

Seattle College District Sustainability Plan

2015-2017



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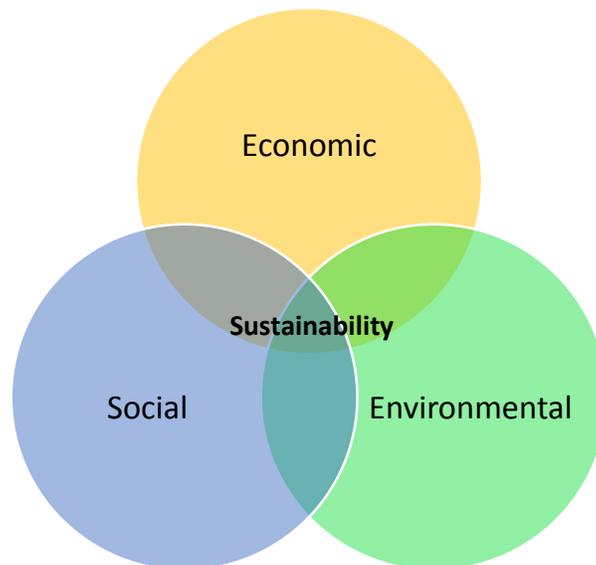
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Overview

The mission of the Seattle Colleges is to “provide excellent, accessible educational opportunities to prepare our students for a challenging future.” One of the challenges of that future will be creating and maintaining a sustainable world. Sustainability has been defined by the United Nations as the ability to meet the needs of the present without compromising the ability of future generations to meet their own needs.¹ The students of today will be the leaders of tomorrow who are tasked with creating and maintaining a sustainable world. To do so, students need to understand the complex interactions of environmental, social, and economic conditions that will affect their future careers and livelihoods. The Seattle College District Sustainability Plan outlines the District’s commitment to infusing sustainability throughout our colleges, to better prepare our students to tackle that challenging future.

The purpose of this plan is to outline the specific sustainability goals that the District has committed to over the next five years. These goals represent ambitious, yet achievable, targets across the entire District to ensure that our colleges exemplify sustainability and provide a world-class educational environment for students to learn about sustainability and be prepared to tackle that challenging future.



¹ <http://www.un.org/en/sustainablefuture/sustainability.shtml>

Sustainability in the College Context

Sustainability within the context of higher education presents a number of unique opportunities. The Association for the Advancement of Sustainability in Higher Education (AASHE) is an independent non-profit that has identified and codified a framework for sustainability in higher education – STARS - that has become the gold standard for assessing and improving campus sustainability. The STARS framework identifies four distinct areas on which to focus sustainability efforts:

- I. Operations (buildings, grounds, purchasing, resource consumption, transportation)
- II. Curriculum (curriculum, research)
- III. Engagement (student/faculty/staff engagement, community engagement)
- IV. Planning & Administration (planning, governance, diversity, affordability, wellbeing)

The Seattle College District, along with hundreds of higher education institutions both nationally and internationally, has chosen to use this framework to assess sustainability across the District and create a sustainability roadmap for our colleges. The Seattle College District Sustainability Plan identifies opportunities in each of these areas. By focusing on a broad spectrum of sustainability topics, the Sustainability Plan looks to improve the comprehensive sustainability of the District.

Sustainability at the Seattle Colleges

History

The Seattle Colleges have a long history of supporting sustainable programming and efforts. Through programs like the Sustainable Agriculture Education (SAgE) Associate's degree, Seattle Culinary Institute, and energy auditing coursework at the Georgetown campus, the Seattle Colleges have been providing curricular opportunities in sustainability for students for years. The Seattle Colleges have constructed LEED certified buildings since 2005 and won the 2006 Recycler of the Year award from the Washington State Recycling Association.

In 2009, Chancellor Jill Wakefield created the Chancellor's Sustainability Initiative to focus sustainability efforts across the District. The Sustainability Initiative led to the creation of the District Sustainability Committee, a representative body of students, staff, and faculty from each of the Seattle Colleges, to guide and share sustainability efforts and best practices across the District. This effort, combined with the ongoing educational and technical sustainability programs across the District, earned the Seattle Colleges the 2009 Green Washington award from Seattle Business Magazine. 2009 also marked the year that North Seattle College students decided to fund a Sustainability Office and full-time campus Sustainability Coordinator out of their student activities budget.

Under the guidance of the Sustainability Initiative, the Seattle Colleges saw a dramatic reduction in greenhouse gas pollution by undertaking significant facility efficiency projects. The Sustainability Office

at North Seattle College performed the first STARS sustainability assessment in 2011 as a pilot project to determine overall campus sustainability, and made significant sustainability improvements at the campus level based on the findings.

In 2013, the Sustainability Committee recommended hiring on a part-time District Sustainability Coordinator to add additional support and resources to the sustainability initiatives across the District. The District Sustainability Coordinator conducted STARS sustainability assessments at North, South, and Seattle Central College to baseline existing sustainability efforts, catalog best practices, and identify areas of improvement. The District Sustainability Coordinator became a full-time position in the summer of 2014, and this document is a comprehensive plan based on the 2013 STARS findings to improve sustainability for the Seattle Colleges at large.

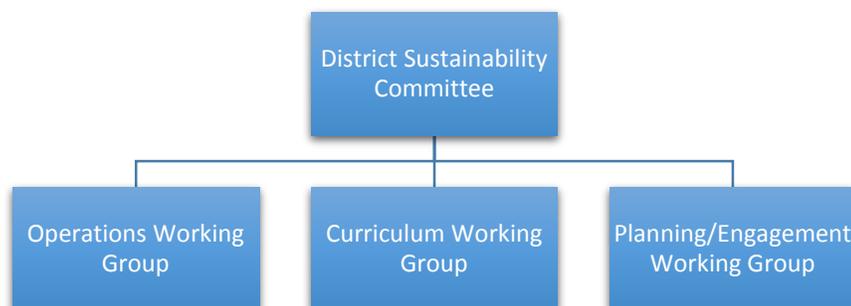
Sustainability Staffing and Structure

Currently, the Seattle Colleges staff two full-time sustainability positions. The District employs a Sustainability Coordinator to focus on high-level resource conservation, external sustainability relationships, and increasing college-level capacity to implement sustainability practices. North Seattle College employs a full-time Sustainability Coordinator to engage students with sustainability through campus sustainability projects. South Seattle College and Seattle Central College do not have dedicated sustainability staff, but they do have Environmental Health and Safety Staff who handle some sustainability related activities.

Organizational Context

The District Sustainability Committee is the over-arching sustainability body at the Seattle Colleges. The committee has staff and faculty from each college to represent organizational perspectives across the District. The District Sustainability Coordinator chairs the committee. The committee exists to help share best practices in sustainability across the District, connect sustainability efforts at each college to larger District initiatives, and to help identify areas for improvement in sustainability. The committee currently does not have any acting authority to make decisions for the District, and uses ad hoc avenues of communication with college or District leadership.

The committee has three working groups that align with the STARS framework categories to focus on sustainability initiatives in these areas. The working groups meet between the quarterly Sustainability Committee meetings to advance the agenda of sustainability as it relates to their focus areas.



District Sustainability Committee Working Groups		
	Focus Areas	Directive
Operations	<ul style="list-style-type: none"> • Resource conservation projects • Renewable energy projects 	<ul style="list-style-type: none"> • Track progress on operational goals in District Sustainability Plan • Share best operational practices between colleges • Explore District-wide operational initiatives
Curriculum	<ul style="list-style-type: none"> • Sustainable curriculum resources and workshops • Sustainability course identification and promotion • Learning opportunities for students in college projects 	<ul style="list-style-type: none"> • Catalog and promote sustainability curriculum at our colleges • Develop faculty training for curriculum integration with sustainability • Coordinate with Operations working group to find student learning opportunities (Campus as a Living Laboratory) • Track progress of curriculum goals from District Sustainability Plan
Engagement/ Planning	<ul style="list-style-type: none"> • Sustainability plan development/execution • Sustainability events • Workshops and trainings • Media and publicity • Community partnerships 	<ul style="list-style-type: none"> • Draft the District Sustainability Plan and report on annual progress • Facilitate gathering of sustainability related news for campus and District PIOs • Organize sustainability events including workshops and trainings for general staff/faculty/students • Liaison with campus sustainability committees

Sustainability at the College Level

Each college has an active sustainability committee composed of students, faculty, and staff who work with the District Sustainability Coordinator to align college sustainability initiatives with larger strategic sustainability goals. The college sustainability committees provide organizational support to sustainability endeavors at each campus with a focus on student engagement and learning as well as

improving campus operations. The college presidents are currently engaged in a process to position the sustainability committees strategically within their college's organizational structure and assign a primary college sustainability contact.

North Seattle College students currently fund a Sustainability Coordinator who runs the Sustainability Office at NSC. This is the only dedicated sustainability position at the college level at this point in time.

Sustainability Goals

The following goals represent the current District-wide sustainability objectives for the Seattle Colleges. The intent is for each of our colleges to address those areas of sustainability that play to the strengths of each college, so that we may support each other in meeting these ambitious and achievable goals.

Process:

These goals are the culmination of extensive research and engagement with the campus communities. An original set of goals was drafted by the District Sustainability Committee using the following criteria:

- I. Improve the college's sustainability as identified through the STARS sustainability framework
- II. Lead to resource conservation and cost savings for the colleges and District at large
- III. Provide opportunities for student learning
- IV. Ambitious and achievable based on institutional capacity

This set of draft goals was taken to each college through in-person feedback sessions and an online survey which engaged over 100 faculty, staff, and students from all of our colleges. A final list of goals was created based on the feedback received.

Sustainable Operations

One of the most visible signs of sustainability at colleges and universities is in the physical sustainability of the campus. From procurement to facilities use to waste management, campus operations play an important role in exemplifying a college's commitment to sustainability as well as providing opportunities for students to engage with hand on projects related to sustainability on campus.

Goal 1: Greenhouse Gas Reduction

Goal: Surpass greenhouse gas reduction targets provided by the State Agency Climate Leadership Act

Background:

The State Agency Climate Leadership Act was passed by the Washington State Legislature in 2008 and called for annual tracking of greenhouse gas emissions by all state agencies, as well as a commitment to hit specific reduction targets compared to the 2005 baseline year.

Seattle Colleges Targets:

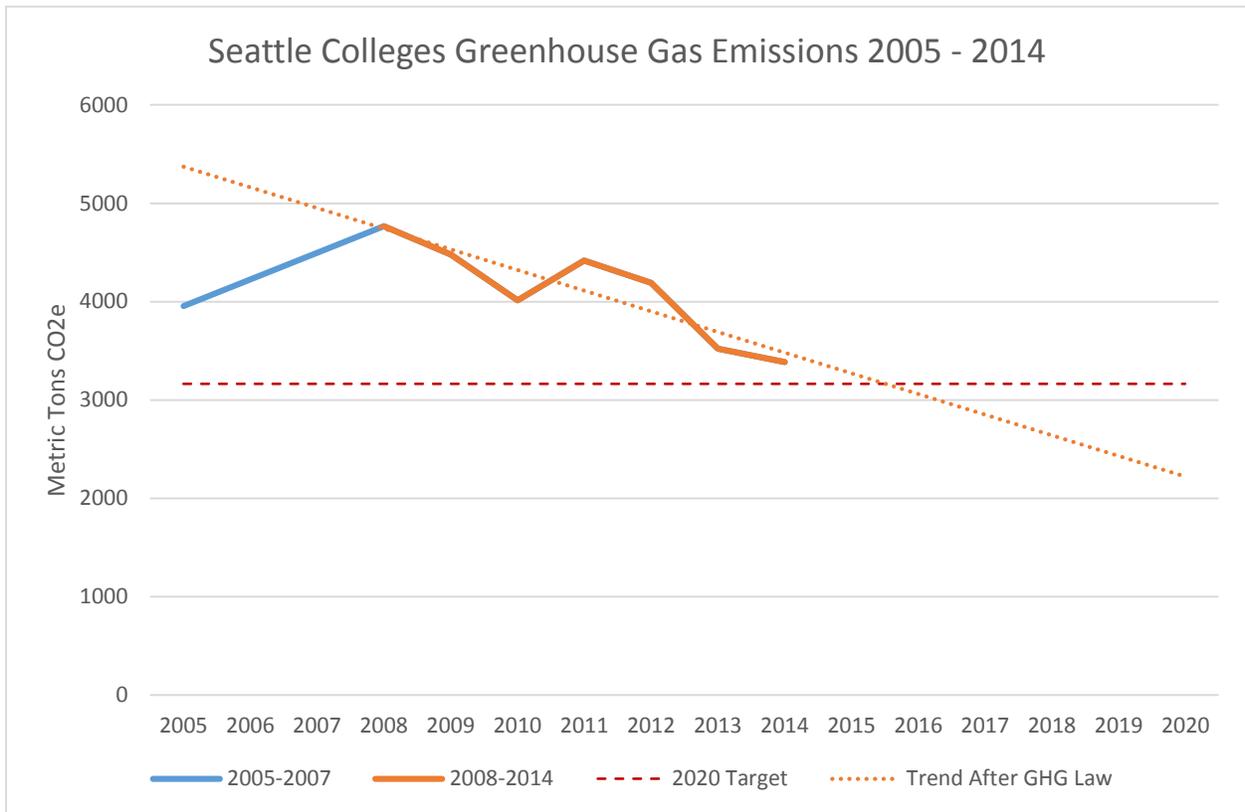
- 2005 Baseline Emissions – 3,995 metric tons of carbon dioxide equivalent (CO₂e)

- 2020 Target – 20% reduction from baseline: 3,164 MTCO₂e
- 2035 Target – 35% reduction from baseline: 2,570 MTCO₂e
- 2050 Target – 50% reduction from baseline: 1,978 MTCO₂e

Deliverable: Annual emissions decline in line with progress to exceed 2020 target.

Progress to Date:

The Seattle Colleges have reduced annual emissions to 3,384 MTCO₂e in 2014. This puts the colleges on track to meet and exceed the 2020 target reduction.



Accountability:

The District Sustainability Coordinator will analyze annual emissions for the Department of Ecology Greenhouse Gas Inventory Report. The Sustainability Coordinator will work with college Facilities and Operations to reduce energy consumption throughout the year to help meet the reduction targets.

Goal 2: Green Buildings

Goal: All new buildings will be constructed to at least a LEED Silver standard.

Background: Since 2005, the Washington State Legislature requires all new state agency buildings to be constructed to a LEED Silver standard.

Deliverable: LEED Silver or above certification for all new buildings since 2005.

Progress to Date:

All new buildings have received LEED Silver or higher certification. The current project list is as follows:

- Opportunity Center for Employment and Education (OCE&E) – North Seattle College – 2011
 - LEED Gold
- Gene J. Colin Education Hall (Building C Expansion) – South Seattle College – 2012
 - LEED Silver
- Health Sciences and Student Resources Building (HSSR) – North Seattle College – 2014
 - LEED Gold
- Wood Technology Center (Wood Tech.) – Seattle Central College – 2012
 - LEED Silver
- Integrated Education Center – South Seattle College – Pre-construction phase
 - Designed LEED Silver, certification pending building completion
- Maritime Academy Expansion – Seattle Central College – Pre-construction phase
 - Designed LEED Silver, certification pending building completion

Accountability:

Facilities and Operations works to ensure that all projects will meet or exceed this standard and that the LEED features of the buildings are appropriate and fit the needs of the college.

Goal 3: Waste Reduction

Goal: Compared to 2015, reduce landfill waste 50% by weight by 2030

Background:

Landfill waste is the most expensive form of traditional waste (garbage, recycling, compost) for the colleges by weight. Improving recycling and composting facilities will help divert these materials from landfill waste and will yield substantial long-term savings for the District while simultaneously reducing the environmental footprint of the District.

Deliverable: Annual waste diversion in line with reaching 2030 target. The 2020 goal is a 16.6% reduction in landfill waste by weight.

College Level Waste Reduction Plan to be developed by Facilities and Operations Staff at each college.

Progress to Date:

The District Sustainability Coordinator is working with the waste contactors for each college to gather annual waste consumption data at the college level. This data will help set a 2015 baseline and subsequent target metrics.

North Seattle College and Seattle Central College performed waste audits in 2015 to measure waste diversion rates for landfill, recycling, and compost. The data from the audits is being used to strategically improve waste receptacles to aid in reducing landfill waste.

Accountability:

The District Sustainability Coordinator will gather annual landfill consumption data from the waste contractors for each college. The Operations Working Group will work with college level Facilities and Operations staff to create a Waste Reduction Plan that shows specific improvements to waste receptacles and signage that will help reach the goal. College Sustainability Committees will help with education of faculty, students, and staff on proper waste disposal.

Goal 4: Seattle 2030 District - Energy, Water, and Transportation

Goal: Meet Seattle 2030 District resource conservation targets

Background: In 2014, the Seattle Colleges joined the [Seattle 2030 District](#), a high-performance building district with ambitious goals for resource conservation in central Seattle. The Seattle 2030 District has specific goals related to energy use, water use, and transportation emissions. There is no binding contract for the colleges to reach these goals, but the District recognizes the importance of higher education institutions leading the way in creating a sustainable future. The Seattle 2030 District offers resources to help members reach their goals including funding opportunities and technical assistance.

2030 District Goals:²

- **Energy Use:** A minimum of 20% reduction below the National median by 2020 with incremental targets, reaching a 50% reduction by 2030.
- **Water Use:** Manage stormwater peak discharge and potable water use within the District by 50% below the District baseline by 2030, with incremental targets of 20% by 2020, 35% by 2025, reaching 50% by 2030.
- **CO₂e of Auto and Freight:** A minimum of 20% reduction below the current District average by 2020 with incremental targets, reaching a 50% reduction by 2030.

Deliverable: Annual report of energy use, water use, and transportation emissions that shows progress in relation to annual goals. Annual goals are based on a linear trend towards 2030 goals.

Progress to Date: The District Sustainability Coordinator is analyzing historical utility consumption and transportation emissions to determine baseline data and specific reduction targets.

Accountability: The District Sustainability Coordinator will track progress through annual reporting to the 2030 District. The Operations Working Group will work with college Facilities staff on resource conservation initiatives to help meet reduction goals in each category.

² From 2030 site: <http://www.2030districts.org/seattle>

Goal 5: Sustainability Fund

Goal: Establish a Sustainability Fund that will redirect 25% of all utility savings to future resource conservation activities

Background: Resource conservation measures on campus save money in the long-term, but often face significant upfront costs requiring local funds. In an uncertain economic climate, redirecting utility savings from resource conservation measures into a dedicated fund to support further resource conservation measures will ensure continued support and funding for long-term resource conservation strategies.

Deliverable: Creation of Sustainability Fund

Progress to Date: Not started

Accountability: The District Sustainability Coordinator will work with the Vice Chancellor of Finance and Technology to examine the financial, legal, and bureaucratic hurdles to creating a Sustainability Fund and will work with college administration and District accounting staff to create and manage the fund.

Goal 6: Sustainable Purchasing

Goal: Develop a District Purchasing Policy to purchase, when available, GreenSeal or EcoLogo brand products and EPEAT Silver or higher certified electronics

Background: AASHE has identified three primary sustainable product certifications for higher education institutions to purchase; GreenSeal, EcoLogo, and EPEAT Silver. These are national standards for a broad spectrum of products regularly purchased by the District. Because the District has a centralized purchasing department, creating a purchasing policy for these sustainable certifications will have widespread benefit to the District's environmental footprint.

Deliverable: Creation of purchasing policy.

Progress to Date: The District Procurement Director and the District Sustainability Coordinator have met with college purchasing staff to determine current purchasing preferences. Many college level purchasing staff already pursue GreenSeal products and would be open to creating a policy. IT still needs to be engaged on the issue of EPEAT electronic purchasing.

Accountability: The District Sustainability Coordinator will work with the Procurement Director to develop a policy and take it to the Board for approval at a District level.

Sustainability Curriculum

The mission of the Seattle Colleges is to “provide excellent, accessible educational opportunities to prepare our students for a challenging future.” As educational institutions, the Seattle Colleges are uniquely poised to teach our students to approach the world through the multidisciplinary lens of sustainability and prepare them to rise to the challenge of tackling the world's hardest problems.

Students with background and experience in sustainability will be better prepared to enter a workforce that is increasingly seeking workers who can approach challenges and opportunities systematically and with an understanding of the triple bottom line. The following goals will help increase the amount of sustainability curriculum available to our students and will provide them with increased opportunities for real world learning experiences.

Goal 1: Course Identification

Goal: Identify sustainability related and focused courses in course catalogs and listing

Background: The Seattle Colleges offer a wide variety of sustainability focused degrees, certificates, programs, concentrations, and courses. Currently, there is not a single directory for students interested in sustainability careers to find all of these educational opportunities listed together. This goal will make it easy for students to find and engage with existing sustainability curriculum across the District.

Deliverable: College staff have an up-to-date list of sustainability courses to share with faculty and students.

Progress to Date: The 2013 STARS report collected information about sustainability degrees and courses at the Seattle Colleges. The Curriculum Working Group is working with Instructional Deans to update the information found in the 2013 reports and create a new single web-page that lists this information.

Accountability: Curriculum Working Group and Instructional Deans.

Goal 2: Sustainability Courses

Goal: Increase number of sustainability focused courses 20% by 2020 compared to 2013 baseline

Background: The STARS reports undertaken in 2013 collected information about sustainability focused courses as identified by AASHE criteria. These criteria are:

- A sustainability course is a course in which the primary and explicit focus is on sustainability and/or on understanding or solving one or more major sustainability challenge³

The number of classes that met this criteria was 34 in 2013. The target goal of a 20% increase would be 42 sustainability focused courses. The addition of the Sustainable Building Science Technology (SBST) BAS at Georgetown added 14 sustainability focused courses. While this would exceed the goal, it is necessary to annually confirm that all the recorded courses are still offered.

Faculty development opportunities will be crucial to expanding the number of sustainability focused courses. The Curriculum Working Group will work with the Faculty Development Coordinator to provide sustainable curriculum learning opportunities for part- and full-time staff each year.

Deliverable: Offer more than 42 sustainability focused courses annually across the District.

³ Page 25, STARS 2.0 Manual

Progress to Date: Completed. The SBST program added 14 sustainability focused courses, bringing the number of known sustainability focused courses to 48. Annual check will need to be done to ensure that courses are still offered.

Accountability: Curriculum Working Group; Instructional Deans; Faculty Development Coordinator

Goal 3: Student Involvement and Learning Opportunities

Goal: All sustainability projects have a student learning component

Background: Colleges provide an excellent opportunity to act as a living laboratory for exploring questions of sustainability. All of the other sustainability goals in this plan present opportunities for students to engage in hands on learning that relates to all realms of their academic pursuits. Creating an intentional mechanism and space for students to be involved in sustainability activities on campus furthers our mission as an educational institution.

Deliverable: Student involvement in all sustainability designated projects.

Progress to Date: Students are involved in a number of sustainability projects including energy audits at South Seattle College, utility efficiency upgrades at Seattle Central, and waste audits at North Seattle College. A more formal and consistent mechanism for ensuring student involvement needs to be developed.

Accountability: District Sustainability Coordinator and College Sustainability Contacts

Sustainability Engagement

A crucial aspect of sustainability on college campuses is creating a culture of sustainability among the students, faculty, and staff. Through media, events, and a strong on-campus presence, we aim to transform the culture of our District to full embrace sustainability as a mindset and practice.

Goal 1: Sustainability Committees

Goal: Maintain an active college-level Sustainability Committee on each campus to help enact the District Sustainability Plan

Background: A college-level Sustainability Committee composed of faculty, staff, and students, offers a mechanism for those passionate about sustainability to work in an organized group to improve campus sustainability. Ideally, each committee will have recognition by college administration and will be included in college strategic planning. College committees will work with the District Sustainability Coordinator to develop a College Sustainability Action Plan that outlines specific measures to help meet District sustainability goals.

Deliverable: Each college has an official Sustainability Committee

Progress to Date: Currently, North Seattle College and Seattle Central College have an active sustainability committee. Neither group is officially recognized or included in college strategic planning. South Seattle College has no active committee.

Accountability: Planning/Engagement Working Group and College Sustainability Contacts

Goal 2: Sustainability in Orientation

Goal: Include a sustainability component into new student and new staff orientation

Background: Orientation is an important time for new faculty, staff, and students to learn about campus practices and norms. Creating awareness of sustainable practices and activities on campus at the outset will improve participation and efficacy of sustainability initiatives across the District.

Deliverable: Implementation of sustainability modules specific to faculty, staff, and student orientation.

Progress to Date: Not started

Accountability: District Sustainability Coordinator and the Planning/Engagement Working Group will create appropriate sustainability modules, working with College Sustainability Contacts and college and District orientation staff.

Goal 3: Sustainability Communications

Goal: Produce regular sustainability communications to the campus at large

Background: Including regular communications and updates about college sustainability initiatives and activities will help the campus community recognize the importance of sustainability at each college. Using existing methods of communications (newsletters, PIO communications, websites) will likely be more effective than creating new ones.

Deliverable: Regular PIO and student communications have a sustainability component.

Progress to Date: Planning/Engagement Working Group tasked with gathering monthly stories from each campus for PIOs

Accountability: Planning/Engagement Working Group and District and College PIOs.

Sustainable Planning/Administration

Sustainability efforts on campus are most effective when they are given weight and importance by being included in high-level planning and are championed by college leadership. The following goals will help ensure that sustainability is included in a meaningful in strategic planning.

Goal 1: Sustainability Assessment

Goal: Perform STARS Sustainability Assessment every 3 years with an increased score each submission

Background: AASHE's STARS program is the gold standard for assessing college sustainability. The STARS framework was created specifically to gauge sustainability in the context of higher education and to help provide a roadmap for making sustainability improvements. STARS ratings are categorized Reporter, Bronze, Silver, Gold, and Platinum based on scoring brackets.

Current STARS Ratings:

- North Seattle College – Silver (46.59)
- Seattle Central College – Bronze (31.10)
- South Seattle College – Bronze (26.64)

Deliverable: Improved STARS score each submission for each college.

Progress to Date: North, Central, and South Seattle College recently completed STARS assessments in 2013. STARS ratings are valid for 3 years, at which point a new assessment needs to be made to maintain a STARS rating. Next STARS assessments due Fall 2016.

Accountability: District Sustainability Coordinator

Goal 2: College Sustainability Plans

Goal: Develop and maintain college-level Sustainability Action Plans

Background: The District Sustainability Plan provides a list of high-level sustainability metrics to guide sustainability across all of the Seattle Colleges. Most of the work to make sustainability improvements, especially in connecting with student learning, will happen at the college level. The District Sustainability Coordinator will work with College Sustainability Contacts and college-level Sustainability Committees to help craft a Sustainability Action Plan that outlines specific steps and measures that each college will take to help meet District Sustainability Goals. Each college will work to address those sustainability goals most suited to its capacity and specializations.

Progress to Date: District Sustainability Goals have been created. No college progress on drafting a Sustainability Action Plan.

Accountability: District Sustainability Coordinator; College Sustainability Contact; college-level Sustainability Committees

Goal 3: Sustainability in Strategic Planning

Goal: Integrate sustainability goals into College and District Strategic Plans

Background: The District and College Strategic Plans serve as the primary guiding documents for college planning over the long-term. If the Sustainability Plan is to be taken seriously it will need to be included in high-level planning across the Seattle Colleges.

Deliverable: Inclusion of sustainability goals in College and District Strategic Plans

Progress to Date: District Sustainability Goals created; District Sustainability drafted.

Accountability: Planning/Engagement Working Group; College Sustainability Contacts; college Administration.

Resources

District Sustainability Committee

Membership – spring 2016

- District Office
 - Kurt Buttleman – Vice Chancellor for Finance & Technology
 - Heather Emlund – Executive Assistant, Business & Finance
 - Victor Kuo – Director of Research and Strategic Planning, Business & Finance
 - Adam Maurer – District Sustainability Coordinator
- North Seattle College
 - Tim Albertson – North Seattle College Sustainability Coordinator
 - Jeff Caulk – Interim Director of Facilities and Plant Operations
 - Andrea Johnson – Vice President for Administrative Services
 - Christoph Strouse – Sustainability Office Assistant
- South Seattle College
 - Frank Ashby – Vice President of Administrative Services
 - Christa Colouzis – Environmental Health & Safety Specialist
 - Victoria Hardy – Lead Faculty, Sustainable Building Science Technology BAS
 - Eric Steen – Director of Facilities and Plant Operations
 - Odessa Woodlee – Custodial, Ground, and Recycling Manager
- Seattle Central College
 - Julia Buchans – Program Specialist for Information Central
 - Chuck Davis – Director of Facilities and Plant Operations
 - Jeff Keever – Director of Auxiliary Services
 - Katherine Kehrli – Associate Dean of Culinary Academy
 - Wendy Rockhill – Dean of Math & Sciences

Working Group Membership - spring 2016

Planning/Engagement WG	Curriculum WG	Operations WG
<ul style="list-style-type: none">• Tim Albertson• Frank Ashby• Julia Buchans• Kurt Buttleman• Jeff Keever• Adam Maurer	<ul style="list-style-type: none">• Tim Albertson• Victoria Hardy• Katherine Kehrli• Adam Maurer• Wendy Rockhill• Bob Scribner• Mark Weber (part-time NSC faculty)	<ul style="list-style-type: none">• Tim Albertson• Jeff Caulk• Christa Colouzis• Chuck Davis• Andrea Johnson• Adam Maurer• Eric Steen• Odessa Woodlee

STARS Reports

North Seattle College

- 2011 Report: <https://stars.aashe.org/institutions/north-seattle-community-college-wa/report/2011-08-01/>
- 2013 Report: <https://stars.aashe.org/institutions/north-seattle-community-college-wa/report/2013-09-05/>

Seattle Central College

- 2013 Report: <https://stars.aashe.org/institutions/seattle-central-community-college-wa/report/2014-02-04/>

South Seattle College

- 2013 Report: <https://stars.aashe.org/institutions/south-seattle-community-college-wa/report/2014-01-16/>