

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.

Criteria for Review (1)	Evidence (2)	Team Verification (3)
<p>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.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Institutional governance policies and procedures <input type="checkbox"/> System governance policies and procedures <input type="checkbox"/> Multiple board governing policies and procedures (if applicable) <input type="checkbox"/> Board's calendar for reviewing institutional and board policies and procedures <input type="checkbox"/> Bylaws and Articles of Incorporation referencing governance structure 	<ul style="list-style-type: none"> <input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p>		
<p>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.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Leadership organizational chart <input type="checkbox"/> Curriculum vitae of executive leadership 	<ul style="list-style-type: none"> <input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p>		
<p>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 <i>ex officio</i> member of the governing board(s) but may not serve as its chair.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Curriculum vitae of President/CEO 	<ul style="list-style-type: none"> <input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p>		

<p>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.</p>	<input type="checkbox"/> Institutional governance policies & procedures (see 2.A.1)	<input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p>		
<p>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.</p>	<input type="checkbox"/> Academic freedom policies and procedures	<input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p>		
<p>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.</p>		<input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
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<p>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.</p>	<input type="checkbox"/> Transfer of credit policies procedures	<input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
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<p>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.</p>	<p><input type="checkbox"/> Documentation of students' rights and responsibilities policies and procedures, which include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Academic honesty <input type="checkbox"/> Appeals, grievances <input type="checkbox"/> Accommodations for persons with disabilities <p>(Student handbook or Catalog; links to webpages – please note specific pages or areas)</p>	<p><input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit</p>
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p>		
<p>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.</p>	<p><input type="checkbox"/> Policies and procedures for recruiting, admitting, and placing students (If Catalog, please note specific pages.)</p> <p><input type="checkbox"/> Policies/procedures related to continuation and termination from educational programs including appeal process and readmission policies/procedures (If Catalog, please note specific pages.)</p>	<p><input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit</p>
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<p>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.</p>	<p><input type="checkbox"/> Policies/procedures regarding secure retention of student records, i.e., back-up, confidentiality, release, protection from cybersecurity issues or other emergencies</p>	<p><input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit</p>
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p>		
<p>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.</p>	<p><input type="checkbox"/> Policies/procedures/ for reviewing published materials (print or websites) that assures institutional integrity</p>	<p><input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit</p>
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<p>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.</p>	<input type="checkbox"/> Policies/procedures for reviewing internal and external complaints and grievances	<input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p>		
<p>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.</p>	<input type="checkbox"/> Policies/procedures prohibiting conflict of interests among employees and board members	<input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p>		
<p>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.</p>	<input type="checkbox"/> Policies/procedures that articulate the oversight and management of financial resources <input type="checkbox"/> Latest external financial audit including management letter <input type="checkbox"/> Cash flow balance sheets <input type="checkbox"/> Audited financial statements <input type="checkbox"/> Tuition and fees, educational, and auxiliary revenue for undergraduate and graduate enrollments <input type="checkbox"/> Significant contracts/grants <input type="checkbox"/> Endowment and giving reports <input type="checkbox"/> Investment revenue	<input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p>		
<p>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.</p>	<input type="checkbox"/> Policies / procedures for planning and monitoring of operating and capital budgets, reserves, investments, fundraising, cash management, debt management, transfers and borrowing between funds	<input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
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<p>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.</p>	<input type="checkbox"/> Description of internal financial controls <input type="checkbox"/> Board approved financial policies, state financial policies, or system financial policies	<input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p>		
<p>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.</p>	<input type="checkbox"/> Human resource policies / procedures <input type="checkbox"/> Policies/procedures related to teaching, scholarship, service, and artistic creation <input type="checkbox"/> Policies/procedures for apprising employees of working conditions, rights and responsibilities, evaluation, retention, promotion, and termination	<input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p>		
<p>2.F.2 The institution provides faculty, staff, and administrators with appropriate opportunities and support for professional growth and development.</p>	<input type="checkbox"/> Employee professional development policies/procedures	<input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p>		
<p>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.</p>	<input type="checkbox"/> Documentation about engagement and responsibilities specified for faculty and staff, as appropriate <input type="checkbox"/> Personnel hiring policy/procedures <input type="checkbox"/> Academic organizational chart <input type="checkbox"/> Administrator/staff /faculty evaluation policies/procedures	<input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p>		
<p>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.</p>	<input type="checkbox"/> Listing of programs and services supporting student learning needs	<input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit

RATIONALE: This is our team's rationale for rating this institution as we did.		
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.	<input type="checkbox"/> Listing of programs and services supporting student learning needs	<input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
RATIONALE: This is our team's rationale for rating this institution as we did.		
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.	<input type="checkbox"/> Catalog (and/or other publications) that provides information regarding: <ul style="list-style-type: none"> <input type="checkbox"/> Institutional mission <input type="checkbox"/> Admission requirements and procedures <input type="checkbox"/> Grading policy <input type="checkbox"/> Information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion <input type="checkbox"/> Names, titles, degrees held, and conferring institutions for administrators and full-time faculty <input type="checkbox"/> Rules and regulations for conduct, rights, and responsibilities; <input type="checkbox"/> Tuition, fees, and other program costs <input type="checkbox"/> Refund policies and procedures for students who withdraw from enrollment <input type="checkbox"/> Opportunities and requirements for financial aid <input type="checkbox"/> The academic calendar (See 2.C.2) (Student handbook or Catalog; links to webpages – please note specific pages or areas)	<input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
RATIONALE: This is our team's rationale for rating this institution as we did.		
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.	<input type="checkbox"/> Samples of publications and other written materials that describe: <ul style="list-style-type: none"> <input type="checkbox"/> 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. 	<input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit

	<input type="checkbox"/> Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials.	
RATIONALE: This is our team's rationale for rating this institution as we did.		
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.	<input type="checkbox"/> Published financial aid policies/procedures including information about categories of financial assistance (Student handbook or Catalog; links to webpages – please note specific pages or areas) <input type="checkbox"/> Information to students regarding repayment obligations <input type="checkbox"/> Policies / procedures for monitoring student loan programs	<input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
RATIONALE: This is our team's rationale for rating this institution as we did.		
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.		<input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
RATIONALE: This is our team's rationale for rating this institution as we did.		
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.	<input type="checkbox"/> Description of advising program, staffing, and advising publications (Student handbook or Catalog; links to webpages – please note specific pages or areas) <input type="checkbox"/> Systematic evaluation of advising <input type="checkbox"/> Professional development policies / procedures for advisors	<input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
RATIONALE: This is our team's rationale for rating this institution as we did.		
2.G.7 The institution maintains an effective identity verification process for students enrolled in distance education courses and programs to establish that the student enrolled in such a course or program is the same person whose achievements are evaluated and credentialed. The institution ensures that the identity verification process for distance education students protects student privacy and that students are informed, in writing at the time of enrollment, of current and projected charges associated with the identity verification process.	<input type="checkbox"/> Policies/procedures for ensuring identity verification for students enrolling in distance education courses	<input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit

RATIONALE: This is our team's rationale for rating this institution as we did.

<p>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.</p>	<p><input type="checkbox"/> Procedures for assessing adequacy of library collections <input type="checkbox"/> Library planning committee and procedures for planning and collection development <input type="checkbox"/> Library instruction plan; policies/procedures related to the use of library and information resources <input type="checkbox"/> Library staffing information; policies/procedures that explains faculty/library partnership for assuring library and information resources are integrated into the learning process</p>	<p><input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit</p>
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RATIONALE: This is our team's rationale for rating this institution as we did.

<p>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.</p>	<p>Facilities master plan, including <input type="checkbox"/> Equipment replacement policies/procedures <input type="checkbox"/> Procedures for assessing sufficiency of physical facilities <input type="checkbox"/> Policies and procedures for ensuring accessible, safe, and secure facilities <input type="checkbox"/> Policies/procedures for the use, storage, and disposal of hazardous waste <input type="checkbox"/> Technology master plan and planning processes</p>	<p><input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit</p>
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RATIONALE: This is our team's rationale for rating this institution as we did.

Concluding Comments: