



June 23, 2026

Mr. George Frasier  
Vice President of College Relations and Interim President  
Green River College  
12401 SE 320th Street  
Auburn, WA 98092

Dear President Frasier:

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

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

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

- Finding Type 2: Spring 2026 Policies, Regulations, and Financial Review - The following standards are areas where the Committee identified significant issues, or where the Committee was unable to adequately assess, and recommends the EIE peer evaluation team include evaluator(s) with relevant expertise for review. (2020 Standard(s) 2.E.1)

**Future Evaluations**

- Year 7 - Evaluation of Institutional Effectiveness Spring 2027
  - Recommendation 1: Spring 2025 Ad Hoc Report
  - Finding Type 2: Spring 2026 Policies, Regulations, and Financial Review

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

Sincerely,

Teresa Rivenes, PhD  
Senior Vice President

cc: Dr. Miriam Chitiga, Director of Institutional Effectiveness and ALO  
Ms. Sharonne Navas, Board Chair



## Peer Evaluation for: Green River College

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

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

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#### Standard 2.A.1

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

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

#### Required Evidence:

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

#### Optional Evidence:

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

**Rationale:** Data clearly laid out and presented. The commitment to the climate survey is noted and shows a responsiveness to the community and context of the institution.

#### Standard 2.A.2

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

**Team Verification:** Compliant

#### Required Evidence:

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

**Rationale:** All evidence has been provided. Standard also appears to be reflected in the way they are approaching hiring of key leadership positions.

#### Standard 2.A.3

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

**Team Verification:** Compliant

#### Required Evidence:

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

**Rationale:** All evidence provided.

#### Standard 2.A.4

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



**Team Verification:** Compliant

**Required Evidence:**

- Institutional governance policies and procedures **\_Y\_**

**Optional Evidence:**

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

**Rationale:** Documentation of evidence was provided. Additionally, the college has noted continuous improvement changes around improving communication and decision-making particularly around financial decisions which feels very responsive to their current context.

### Standard 2.B.1

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

**Team Verification:** Compliant

**Required Evidence:**

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

**Rationale:** Sufficient evidence was presented. Check the link on Reporting Incidents - page 13. Not working.

### Standard 2.B.2

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

**Team Verification:** Compliant

**Rationale:** All evidence was found. The notation of using the climate survey in future reviews to improve this standard was noted and shows a commitment to strengthening internal policies and procedures.

### Standard 2.C.1

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

**Team Verification:** Compliant

**Required Evidence:**

- Transfer of credit policies and procedures (could include catalog and transfer websites) **\_Y\_**

**Optional Evidence:**

- Transfer outcomes data (e.g., transfer student success measures) **\_Y\_**

**Rationale:** Evidence was well documented

### Standard 2.C.2

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

**Team Verification:** Compliant

**Required Evidence:**

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

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

**Rationale:** All evidence was provided in accordance with the standard.



### Standard 2.C.3

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

**Team Verification:** Compliant

**Required Evidence:**

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

**Rationale:** The college provided sufficient evidence to meet the standard. Additionally, the college provided a good example of how placement testing data has been used to improve upon models of instruction and first year experience. The college should continue to lift up examples like this.

### Standard 2.C.4

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

**Team Verification:** Compliant

**Required Evidence:**

- Policies and procedures regarding secure retention of student records, (i.e., back-up, confidentiality, release, data security for physical and electronic student records, where applicable) **\_Y\_**

**Rationale:** The college meets the standard.

### Standard 2.D.1

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

**Team Verification:** Compliant

**Required Evidence:**

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

**Rationale:** The example of the improvements to academic pathways communication and subsequent use of curricular maps shows a commitment to continue to improve upon and meet the standard. The college mentions setting up a committee to regularly review the program maps, assessment data around this process, and any closing the loop activities would be incredible to see in the EIE.

### Standard 2.D.2

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

**Team Verification:** Compliant

**Required Evidence:**

- Policies and procedures for reviewing internal complaints, including:
  - Student academic-related grievances **\_Y\_**
  - Discrimination **\_Y\_**
  - Title IX **\_Y\_**
  - Evidence that complaint information is provided to students and prospective students with contact information for filing complaints with its accreditor and with state approval or licensing entity that would appropriately handle a student's complaint **\_Y\_**
  - Description of process for maintaining a record of qualifying student complaints for seven years or longer and the processing of such complaints **\_Y\_**
- Policies and procedures for reviewing external complaints and grievances **\_N\_**

**Rationale:** The college provided evidence in compliance with the standard.



### Standard 2.D.3

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

**Team Verification:** Compliant

**Required Evidence:**

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

**Rationale:** The college has ample evidence to show how this standard is met.

### Standard 2.E.1

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

**Team Verification:** Type 2 Finding

**Required Evidence:**

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

**Rationale:** While the college provided evidence of policies and procedures related to this standard, the review panel did not find sufficient enough evidence regarding more recent financial audits. The college should carefully review its materials to ensure that the required evidence is clear and up to date. This standard should be followed up on during the EIE, with hopes that there has been a completed financial audit and accompanying evidence by that time.

### Standard 2.E.2

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

**Team Verification:** Compliant

**Required Evidence:**

- Policies and procedures for planning and monitoring of operating and capital budgets, reserves, investments, fundraising, cash management, debt management, transfers and borrowing between funds **\_Y\_**

**Optional Evidence:**

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

**Rationale:** The college provided required evidence.

### Standard 2.E.3

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

**Team Verification:** Compliant

**Required Evidence:**

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

**Rationale:** All evidence to meet the standard was provided.

### Standard 2.F.1

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

**Team Verification:** Compliant

**Required Evidence:**

- Human resource policies and procedures **\_Y\_**



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

**Rationale:** The college provided ample evidence for this standard. Given the opportunity with new collective bargaining contracts and as noted in their own observations about how to improve clarity and understanding of the documents provided, the college may want to reduce or combine policies for simplification.

#### Standard 2.F.2

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

**Team Verification:** Compliant

**Required Evidence:**

- Employee professional development policies and procedures for faculty, staff, and administrators \_Y\_

**Rationale:** The college meets the standard.

#### Standard 2.F.3

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

**Team Verification:** Compliant

**Required Evidence:**

- Documentation about engagement and responsibilities specified for faculty and staff, as appropriate \_Y\_
- Personnel hiring policies and procedures \_Y\_
- Organization charts \_Y\_

**Optional Evidence:**

- Policies and procedures for determining positions and anticipated resource allocation \_Y\_

**Rationale:** The college provided all evidence to meet the standard. Additionally, it is noted that there is consistency with showing policy on resource allocation tied to budget presentations, ã in other words, the college is showing how policies are showing up in action.

#### Standard 2.F.4

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

**Team Verification:** Compliant

**Required Evidence:**

- Administrator/staff/faculty evaluation policies and procedures \_Y\_

**Rationale:** Evidence was provided to meet the standard.

#### Standard 2.G.1

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

**Team Verification:** Compliant

**Required Evidence:**

- Listing of programs and services supporting student learning and success needs \_Y\_

**Optional Evidence:**

- Assessment measures of effectiveness for programs and services \_Y\_

**Rationale:** The college maintains a robust portfolio of student support services and provided evidence to meet the standard. The additional assessment measures show a commitment to continuous improvement.



### Standard 2.G.2

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

**Team Verification:** Compliant

#### Required Evidence:

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

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

**Rationale:** The college meets the standard and has shown all required evidence.

### Standard 2.G.3

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

**Team Verification:** Compliant

#### Required Evidence:

- Samples of publications and other written materials that describe:
  - Accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered **\_Y\_**
  - Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials **\_Y\_**

#### Optional Evidence:

- A list of programs leading to fields with licensure requirements **\_Y\_**

**Rationale:** Evidence shows that the standard has been met. The recognition of having a centralized repository between instruction and student affairs to improve information sharing for program information is a good indicator for continuous improvement.

### Standard 2.G.4

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

**Team Verification:** Compliant

#### Required Evidence:

- Published financial aid policies and procedures including information about categories of financial assistance **\_Y\_**

**Rationale:** The college provided the evidence needed to meet the standard.

### Standard 2.G.5

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

**Team Verification:** Compliant

#### Required Evidence:

- Information to students regarding repayment obligations **\_Y\_**
- Policies and procedures for monitoring student loan programs **\_Y\_**



- Most recent loan default rate published on institutional website in accessible location **\_Y\_**

**Optional Evidence:**

- Sample letter to students regarding award and repayment obligations **\_Y\_**

**Rationale:** The college provided the evidence needed to meet the standard.

**Standard 2.G.6**

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

**Team Verification:** Compliant

**Required Evidence:**

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

**Rationale:** The college has in place the necessary evidence to meet the standards, including the use of assessment data and training for faculty. The college noted that it is in the midst of an advising redesign initiative as part of continuous improvement to strengthen their work.

**Standard 2.G.7**

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

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

**Team Verification:** Compliant

**Required Evidence:**

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

**Rationale:** Evidence has been provided to meet the standard and the college also notes that there is work that will be done to continue to improve upon the standard.

**Standard 2.H.1**

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

**Team Verification:** Compliant

**Required Evidence:**

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

**Rationale:** All evidence provided to meet the standard.

**Standard 2.I.1**

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



**Team Verification:** Compliant

**Required Evidence:**

Facilities master plan, including:

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

**Rationale:** The college has provided and outlined the evidence needed to meet the standard. The college's observations of continuous improvement show a great deal of self-reflection.

**Concluding Comments**

- Good report, ample evidence and well structured.
- Strong work on the observations and continuous improvements for sub-standards - demonstrates active evaluation and action.
- As the college reviews its policies and procedures there may be an opportunity to streamline in order to potentially reduce or simplify things with the goal of providing better clarity for the college community.