transfer. The college is also exploring new avenues for its on-site partnership with Eastern Washington University. These include direct admissions programs and new articulation agreements from BC's BAS degrees into EWU applied master's degree programs.

2.C.1. Evidence

Transfer of credit policies and procedures

SBCTC Transfer Webpage

Washington Student Achievement Council Transfers Webpage

BC Policy 3050 Credit Hours and Credit Load

BC Policy 3120 Transfer and Course Substitution Credit

BC Policy 3150P Exceptions to Degree or Certificate Requirements (Procedures)

Transfer Credits to Bellevue College Webpage

Articulations & MOU Agreements Webpage

2.C.2. Student Rights and Responsibilities

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

The rights and responsibilities of Bellevue College students are governed by the student conduct code (**BC Policy 2050,** codified as **WAC 132H-126**). Students can find information regarding academic dishonesty, appeals, complaints, academic disputes (grievances), and accommodations for persons with disabilities on the college website (see links in evidence section).

Students may raise general or academic complaints through either formal or informal processes. They may also request assistance from staff, instructors, deans, or department chairs in accordance with applicable policies and procedures. Relevant policies and procedures are listed in the evidence section below.

Information on student rights and responsibilities, the Family Educational Rights and Privacy Act of 1974 (FERPA), and the student conduct code is covered as part of BC's new student orientation. A notice of student confidentiality and records pertinent to FERPA is available on the **Public Disclosure webpage**.

Next Steps (Continuous Improvement)

Student Affairs will be conducting an annual review of the student conduct code and discrimination policies to ensure compliance with changing Title IX regulations and other federal laws.

2.C.2. Evidence

Academic honesty

BC Policy 2050 Student Conduct Code (codified as **WAC 132H-126-100(4)**)

Conduct

BC Policy 1440 Discrimination, Harassment and Retaliation

BC Policy 2050 Student Conduct Code (codified as **WAC 132H-126-100 Prohibited student conduct**)

Report Concerns webpage

Appeals, grievances

BC Policy 1450 General Complaint Resolution

BC Policy 1450P General Complaint Resolution (Procedures)

BC Policy 1447P Sex Discrimination Resolution (Procedures)

BC Policy 2050 Student Conduct Code (codified as **WAC 132H-126-130 Appeal from disciplinary action**)

BC Policy 2400P Tuition and Fee Waivers (Procedures)

BC Policy 3000P Grade Dispute (Procedures)

BC Policy 3200P Academic Standing (Procedures)

BC Policy 7200 Student Financial Debts

Accommodations for persons with disabilities

Disability Resource Center

BC Policy 2500 Accommodations for Students with Disabilities

BC Policy 2500P Accommodations for Students with Disabilities (Procedures)

Additional evidence

Public Disclosure webpage

2.C.3. Admission and Placement

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.

BC Policy 2200 Admission Rules, and its associated procedures, **2200P** govern Bellevue College admissions, including criteria for general admission, selective admission programs, international education, underage admission, and conditions for revoking admission. Students can find admission requirement information for individual programs on their specific webpages or in the course catalog.

As part of its ATD initiative, BC has expanded its methods to establish English and math student placement prior to registration. These methods include standardized tests, placements made at other institutions, evaluation of completed coursework, guided self-placement for English, and evaluation of college transcripts. All placement information can be found on the **Placement & Testing Services webpage**. The placement process and enforced prerequisite requirements ensure that students are prepared for their classes.

An applicant becomes a student at the time of admission to the college. Admitted students are subject to **BC Policy 2050 Student Conduct Code,** which describes termination from programs, appeals, and readmission processes. Students must meet minimum academic standards as stated in **BC Policy 3200 Student Academic Standing**, and its associated procedures, **3200P**. BC also offers the one-time opportunity to remove low grades from a GPA through **BC Policy 3210 Academic Renewal** and its associated procedures, **3210P**.

Next Steps (Continuous Improvement)

BC is working to create a more seamless experience between admission processes, which are regulated by the state board, and enrollment in courses. For example, Student Affairs is continuously evaluating its New Student Orientation and New Student Enrollment. As part of its Achieving the Dream initiative, Student Affairs has set a goal of having all students complete their first-year experience within their first two quarters.

2.C.3. Evidence

Policies and procedures for recruiting, admitting, and placing students

BC Policy 2200 Admission Rules

BC Policy 2200P Admission Rules (Procedures)

BC Policy 2250P Registration (Procedures)

BC Policy 2300P Establishing Residency for Tuition and Fee Purposes (Procedures)

BC Policy 3110 Academic Credit for Prior Learning

BC Policy 3110P Academic Credit for Prior Learning (Procedures)

Enrollment Information in Course Catalog

Policies/procedures related to continuation and termination from educational programs including appeal process and readmission policies/procedures

BC Policy 2050 Student Code of Conduct

BC Policy 3200 Academic Standing

BC Policy 3200P Academic Standing (Procedures)

BC Policy 3210 Academic Renewal

BC Policy 3210P Academic Renewal (Procedures)

2.C.4. Student Records

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.

Bellevue College has established policies and procedures to protect student privacy and securely maintain critical student data, such as transcripts and financial transactions. Student records are stored in Washington's statewide ctcLink (Peoplesoft) system, backed up daily by the State Board for Community and Technical Colleges (SBCTC), and recoverable in case of emergency. Records from other sources, such as transfer transcripts, are stored on a local server, secured in compliance with **BC Policy 5250 Information and Data Security**. Records are maintained according to **WAC 434-662** Preservation of Electronic Public Records and the SBCTC's retention schedule.

All employees, including student workers, are required to complete either **faculty** or **staff** Family Education Rights and Privacy Act (FERPA) training upon hire. No student information, other than student directory information, is released to a third party unless specifically allowed under FERPA. Students may request in writing that no disclosure of their information, including directory information, may be released. FERPA guidance is published on the college's **FERPA webpage** and **Public Disclosure webpage**.

A list of BC policies and procedures that govern the security of student records is provided in the evidence section below.

Next Steps (Continuous Improvement)

Student Affairs and Information Technology Services will continue to monitor federal guidance on FERPA and work closely together to protect student data. To strengthen compliance efforts, the college will review and update its policies and procedures as needed to align with evolving state and federal regulations. The college will assess its existing FERPA training process to ensure all employees, including student workers, receive timely and comprehensive instruction on confidentiality and data security best practices.

2.C.4. Evidence

Policies/procedures regarding secure retention of student records

WAC 434-662 Preservation of Electronic Public Records

FERPA webpage

Public Disclosure webpage

BC Policy 2550 Federal Privacy Act: Disclosure of Social Security Numbers

BC Policy 2600P Disclosure of Student Information—FERPA (Procedures)

BC Policy 5250 Information and Data Security

BC Policy 5260 Security Breach Notification

BC Policy 5260P Security Breach Notification (Procedures)

BC Policy 6880 Student Records

BC Policy 6900 Records and Email Retention

BC Policy 6900P Records and Email Retention (Procedures)

Additional evidence

FERPA Training for Staff

FERPA Training for Faculty

Institutional Integrity

2.D.1. Institutional Representation

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.

Bellevue College representation is guided by **BC Policy 6650 Official Public Communications and Social Media**, and its associated procedures, **6650P**, and **6550P Posting of Literature on Campus (Procedures)**, which define processes for releasing information about the college to the public and posting materials. Institutional Advancement coordinates all college public communications, with responsibility for accuracy and consistency of information shared by all college personnel. Staff delegated by the college president to maintain or enforce college policies and procedures follow the provisions in **BC Policy 1250 College Policies and Procedures**. To meet the college's standards for branding and accessibility, college employees follow the guidelines for publishing posted in the **Publication and Style Guide**.

The college's website and course catalog communicate information about programs and services to students and the broader public, including information about degrees and certificates. The course catalog is updated annually. These updates undergo a rigorous review and approval process through the Curriculum Office, 30+ reviewers across campus, and the associate vice president of Academic Affairs, before being published to the public-facing

website by April 1. Staff within individual programs link to the current catalog for curriculum information to ensure accuracy. College news is linked from the Bellevue College homepage. Emergency notifications are displayed directly on the homepage. Employees and students who have been issued college email accounts are automatically subscribed to BC Alerts and receive notifications via email; they may opt-in for text alerts. The college complies with the federal Student Right-to-Know Act by publishing required information in the **course catalog** and the website.

Next Steps (Continuous Improvement)

Institutional Advancement has completed phase one of its website redesign, which added Guided Pathways information, 100 percent mobile responsive configurations, and stringent accessibility guidelines. Through 2026, the department will revise department and division webpages and provide required training for website managers, highlighting content best practices such as plain language and accessibility guidance.

2.D.1. Evidence

Policies/procedures for reviewing published materials that assures institutional integrity

BC Homepage

Course Catalog 2024–2025

BC Policy 1250 College Policies and Procedures

BC Policy 6550P Posting of Literature on Campus (Procedures)

BC Policy 6650 Official Public Communications and Social Media

BC Policy 6650P Official Public Communications and Social Media (Procedures)

BC Publication and Style Guide

Plain Language Guidance webpage

2.D.2. Ethics and Complaints

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.

Bellevue College maintains high ethical standards through its policies, employee training, and the work of the Human Resources Department (HR). New employees undergo ethics training within the first three months of hire on relevant state law and BC policies. Additional policies (listed below) and communications describe how complaints are addressed. HR and Information Technology Services ensure that employee and student issues are managed confidentially and in compliance with FERPA. Employees receive an annual email related to ethics, and the state provides training and ethics information to new trustees.

Ethical guidance for students is provided by the **BC Student Conduct Code (BC Policy 2050)**. Faculty receive regular reminders about how to handle student conduct issues through in-person outreach sessions, the quarterly Know-It-All email update, the annual security report, and other communications.

BC's ethics officer, the vice president of HR, is notified when concerns arise and is responsible for taking appropriate action. HR seeks to resolve complaints at the earliest opportunity and the lowest level. Response to formal complaints and grievances are handled as prescribed by BC policies and collective bargaining agreements (listed below). The Title IX Office works with HR to protect employees, students, and visitors from sexual and gender-based discrimination and address complaints. BC has mechanisms to report bias and hate incidents—found on the **Report Concerns webpage**—and to manage their resolution.

Next Steps (Continuous Improvement)

BC Policy 4250 Standards of Ethical Conduct is under revision to better define conflict of interest and require employees to disclose outside employment. A board of trustees vote on this policy is anticipated in June 2025.

2.D.2. Evidence

Policies/procedures for reviewing internal and external complaints and grievances

Report Concerns webpage

BC Policy 1440 Discrimination, Harassment and Retaliation

BC Policy 1440P Discrimination, Harassment and Retaliation (Procedures)

BC Policy 1447 Sex Discrimination

BC Policy 1447P Sex Discrimination (Procedures)

BC Policy 1447P2 Employee Sex Discrimination Discipline (Procedures)

BC Policy 1447P3 Pregnancy and Related Conditions and Parenting Students (Procedures)

BC Policy 1450 General Complaint Resolution

BC Policy 1450P General Complaint Resolution (Procedures)

BC Policy 1460 Bias and Hate Related Procedures and Protocols

BC Policy 2050 Student Conduct Code

Collective Bargaining Agreement By and Between The Board of Trustees of Bellevue College and the Bellevue College Association of Higher Education (faculty contract), Article 30—Grievance Procedure

Collective Bargaining Agreement, The State of Washington and Washington Federation of State Employees Higher Education Community College Coalition (WFSE HE CCC), Article 30—Grievance Procedure

Collective Bargaining Agreement, The State of Washington and Washington Public Employees Association Higher Education (WPEA), Article 30—Grievance Procedure

Additional evidence

WA State RCW 42.52 Ethics in Public Service

BC Policy 4250 Standards of Ethical Conduct

BC Policy 4350 Honoraria

BC Policy 4350P Honoraria (Procedures)

BC Policy 4400 Acceptable Use of State Resources

2.D.3. Conflicts of Interest

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.

Bellevue College has adopted policies to prohibit conflicts of interest. The Washington State Ethics in Public Service Act (RCW 42.52) applies to all state employees. Relevant BC policies are listed in the evidence section. New hires are required to attend an ethics training provided by the Washington State Executive Ethics Board; employees retake this training at least once every 36 months.

In-person training and **online resources for trustees**, including ethics information, are provided by the State Board for Community and Technical Colleges (SBCTC). The Washington State Office of the Governor also has online ethics training for state agency appointees and a **Boards and Commission Membership Handbook**. In addition, trustees file annual personal financial affairs reports with the **Washington State Public Disclosure Commission**.

Next Steps (Continuous Improvement)
BC Policy 4250 Standards of Ethical Conduct is under revision to better define conflict of interest and require employees to disclose outside employment. A board of trustees vote on this policy is anticipated in June 2025.

2.D.3. Evidence
Policies/procedures prohibiting conflict of interests among employees and board members

BC Policy 4250 Standards of Ethical Conduct

BC Policy 4350 Honoraria

BC Policy 4350P Honoraria (Procedures)

BC Policy 4400 Acceptable Use of State Resources

BC Policy 4450 Family Relationships

SBCTC Trustee Resources

Washington State Office of the Governor Boards and Commissions Membership Handbook

Financial Resources

2.E.1. Audits and Reporting

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.

Bellevue College uses an accounting model that complies with state law and the State Board for Community and Technical Colleges (SBCTC) system. The college's financial practices, including auditing and reporting, are dictated by the **State Administrative & Accounting Manual (SAAM)**. The Washington State Auditor's Office (SAO) evaluates the college's financial operations and statements, and their assessment is included in BC's annual financial report. These audits focus on the reliability and material correctness of reported financial data and consider processes and report preparation. These audits have reviewed the integrity of the financial data as the college converted to the ctcLink system.

In January 2023, the SAO performed an **accountability audit (SAO Accountability Audit Report 2017–2021)**, which assessed the college's adherence to state policies from AY 2017 to AY 2021. The Finance Office regularly reviews internal controls and compliance with college policies and procedures.

Budget reports are presented to the board of trustees quarterly. These **reports** detail operating revenues and expenditures and the anticipated ending operating margin. The board receives annual reporting on the end of year final operating margin and the final audited financial statements.

Additional reporting is made to the Integrated Postsecondary Education Data System (IPEDS) containing financial, enrollment and supplemental information. Financial data is prepared and submitted as part of the financial statement to the Corporation for Public Broadcasting in support of BC's KBCS license and related CPB grants. Audited financial data is submitted to the state to be combined with other agencies in Washington's Annual Comprehensive Financial Report.

Next Steps (Continuous Improvement)

Bellevue College is actively working to strengthen its audit and risk management processes. The position of internal control auditor has been vacant but is being filled, with an expected hiring date by the end of March 2025. This role will provide dedicated support for internal audits and risk assessments, improving the college's ability to proactively identify and address financial and compliance risks.

2.E.1. Evidence

Policies and procedures that articulate the oversight and management of financial resources:

BC Policy 1150 Contract and Signature Purchasing Authority

BC Policy 1150P Contract and Signature Purchasing Authority (Procedures)

BC Policy 7050 Signators for the College

BC Policy 7100 Investment of District Funds

BC Policy 7110 Reserve and Contingency Fund

BC Policy 7120 Debt Service Limit

BC Policy 7350P Cash Collection (Procedures)

BC Policy 7450 Commercial Activity

BC Policy 7450P Commercial Activity (Procedures)

Latest external financial audit including management letter

Audited Financial Statement FY 2023

Management Representative Letter March 29, 2024

Cash Flow Balance Sheets

Cash Flow Net Positions

Audited financial statements

Audited Financial Statement FY 2020

Audited Financial Statement FY 2021

Audited Financial Statement FY 2022

Tuition and fees, educational, and auxiliary revenue for undergraduate enrollments

Tuition and Fees, Educational, and Auxiliary Revenue for Undergraduate Enrollments 2019–2023

Significant contracts/grants

Grant History

Endowment and giving reports

Foundation Financial Audit

Investment revenue

Investment Income—Cash Flows

Note 3—Deposits and Investments

Additional evidence

SAO Accountability Audit Report 2017–2021

Board Report Presentation 2023–2024

2.E.2. Financial Planning

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 Bellevue College Board of Trustees delegates responsibility for financial operations to the college president through **BC Policy 1100 Delegation of Authority to President.** As part of BC's commitment to broad-based participation in college decision-making, BC Governance may send advisory recommendations to the college president on topics including financial and budgetary matters, as described in **BC Policy 1210P College Governance (Procedures)**. College policies and procedures that address financial planning and budget development are listed in the evidence section below.

The budget development process at BC includes opportunities for all constituencies to make budget requests and provide input. For example, during AY 2023–2024 President's Cabinet opened opportunities for campus teams to submit budget focus requests. These requests were then evaluated and prioritized by the area vice president and multiple advisories, including the Budget and Resource Advisory Committee (BRAC) and the Resource and Planning Council (RPC). Both BRAC and the RPC are comprised of members from exempt, classified, and faculty employment categories. BRAC conferred with each vice president on requests, then provided recommendations to President's Cabinet. Once budget priorities were identified, they were presented to campus in the Budget Townhall.

Financial projections are based on conservative assumptions about enrollment projections, state allotments and earmarks, investment income, and gifts. Enrollment projections are made with program input and revised quarterly. The college has seen enrollment increases, measured against pandemic period declines, resulting in a positive impact on financial health and an increasing operating margin. BC tracks demographic models that project a decline in birth rates and graduating classes and uses long range planning to prepare. The Finance Office monitors a range of other factors related to financial planning. Continued inflation of the cost of construction services and materials may require additional resources for deferred maintenance and major projects. Funding errors at the state level and anticipated state budget deficits will require budget recalibrations. As required by the board of trustees, the college maintains a reserve of 25 percent of annual operating expenses. These reserves ensure sound financial health in the event of an unforeseen drop in revenues or funding.

Next Steps (Continuous Improvement)

Administrative Services is engaged with the college-wide process to create a new strategic plan and align budget priorities to support the plan. The Finance Office plans to develop meaningful metrics to assess the impact of various investments on student outcomes and staff retention.

2.E.2. Evidence

Policies/procedures for planning and monitoring of operating and capital budgets, reserves, investments, fundraising, cash management, debt management, transfers and borrowing between funds:

BC Policy 7100 Investment of District Funds

BC Policy 7110 Reserve and Contingency Fund

BC Policy 7120 Debt Service Limit

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

Board Report Presentation 2023–2024

Budget and Resource Advisory Committee (BRAC) Budget Development Scorecard 2023–2024

BRAC Cumulative List Budget Requests

BRAC Sample Minutes, January 21, 2024

BRAC Sample Minutes, February 12, 2024

BRAC Update Presentation, January 21, 2024

Budget Townhall Financial Report Presentation 2024–2025

College Budget 2023–2024 Board Item

2.E.3. Financial Management

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.

As a Washington state agency, Bellevue College adheres to the terms of the Washington Budget and Accounting Act (**Title 42.88 RCW**); and the policies and practices found in the **State Administrative and Accounting Manual (SAAM)** and the **ctcLink Accounting Manual (CLAM).**

The Bellevue College Board of Trustees delegates responsibility for financial operations to the college president through **BC Policy 1100 Delegation of Authority to President**. The college encourages broad-based participation in decision-making, including financial and budgetary matters, through the BC Governance system. In keeping with **BC Policy 1210P College Governance (Procedures)**, this system sends advisory recommendations to the president. College policies that address financial planning and budget development are listed in the evidence section.

The college is committed to transparency of resource management. The executive director of Finance provides quarterly financial reports to the board of trustees, and President's Cabinet regularly engages in budgetary discussions around priorities and forecasting. Audited financial statements are available on the **Public Disclosure webpage (Financial Report section)** of the college website. College staff consider several factors when preparing the budget: maintaining operations and adequate reserves, meeting debt service requirements, fulfilling the terms and conditions of employment contracts, maintaining capital assets, and preserving resources for contingencies and for opportunities.

The college follows internal control practices defined in the State Accounting & Audit Manual. Internal controls are monitored through the Finance Office, which also publishes training and resources on the employee portal. These include accounting guidelines, forms, budget authority, account codes, ctcLink training, and reminders.

Next Steps (Continuous Improvement)

The position of internal control auditor to support audit and risk management has been vacant, but the college is currently hiring to refill it.

2.E.3. Evidence

Description of internal financial controls

State Administrative and Accounting Manual (SAAM)

Board approved financial policies, state financial policies, or system financial policies

BC Policy 1150 Contract and Signature Purchasing Authority

BC Policy 1150P Contract and Signature Purchasing Authority (Procedures)

BC Policy 7050 Signators for the College

BC Policy 7100 Investment of District Fund

BC Policy 7110 Reserve and Contingency Fund Policy

BC Policy 7120 Debt Service Limit

BC Policy 7350P Cash Collection (Procedures)

BC Policy 7450 Commercial Activity

BC Policy 7450P Commercial Activity (Procedures)

State Administrative and Accounting Manual (SAAM)

ctcLink Accounting Manual (CLAM)

Human Resources

2.F.1. Conditions of Employment

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.

All Bellevue College employees receive an electronic contract that describes their conditions of employment at the time of hire. These include title, salary terms, and any other negotiated provisions. All employees attend the New Employee Orientation, which provides an overview of conditions of employment, rights and responsibilities, and other information about working at the college. All employees receive copies of their position description, which includes essential functions, responsibilities, competences, qualifications, and physical requirements. Employees can also access the Human Resources section of the employee portal, which posts employee handbooks, collective bargaining agreements, and other information.

The college maintains human resources policies and procedures on its **Policies and Procedures webpage**. These cover ethical conduct, performance evaluations, accommodations for disabilities, telecommuting, and provisions for equal opportunity.

Classified staff members and faculty members receive training on their collective bargaining agreements each time a new agreement is signed and periodically after to ensure they are aware of their rights as represented employees.

Supervisors at the college can access recommended training in topics such as performance management, workplace issues, position descriptions, hiring, and managing leaves. Exempt and classified employees and their supervisors engage in a performance review process, conducted at least annually. This provides an opportunity to discuss work assignments, performance, and needed support or development. HR has processes to review positions if responsibilities change to determine if positions should be reclassified or promoted to a higher level.

Next Steps (Continuous Improvement)
Using input from peer institutions within the SBCTC system, the college is planning on revising its faculty evaluation process around the ATD framework, creating a more equity-centered and data-informed evaluation system. BC has nominated a faculty member for the 2025–2026 NWCCU Mission Fulfillment Fellowship to lead this work.

2.F.1. Evidence
Human resource policies/procedures

Human Resources section of the Policies and Procedures webpage

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

Collective Bargaining Agreement between Bellevue College and the Bellevue College Association of Higher Education (faculty contract) 2024–2026
>   **Article 6**—Faculty Participation in College Governance
>   **Article 9**—Academic Freedom
>   **Article 10**—Materials Ownership
>   **Article 16**—Workload and Faculty Responsibilities

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

BC Policy 4100 Equal Employment Opportunity Affirmative Action Policy

BC Policy 4150 Equal Opportunity in Education and Employment

BC Policy 4250 Standards of Ethical Conduct

BC Policy 4400 Acceptable Use of State Resources

BC Policy 4500 Drug Free Environment

BC Policy 4650 Reasonable Accommodations (Disabled Employees)

BC Policy 4700 Employee Development and Training

BC Policy 4700P Employee Development and Training (Procedures)

BC Policy 4750P Classified Staff Performance Evaluation (Procedures)

BC Policy 4760 Exempt Employee Performance Evaluation

BC Policy 4760P Exempt Employee Performance Evaluation (Procedures)

BC Policy 4900 Employee Retirement

BC Policy 4920 Exempt Renewal and Termination

BC Policy 4950 Separation from Employment

Collective Bargaining Agreement between Bellevue College and the Bellevue College Association of Higher Education (faculty contract) 2024–2026

> **Article 7**—Faculty Rights
>
> **Article 16**—Workload and Faculty Responsibilities
>
> **Article 17**—Personnel Policies
>
> **Article 24**—Tenure
>
> **Article 25**—Tenured, ELI/OLS Lead, and Temporary Full Time Faculty Evaluation
>
> **Article 26**—Adjunct Faculty Review and Evaluation
>
> **Article 27**—Discipline
>
> **Article 28**—Dismissal
>
> **Article 30**—Grievance Procedure

Collective Bargaining Agreement, The State of Washington and Washington Federation of State Employees Higher Education Community College Coalition (WFSE HE CCC)

> **Article 2**—Non-Discrimination
>
> **Article 3**—Workplace Behavior
>
> **Article 4**—Hiring and Appointments
>
> **Article 6**—Performance Evaluation
>
> **Article 9**—Training and Employee Development
>
> **Article 42**—Classification

Collective Bargaining Agreement, The State of Washington and Washington Public Employees Association Higher Education (WPEA)

> **Article 2**—Non-Discrimination
>
> **Article 3**—Workplace Behavior
>
> **Article 4**—Hiring and Appointments
>
> **Article 6**—Performance Evaluation
>
> **Article 9**—Training and Employee Development
>
> **Article 42**—Classification

2.F.2. Professional Development

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

Bellevue College provides a wide range of training opportunities for all employees to support their professional growth. The college employs a talent development director, who coordinates college-wide training and offers individual and group coaching to employees. BC also funds appropriate training from outside vendors for specific goals and employee groups.

BC Policy 4700 Employee Development and Training, and its associated procedures, **4700P**, describe training and funding options. Additional information is available in the collective bargaining agreements for faculty and for members of the two classified unions (WFSE and WPEA) (see links in evidence section). The Classified and Exempt Staff Professional Development Committee, composed of representatives from those groups, organizes an HR-funded annual professional development day. Classified employees also convene a scholarship committee. HR manages a budget dedicated to supporting exempt employee professional development. All employees have access to a LinkedIn learning subscription that offers many topics for technical, strategic, leadership, management, and soft skill development and tracks employee participation. Exempt and classified staff are encouraged to discuss professional development activities and needs as part of their annual performance review.

Academic Affairs, Student Affairs, and the Office of Community Care and Institutional Transformation have collaboratively launched a year-long leadership development program in partnership with Arbinger—Outward Leadership, engaging 35+ leaders in developing leadership strategies focused on accountability, collaboration, and institutional change. The college has also implemented Gallup Strengths-Based Leadership Training, beginning with cabinet members and expanding through Academic Affairs and Student Affairs and divisions. The training is supported by an in-house facilitator who leads workshops on leveraging individual and team strengths for professional and institutional growth.

BC makes substantial resources available to faculty members for professional development, scholarships, research, and artistic creation. BC also encourages and supports faculty members to keep current within their disciplines and shares information about professional organizations, meetings and conferences, courses and workshops, research materials, and college-based professional development events, with funding available in some cases. The faculty contract (**Article 23**) requires the allocation of resources in several professional development categories for both full- and part-time faculty, such as an annual professional development allocation distributed through academic divisions. Sabbatical leaves, as described in **Article 22**, provide an opportunity for faculty to pursue state-supported scholarship and research. The faculty contract also requires the college to provide financial and administrative support to the **Bellevue College Faculty Commons**, which offers faculty members a variety of professional development opportunities as well as workspace. These include the Developing Instructor Academy, which helps faculty refine their teaching practices; traing in High 5 Teaching, which fosters inclusive and effective pedagogy; and Teaching Squares, a peer-observation program that encourages reflective teaching and professional growth.

Employees also have access to professional development opportunities provided by the SBCTC, which offers free training on leadership, governance, instructional innovation, and equity-centered practices. These statewide programs supplement the college's internal professional development offerings and provide employees with access to best practices and emerging trends in higher education.

Next Steps (Continuous Improvement)

Human Resources is exploring ways to scale leadership development initiatives, such as Outward Leadership training, across the college. The college is further developing Crucial Conversations, providing communication strategies that support effective leadership and conflict resolution. BC is also engaged in future-focused professional development efforts through its involvement with Achieving the Dream (ATD). A sub-group within ATD is examining training opportunities that align with institutional goals, including strategies for fostering equitable student success, leadership development, and instructional innovation.

2.F.2. Evidence

Employee professional development policies/procedures

BC Policy 4700 Employee Development and Training

BC Policy 4700P Employee Development and Training (Procedures)

Collective Bargaining Agreement between Bellevue College and the Bellevue College Association of Higher Education (faculty contract) 2024–2026

> **Article 22**—Sabbatical Leave
>
> **Article 23**—Professional Development

Collective Bargaining Agreement, The State of Washington and Washington Federation of State Employees Higher Education Community College Coalition (WFSE HE CCC)

> **Article 9**—Training and Employee Development

Collective Bargaining Agreement, The State of Washington and Washington Public Employees Association Higher Education (WPEA)

> **Article 9**—Training and Employee Development

Additional evidence

Bellevue College Faculty Commons

2.F.3. Staffing Capacity and Qualifications

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.

Bellevue College employs qualified faculty, exempt administrators, and classified employees to fulfill all aspects of its mission, operations, and academic programs. Each area vice president collaborates with the managers in their areas to assess staffing needs, ensuring that resources align with institutional priorities and operational demands. The process evaluates gaps in services, workload distribution, and emerging needs. When positions become vacant, leadership reviews whether to refill the role or reallocate resources to better support college-wide functions and strategic goals.

BC's mission emphasizes teaching excellence, which is achieved by hiring qualified full-time and part-time faculty. All instructors meet **WAC 131-16-091** requirements for community college instructors, as well as requirements for their disciplines, which often exceed the state's minimum standards. The college conducts a national search for all tenure-track faculty positions. Full-time faculty members establish and implement academic objectives and serve in program leadership roles. Each discipline area includes at least one full-time instructor or employee.

Detailed position descriptions for exempt and classified positions are reviewed and approved by Human Resources (HR) staff. They include a summary of the position, core competencies, essential functions, and typical duties, as well as minimum and preferred qualifications. Before filling a vacancy, President's Cabinet evaluates if the position continues to serve the needs of the college.

BC is an equal opportunity employer as expressed in **BC Policy 4100 Equal Employment Opportunity Affirmative Action**. HR oversees the hiring process and requires that all screening committee members and hiring managers attend hiring process training. All candidates for exempt and classified positions are interviewed by a screening committee. The committee evaluates qualifications and recommends finalists to the hiring manager. Background checks are performed on candidates prior to hire. HR has developed a **Recruitment and Selection Guide 2024** for committees and hiring managers. HR staff participate in local, regional, and national professional associations and trainings to keep recruitment and benefit policies and procedures current; comply with federal and state law; and ensure the use of industry-accepted best practices in HR management. Performance evaluation processes for faculty, administrators, and classified employees ensure that qualified personnel are serving in all positions.

Next Steps (Continuous Improvement)

Bellevue College is in the first year of using a web-based tool to improve the evaluation process and communication across employee groups. The college is focused on achieving 100 percent adoption for exempt employees and will assess its effectiveness before determining expansion to other employee groups. Future efforts will include evaluating additional modules that address planning, goal setting, and professional development tracking. The college continually refines its hiring and recruitment practices to meet evolving institutional needs.

2.F.3. Evidence

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

Work at Bellevue College webpage

Collective Bargaining Agreement between Bellevue College and the Bellevue College Association of Higher Education 2024–2026

> **Article 16**—Workload and Faculty Responsibilities
>
> **Article 17**—Personnel Policies
>
> **Article 29**—Reduction in Force
>
> **Appendix B**—Criteria for Tenure Evaluation
>
> **Appendix B2**—ELI Lead Faculty
>
> **Appendix B3**—Counseling Faculty

Personnel hiring policy/procedures

BC Policy 4100 Equal Opportunity Affirmative Action

BC Policy 4150 Equal Opportunity in Education and Employment

BC Recruitment and Selection Guide 2024

Faculty Recruitment Checklist 2024

Adjunct Faculty Recruitment Checklist 2024

Staff Recruitment Checklist 2024

Academic organizational chart

College Leadership Organization Chart, showing Academic Affairs

Administrator/staff/faculty evaluation policies/procedures

BC Policy 4750P Classified Staff Performance Evaluation (Procedures)

BC Policy 4760 Exempt Employee Performance Evaluation

BC Policy 4760P Exempt Employee Performance Evaluation (Procedures)

Collective Bargaining Agreement between Bellevue College and the Bellevue College Association of Higher Education (faculty contract) 2024–2026

> **Article 25**—Tenured, ELI/OLS Lead, and Temporary Full Time Faculty Evaluation
>
> **Article 26**—Adjunct Faculty Review and Evaluation
>
> **Appendix B**—Criteria for Tenure Evaluations

WPEA Collective Bargaining Agreement, Article 6—Performance Evaluation

WFSE Collective Bargaining Agreement, Article 6—Performance Evaluation

2.F.4. Employee Evaluations

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.

Administrators at Bellevue College engage in a collaborative performance review and evaluation process for all exempt and classified employees guided by the BC policies listed in the evidence section. Human resources (HR) staff monitor the evaluation completion ratio and provide regular reports to supervisors to ensure all full-time employees are evaluated at least once a year. Performance evaluations are secured in each employee's electronic file along with any updated job descriptions. HR provides training on **performance evaluations**, coaching, and other relevant topics.

Article 24—Tenure of the **Collective Bargaining Agreement By and Between The Board of Trustees of Bellevue College and the Bellevue College Association of Higher Education 2024–2026** (faculty contract) describes the process for new tenure track faculty. Self, student, peer, and administrative evaluations; class observations; review of course materials; and documentation of professional development, college and community service, and individual scholarship and governance contributions are all considered when evaluating a candidate for tenure.

Article 25—Tenured, ELI/OLS Lead, and Temporary Full Time Faculty Evaluation describes how faculty performance is reviewed over a three-year period. Appendix B of the faculty contract details evaluation criteria, and Appendix B1 describes the expectations for faculty rank. Throughout the three-year cycle, deans continuously monitor faculty evaluations and improvement plans.

Part-time faculty are reviewed and evaluated according to Article 26 of the faculty contract, which describes the frequency and inputs of the performance review process. Part-time faculty members receive evaluation feedback with recommendations to improve performance and referrals to additional training through Faculty Commons or eLearning if appropriate.

Next Steps (Continuous Improvement)

The college and faculty union are discussing revisions to the faculty evaluation process to focus evaluation criteria on teaching effectiveness and professional growth and enhance mentoring opportunities. **BC Policy 4760 Exempt Employee Performance Evaluation** will be revised to increase the frequency of exempt evaluations to biannual. To improve the evaluation process, BC has adopted a new web-based HR platform, currently in its first year of implementation. This tool tracks all aspects of the evaluation process and is intended to improve communications between supervisors and employees.

2.F.4. Evidence

Administrator/staff/faculty evaluation policies/procedures

BC Policy 4750P Classified Staff Performance Evaluation (Procedures)

BC Policy 4760 Exempt Employee Performance Evaluation

BC Policy 4760P Exempt Employee Performance Evaluation (Procedures)

Collective Bargaining Agreement between Bellevue College and the Bellevue College Association of Higher Education (faculty contract) 2024–2026

Article 25—Tenured, ELI/OLS Lead, and Temporary Full Time Faculty Evaluation

Article 26—Adjunct Faculty Review and Evaluation

Appendix B—Criteria for Tenure Evaluations

WPEA Collective Bargaining Agreement, Article 6—Performance Evaluation

WFSE Collective Bargaining Agreement, Article 6—Performance Evaluation

Additional evidence

Performance Management Training for Supervisors

Coaching and Counseling Training for Supervisors

Student Support Resources

2.G.1. Effective Learning and Student Supports

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.

Bellevue College maintains effective learning environments and provides support services, which promote student success and help the institution address equity gaps. The college provides safe, accessible, and technologically advanced facilities, designed to meet the diverse needs of its students. Buildings are designed to high sustainability standards and to meet or exceed requirements of the Americans with Disabilities Act. In keeping with the college's mission of open access, campus spaces address the needs of all students (for example, the provision of gender-neutral bathrooms).

Classrooms, study spaces, and outdoor areas are configured to promote individual and collaborative learning. Classrooms are equipped with instructional technology, such as digital projectors, video conferencing capabilities, and high-speed internet access. Recognizing the evolving needs of students, BC has implemented hybrid learning strategies, including the creation of hyflex classrooms that permit seamless instruction to both in-person and remote students.

Beyond physical spaces and technology, BC offers a wide range of student support services. These services include academic advising, tutoring, counseling, and career services as well as special learning services and spaces, such as the Rise Learning Institute, Center for Career Connections & the Women's Center, eLearning Office, and XR Lab. Through this comprehensive support, BC empowers students to achieve their academic and personal goals.

Next Steps (Continuous Improvement)

BC is furthering its efforts to provide inclusive learning environments by conducting regular assessments of classroom configurations, facilities, and instructional technologies. These assessments are designed to identify and meet the needs of a diverse student population. The college will be monitoring technology use and providing faculty training on new systems.

2.G.1. Evidence

Listing of programs and services supporting student learning needs

Campus Services & Activities webpage

Academic Success Center

RISE Learning Institute

Center for Career Connections & the Women's Center

2.G.2. Publication of Information

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.

Bellevue College publishes current and accurate information for students and other stakeholders through its **catalog**, website, and printed material. The **Policies and Procedures** and **Student Central** webpages provide links to key information.

Institutional mission

Institutional Mission webpage

Catalog: Institutional Mission

Admission requirements and procedures

Admission & Aid webpage

Catalog: Admissions

BC Policy 2200 Admission Rules and associated procedures, **2200P**

BC Policy 2250P Registration (Procedures)

Grading policy

BC Policy 3000 Grading

Catalog: Grading

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

Academic Programs & Pathways webpage

Catalog: Programs of Study

Catalog: List of Courses

BC Continuing Education Info

Names, titles, degrees held, and conferring institutions for administrators and full-time faculty

Webpage (sample: English)

Catalog: Faculty & Administration

Rules and regulations for conduct, rights, and responsibilities

BC Policy 2050 Student Conduct Code (Statement of Student Rights)

Reporting, Rights and Resources for Students webpage

Tuition, fees, and other program costs

Tuition Rates by Year, Credits, Course Type, and Residency Status webpage

Student Financial Services webpage

Description of Fees webpage

Refund policies and procedures for students who withdraw from enrollment

Tuition and Fee Refunds webpage

Opportunities and requirements for financial aid

Financial Aid webpage

Academic calendar

Academic Calendar webpage

2.G.3. Program Licensure and Employment Requirements

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.

Bellevue College provides current and accurate licensure and professional information for all relevant degrees. This information is readily accessible to prospective and current students through official program webpages, the **course catalog**, printed materials, academic advisors, and program staff. Prospective students are also informed of any selective admissions processes for specific programs or special requirements to enter a profession. Programs with specialized accreditations are noted on the **Discipline-Specific Accreditation webpage**.

The college communicates professional information in multiple ways. For example, Allied Health provides information about **Certification vs. Licensure** on its webpage. Examples of information for Allied Health's Medical Assistant-Certified certificate, the Associate Degree in Nursing, and the Radiation Therapy BAS are listed below.

Next Steps (Continuous Improvement)

Bellevue College is developing a centralized online resource hub to consolidate licensure and certification information for all programs. This site will provide up-to-date requirements and links to program-specific webpages for students. To ensure that information is accurate and user-friendly, Academic Affairs plans an annual survey every spring to identify discrepancies or challenges to finding information on this topic.

2.G.3. Evidence

Samples of publications and other 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

Course Catalog 2024–2025

Catalog page for Nursing AAS-T showing eligibility requirements for licensure

Associate Degree in Nursing Student Handbook, p. 33

Allied Health program webpage showing requirements for Medical Assistant—Certified professional certification

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

Allied Health Professional Certification for Allied Health Certificate, Certification, and Licensure Information

Allied Health Certification vs. Licensure webpage

Radiation Therapy program webpage with information about the profession

Additional evidence

Discipline-Specific Accreditation webpage

2.G.4. Financial Aid

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

The Bellevue College Financial Aid Office offers various financial aid programs to degree-seeking students, including federal, state, and college aid, as well as BC Foundation scholarships. The **Financial Aid webpage** provides information about funding options and how to apply, including deadlines and eligibility criteria. Financial aid application deadlines are included in the college's online calendar. Staff members conduct workshops to help students with the application process and answer questions about programs and eligibility requirements. Additional sources of information are listed in the evidence section below.

Financial aid applicants can check the status of their application and confirm the receipt of documents in ctcLink. Once students have been awarded aid, ctcLink displays the types and amounts awarded by quarter. The Financial Aid Office notifies students of upcoming dates, deadlines, and general information through a quarterly email.

The Financial Aid Office uses a file review process to reduce manual work, errors, and file processing time. This process automatically compiles critical information from each student's Free Application for Federal Student Aid (FAFSA), Washington Application for State Financial Aid (WASFA), and ctcLink records. The office uses ctcLink to create monitoring reports, to ensure accurate financial aid awards.

Next Steps (Continuous Improvement)
The Financial Aid Office is developing partnerships with community-based organizations for financial aid outreach and education.

2.G.4. Evidence

Published financial aid policies/procedures including information about categories of financial assistance

Financial Aid Webpage

Financial Aid Types Webpage

Apply for Aid Webpage

Bellevue College Financial Aid Information (2023–2024)

Financial Aid Forms Library

Information to students regarding repayment obligations

BC Policy 7200 Student Financial Debts (codified as **WAC 132H-122-010**)

Financial Wellness webpage, including information about iGrad & ECMC Solutions

Student Notification Regarding Repayment Sample Letter

Policies/procedures for monitoring student loan programs

Financial Aid Processing Sheet 2024–2025

Cohort Default Rate

Apply for a Federal Direct Student Loan webpage, scroll down for cohort default rate

2.G.5. Loan Repayment

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.

Bellevue College participates in the William D. Ford Federal Direct Loan program and complies with Department of Education federal regulations regarding student eligibility and requirements prior to fund disbursement. The Financial Aid Office tracks student eligibility for aid through ctcLink, which accesses eligibility information from the federal processor. Students are made aware of loan repayment obligations prior to receiving loan funds through the federally required online loan entrance counseling session and at the time they exit the college through the federally required online loan exit counseling session. BC follows federal requirements to notify students who do not complete the required online version.

The Financial Aid webpage provides general information about census date, refunds, and repayment requirements. The Financial Aid Office determines the eligibility of students to receive federal, state, and institutional aid, including loans, when processing a student's file for the current or upcoming academic year. The office tracks student class withdrawals.

The Financial Aid Office monitors students to ensure they meet attendance and academic progress requirements. If the office determines that a student owes a repayment of funds received, the student is notified by a standardized notification sent to the student's BC email address. The notification includes detailed information regarding withdrawal and repayment.

The college regularly monitors its loan default rate and reviews the student loan default list sent by the U.S. Department of Education to ensure the accuracy of the default rate.

Next Steps (Continuous Improvement)

Student Affairs closely monitors the legislative framework for financial aid to serve students and comply with all regulations.

2.G.5. Evidence

Published financial aid policies/procedures including information about categories of financial assistance

Financial Aid Webpage

Financial Aid Types Webpage

Apply for Aid Webpage

Bellevue College Financial Aid Information (2023–2024)

Financial Aid Forms Library

Information to students regarding repayment obligations

BC Policy 7200 Student Financial Debts (codified as **WAC 132H-122-010**)

Financial Wellness webpage, including information about iGrad & ECMC Solutions

Student Notification Regarding Repayment Sample Letter

Policies/procedures for monitoring student loan programs

Financial Aid Processing Sheet 2024–2025

Cohort Default Rate

Apply for a Federal Direct Student Loan webpage, scroll down for cohort default rate

2.G.6. Academic Advising

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.

Academic advising at Bellevue College is mostly administered by academic advisors and program managers. Faculty members provide ad hoc advising for students requiring additional support. Entry advisors are available to assist new students. Cohort-specific advising is offered through programs such as TRiO Student Support Services, the Puente Program, Umoja Scholars, Economic and Workforce Development, the Office of International Education, baccalaureate degree programs, and the Center for High School Programs. All requirements for degrees and certificates are available in the online catalog and through program maps.

Academic advising supports students to identify educational and career goals, select coursework, and access information about transfer pathway guides, degree completion worksheets, and other resources. All students are encouraged to create their own education plans and offered support through Academic Affairs and Student Affairs. The First-Year Seminar course, which is required for most transfer degrees, assists students with their plans. New Student Orientation and mandatory first-term advising sessions for certificate and associate degree-seeking students help students identify clear academic pathways and advisor points of contact early in their academic journey. BC has refined its advising system through initiatives such as Achieving the Dream and the adoption of the TargetX CRM system.

All BC advisors hold at least a baccalaureate degree, with most having earned a master's degree. Advisors receive training that includes onboarding, weekly team meetings, supervisory 1:1s, and ongoing professional development at the college and at conferences. Advisors collaborate with BC faculty chairs and transfer-in institution representatives to provide accurate guidance. Academic Advising convenes quarterly meetings to provide coordination within the BC advising community on curricular, programmatic, and other relevant information.

Next Steps (Continuous Improvement)

Bellevue College is committed to a long-term, systemic overhaul of its academic advising structure as one of the proposed primary goals within its Achieving the Dream initiatives. This effort aims to create a more cohesive, student-centered advising model across all programs and student populations. To support this transformation, BC is currently developing a faculty coaching program, in which faculty will mentor second-year students to connect their academic experiences to career goals. The college is also designing a portal so students can easily access and track their education plans and progress. To enhance communications, the Curriculum Advisory Committee has approved a non-voting membership role for Academic Advising. To assess the effectiveness of these efforts, Student Affairs is partnering with the Office of Effectiveness, Research, and Analytics to develop a more robust system to evaluate academic advising. The department is also working with the IT Change Management Office to assess entry advising services and the commonality of advising across campus.

2.G.6. Evidence

Description of advising program, staffing, and advising publications

Admission Assistance webpage

Academic Advising webpage

Programs of Study, Catalog

University Transfer Support webpage

Degree & Certificate Completion Worksheets webpage

BC Pathways

New Student Orientation and New Student Enrollment webpage

Schedule an Advising Appointment webpage

Welcome Center

Systematic evaluation of advising

Meeting agenda and sample of board of trustees' **quarterly report on ATD implementation,** including education plan completion.

New Student Enrollment Review Presentation 2024

A systematic plan for advising evaluation is in process (see Next Steps)

Professional development P&Ps for advisors

Onboarding Plan for Academic Advisor

2.G.7. Distance Identity Verification

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.

All new Bellevue College students apply for general admission through the Washington State Community and Technical College Online Admission Application Portal managed by the State Board for Community and Technical Colleges (SBCTC). This application requires the input of personal information to verify an applicant's identity. Students new to the SBCTC system are then issued a unique identification number (ctcLink ID) and are prompted to create a secure password and set up dual-factor authentication. Students use their ctcLink ID and other personal information to create a NetID—a set of login credentials—used for BC email and access to college technology such as the Canvas learning management system. Students have secure access to their personal NetID, which they manage online. Students can request tech support from the ITS service desk website. Several programs, including business transfer, math, and science, require proctored exams, either on-campus or via an approved online proctoring service. On-campus testing does not require additional charges. Bellevue College offers limited placement and testing services on the main campus.

The college complies with all U.S. Department of Education requirements for regular and substantive interactions during online courses. All faculty who teach online must complete **Online Excellence Teaching Academy** modules that address this requirement.

Next Steps (Continuous Improvement)

Bellevue College continues to refine its **training for online teaching,** making sure that all faculty, both full- and part-time, are equipped to implement best practices for student authentication and engagement in distance education courses. The college evaluates emerging technologies and best practices related to authentication, security, and privacy standards.

2.G.7. 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 received credit.

BC Policy 2050 Student Conduct Code
(codified as **WAC 132H-126-100(4) Academic Dishonesty**)

BC Policy 5150 Acceptable Use of Information Technology

BC Policy 5150P Acceptable Use of Information Technology (Procedures)

TDX Knowledge Base article on NetID and Password

TDX Knowledge Base article on Multi-Factor Authentication

Policies/procedures make it clear that these processes protect student privacy

BC Policy 2550 Federal Privacy Act: Disclosure of Social Security Numbers

BC Policy 2660P Disclosure of Student Information—FERPA (Procedures)

Notification to students at the time of registration of any additional charges associated with verification procedures

Bellevue College does not charge for on-campus test proctoring.

Academic policies/procedures for instructors to implement requirements for regular and substantive interaction in distance education courses/programs

Online Excellence Teaching Academy, section on regular and substantive interaction

Additional evidence

Logging into Canvas information webpage

Library and Information Resources

2.H.1. Library and Information Resources

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 Bellevue College Library's mission statement describes how it supports the college's mission through an emphasis on student-centered services, lifelong learning, and teaching excellence. The Library continually assesses its policies, services, and collections to fully serve the college's instructional programs and provide equitable and inclusive learning experiences and resources. The **BC Library Five-Year Strategic Plan (2024–2028)** describes six goals established by the BC Library to fulfill its mission, including the goal of maintaining physical and digital collections, and promoting Open Educational Resources and other textbook-access initiatives. **BC Policy 3550 Library Media Center** provides information about services and fines.

As seen in the **Library organization chart**, the Library employs six full-time and two part-time faculty librarians; five full-time and two part-time staff members; 8–12 student employees; and an associate dean, who holds a Ph.D. in library science. All faculty librarians hold graduate degrees in library science, and staff members fully meet the criteria for their positions. Library employees are organized to support the college's academic programs and services: a faculty specialist for BAS programs, coordinators for library instruction, reference, and circulation services, and an acquisitions and technical services specialist. The Library is supported by the **Library Standing Committees** and **Library Advisory Committee**.

The **BC Library Collections Budget 2024–2025** shows permanent library funding, as well as additional BAS database resources provided twice on a three-year basis with the potential for renewal. In response to the impact of price increases on the book budget, BC has allocated an additional $25,000 in the permanent budget for book purchases. **Collection Development Guidelines** provide direction for developing and evaluating the BC Library's offerings. To support students, who take courses in various modalities, the BC Library builds collections that can be accessed both on- and off-campus, with a mix of electronic resources, books, and other print-based materials. Recreational reading interests are also considered. **Databases** provide 24/7 access to full-text journals, trade magazines, newspapers, e-book collections, statistical data, technical reports, anatomical images, films, and encyclopedias. As BC has added BAS degrees, books and databases have been added to support those programs. Library faculty regularly evaluate databases and other resources annually through usage statistics, consultation with appropriate faculty, currency, and campus interests. Additional materials can be accessed through **InterLibrary Loan services**. The BC Library also works closely with the **King County Library System,** one of the busiest library systems in the U.S., to ensure a broad range of resources.

The BC Library supports student learning in several ways. Library faculty regularly engage faculty across the college. Library faculty offer instructional services that include course module creation within Canvas, specialized guides to resources, and instruction sessions, held in-person or online. Library faculty are assessed through evaluation forms, available to all students, with results used for coaching and evaluation. The BC Library provides annual student learning assessment reports to Academic Affairs and is working to improve systematic analysis. On the spot reference services also contribute to student learning. The BC Library assists students with questions about accessing, using, and evaluating resources. Reference services are offered in-person or via email and chat during all hours the building is open. A 24/7 virtual reference service allows students to get help online anytime.

The BC Library facility provides welcoming physical space for student learning and increases student engagement through events and displays on a broad range of topics such as sustainability, ESL, student art, outdoor recreation, and LGBT+ authors. Faculty librarians and staff believe that students, especially those from underserved communities, need to see themselves reflected on campus and welcomed into campus spaces. To fulfill these needs, the BC Library includes spaces for relaxation, study areas for individuals and groups, and use of Wi-Fi, computers, and other technologies and equipment.

Next Steps (Continuous Improvement)
The BC Library advocates for funding adjustments to address new program offerings or inflation. Library working groups are developing implementation plans for future initiatives such as an audit for both physical and online accessibility and updating spaces based on an extensive seating survey.

2.H.1. Evidence

Procedures for assessing adequacy of library collections

BC Library Collections Budget

Collection Development Guidelines

Databases

InterLibrary Loan

King County Library System

Library planning committee and procedures for planning and collection development

Bellevue College Library 5-Year Strategic Plan (2024–2028)

Library Standing Committees

Library Advisory Committee

Library staffing information; policies/procedures that explain faculty/library partnership for assuring library and information resources are integrated into the learning process

Organizational Chart

BC Policy 3550 Library Media Center
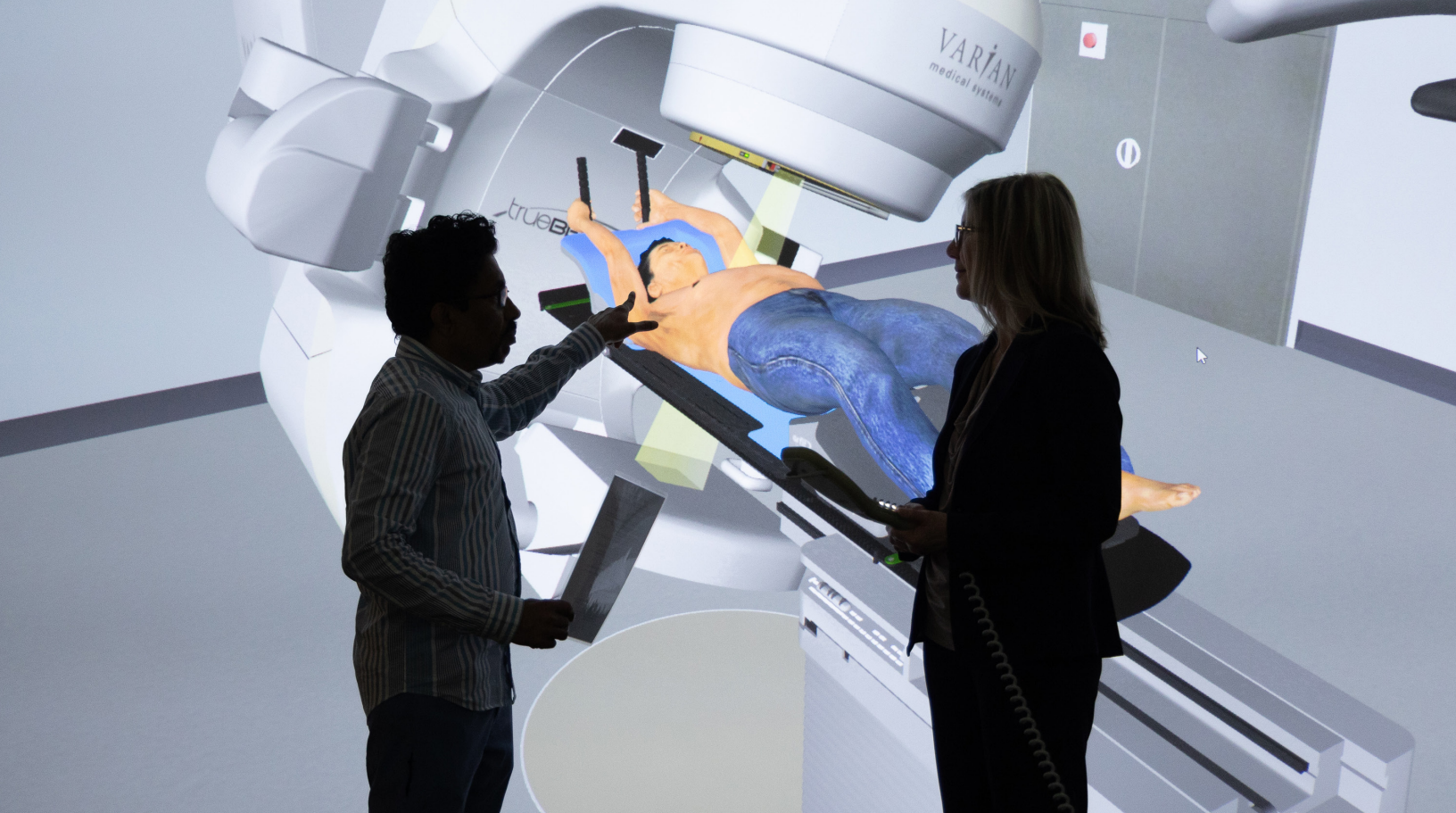
Library Instruction Evaluation Link

Library instruction plan; policies/procedures related to the use of library and information resources

Library Instruction Plan

Physical and Technology Infrastructure

2.I.1. Physical and Technology Infrastructure

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.

Bellevue College operates and maintains physical facilities and technology infrastructure that serve the needs of the institution's educational programs, support services, and other mission-related activities.

Physical Infrastructure

Administrative Services works closely with local authorities for permitting and compliance inspections related to public health features, campus utilities, building safety, Americans with Disabilities Act (ADA) accessibility, stormwater systems, elevators, roadways, and landscapes. Staff members are trained and certified in specialized areas (engineering, energy efficiency, tree safety, etc.). Processes and procedures focus on the delivery of safe, accessible, cost effective, sustainable, and energy efficient services and management of facilities.

Campus Operations, through in-house employees, contracted services, and professional consultants, is responsible for the regular stewardship needed to maintain high-quality campus facilities. The college allocates funding to maintain the campus' physical infrastructure. Facilities projects are reviewed biennially for fund allocation; Administrative Services manages operational funding for day-to-day maintenance.

Accessibility. The college's Disability Resource Center provides academic accommodations to students with a barrier related to a disability or health condition. BC is compliant with all ADA federal requirements and State of Washington RCW 70.92.100.

Safety. BC has established policies to ensure the safety of employees, students, and visitors on campus. All student and employee emails are automatically subscribed to BC Alerts, which provides notifications about campus safety risks. Policies and procedures related to safety are listed in the evidence section.

Sustainability. The **Climate Action Plan 2024** describes strategies to reduce carbon emissions and overall environmental impact and pledges to achieve carbon neutrality by 2050. Under the guidance of the Office of Sustainability, the college tracks greenhouse gases, analyzes all aspects of campus operations for environmental impact, and has received certification from Salmon-Safe, a consortium that protects agricultural and urban watersheds.

Hazardous Waste. The college safely uses, stores, and disposes of hazardous or toxic materials in compliance with all applicable local, state, and federal environmental laws, including OSHA regulations. The vice president of Administrative Services oversees safety and environmental compliance for biological/infectious, hazardous chemical, and radioactive waste, with additional responsibilities for the maintenance manager, the director of Public Safety, and personnel in the areas of the college where hazardous materials are handled. Annual reports are maintained by the Science Division, and waste minimization strategies, such as the redistribution of unused chemicals and solvent recycling, are actively pursued to reduce environmental impact. Hazardous waste regulations and relevant BC policy are listed in the evidence section.

Physical Infrastructure Planning. Long-term physical infrastructure planning is found in the **Bellevue College Campus Master Plan**. Major maintenance planning is developed through the **SBCTC Facility Condition Survey**. Administrative Services conducts physical infrastructure planning with broad campus input. The Infrastructure Council, part of BC Governance, provides a forum for ideas, review, and consensus-building. The Capital Project Recommendation Committee makes recommendations to the college president on biennial facility planning. The college works with the SBCTC to set biennial priorities for state budget requests.

Routine maintenance is now streamlined through the use of Megamation's DirectLine Work Request system, launched in 2024. This computerized maintenance system is SBCTC's prescribed tool to track service calls by category, room usage, energy consumption, needed repairs and costs, and required labor utilization.

Technology Infrastructure

Information Technology Services (ITS) at Bellevue College provides a wide range of technological support and services to students, faculty, and staff, including network infrastructure and IT security. Addressing cybersecurity is key to ITS planning and practices. The department manages more than 30,000 devices connected to the network daily, intrusion attempts detected every 2.3 seconds on average, more than 30 million files in cloud storage, and more than 1 million emails scanned monthly with 10 percent of those blocked or filtered. ITS staff regularly combats bad actors and fraudulent student accounts. The college uses multi factor authentication to further protect user data from stolen user name and password information. ITS has implemented a 24x7 security operations center through a third party to

watch for bad actors and malicious activity on the network, and the department utilizes AI to monitor activity and logs in college platforms and systems in order to take action when threats or abnormalities arise. ITS also oversees campus devices, reviewing hardware and software needs quarterly, and integrating recent technologies as required.

Technology Planning. ITS manages the provision of equipment and services via the Team Dynamix online platform. Members of the BC community can submit requests and proposals, which are prioritized and tracked for efficient resolution. In addition to this system, ITS leadership meets regularly with departments across campus and student leadership; and ITS personnel serve on BC Governance councils, particularly the Infrastructure Council. ITS conducts annual planning meetings to establish objectives and analyze results from the previous year. ITS has established and adds to a library of standard operating procedures that guide planning and work, such as procedures for hardware lifecycle management, capital replacements, IT accessibility, patch management, and investigations. This documentation ensures consistency across the department and responsiveness to the college community.

Next Steps (Continuous Improvement)

BC is currently working on several capital projects. A new building—the W Building—will replace parts of existing structures and house woodworking, print making, sculpture, ceramics, metal working, digital media arts, and a makerspace. The W Building is designed to meet LEED Silver certification with occupancy planned for winter 2027. Administrative Services is currently finalizing a new policy for hazardous waste: BC Policy 6170 Management and Disposal of Hazardous Wastes (in review).

2.I.1. Evidence

Facilities master plan

Bellevue College Campus Master Plan 2017–2027

Equipment replacement policies/procedures

Bellevue College 2023 Facility Condition Survey—posted on the **SBCTC Facility Condition Survey Reports webpage**

Procedures for assessing sufficiency of physical facilities

Bellevue College 2023 Facility Condition Survey—posted on the **SBCTC Facility Condition Survey Reports webpage**

McKinstry Facility Condition Assessment Report—Sample: T Building (full report expected soon)

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

Public Safety webpage

Annual Security and Fire Safety Report Main Page

Comprehensive Emergency Management Plan, posted on the Public Safety Plans and Procedures webpage—which include the Continuity of Operations Plan and Weather Emergency Procedures

BC Policy 1480 Clery Act Compliance

BC Policy 1480P Clery Act (Procedures)

BC Policy 1480P2 Timely Warnings and Emergency Notification (Procedures)

BC Policy 6060P Campus Suspended Operations (Procedures)

BC Policy 6380 Security Camera Use

BC Policy 6380P Security Camera Use (Procedures)

BC 6410P Naloxone Administration (Procedures)

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

BC Policy 6170 Management and Disposal of Hazardous Waste
(new policy, currently under review)

WAC 173-303 Dangerous Waste Regulations

RCW 70A.228 Biomedical Waste

King County Board of Health Solid Waste Regulations, Title 10.07 Biomedical Waste

Nuclear Medicine Hot Lab Emergency Procedures, posted on the Public Safety Plans and Procedures webpage

Technology master plan and planning processes

ITS Strategic Plan

Additional evidence

BC 2024 Climate Action Plan

Moving Forward

Vision for Institutional Transformation

Bellevue College is committed to becoming a national leader in student success, equity, and institutional transformation through its Achieving the Dream (ATD) framework and strategic planning efforts. As it moves toward the next phase of institutional growth, Bellevue College is positioned to meet the rigorous standards of a Leader College of Distinction. This transformation is student-centered, data-informed, and equity-driven—ensuring that every student, regardless of background, has the support, learning, and opportunities to thrive.

Strategic Planning and Institutional Alignment

Preparing for the Year Seven Evaluation of Institutional Effectiveness, Bellevue College is embedding Achieving the Dream into its strategic planning process—ensuring that all aspects of institutional planning, assessment, and resource alignment are centered on improving student retention, completion, and economic mobility.

To accomplish this, Bellevue College has begun a comprehensive strategic planning process with education consultants EAB, which will guide the next phase of institutional priorities:

- **Mission, Vision, and Values Revision** – Bellevue College will work collaboratively to revise and reaffirm its mission, vision, and values, ensuring alignment with its student success commitments and ATD framework.
- **Institutional Planning** – Strategic planning will shape institutional priorities that drive long-term student success and community impact.
- **Divisional Operational Planning** – Each division will align its goals, initiatives, and assessment strategies with the broader institutional framework, creating a seamless integration of ATD priorities across all areas of the college.

Achieving the Dream as a Driver of Change

Bellevue College has embedded Achieving the Dream (ATD) into every aspect of institutional planning and student success work. ATD is not a stand-alone initiative—it is a guiding framework for institutional transformation, ensuring that planning, assessment, and resource alignment strategies prioritize student retention, completion, economic mobility, and community vibrancy.

As part of this work in 2025 and beyond, BC has identified three key focus areas:

1. **First-Year Experience Transformation.** Implementing a structured, student-centered first-year experience to ensure that all students engage in a seamless onboarding process, are assigned an advisor, and complete an educational and career plan within their first two quarters.
2. **Advising Redesign.** Strengthening proactive, holistic advising structures to provide students with continuous, personalized support throughout their academic journey.
3. **Modality and Access.** Implementing a data-informed, student-focused modality strategy to provide clear, accessible course offerings that meet student needs, improve retention, and enhance flexibility.

As this work progresses, President's Cabinet and campus leadership will engage stakeholders to identify additional areas of opportunity. Some areas, such as Institutional Learning Outcomes (ILOs) and faculty evaluation redesign, are already in development, and other institutional initiatives, such as grant development may be brought into the ATD framework in a meaningful and strategic way.

A key component of Bellevue College's long-term vision is a commitment to community vibrancy. Through the ATD framework, strategic partnerships, workforce alignment, and expanded opportunities for lifelong learning, the college will serve as a catalyst for regional economic and social mobility.

By aligning Achieving the Dream with institutional priorities and governance structures, Bellevue College will ensure that student success and community impact remain at the center of all planning, decision-making, and resource allocation efforts.

Next Steps: A Bold Future

As Bellevue College moves forward, our focus is on deepening the integration of ATD into institutional planning and achieving the Leader College of Distinction designation. Beyond this, Bellevue College has set its sights on the Leah Meyer Austin Award, the highest distinction within the ATD network. This prestigious recognition is awarded to institutions that have successfully created a student-focused culture that permeates all levels of the college, demonstrating measurable and sustained improvements in student outcomes. Achieving this distinction would affirm Bellevue College's role as a national leader in student success and institutional transformation.

By aligning our strategic planning, accreditation preparation, and ATD framework, Bellevue College ensures that its mission is not only fulfilled but expanded to meet the evolving needs of our students and the communities we serve. Through this work, the college can respond to the challenges ahead and lead the way towards the future of higher education.