



Community Colleges of Spokane

Charting the Course to a Winning Investment 2011-21 Strategic Plan

Values

Excellence · Access · Achievement · Stewardship · Respect

Mission

To develop human potential through quality, relevant and affordable learning opportunities that result in improved social and economic well-being for our students and our state.

Vision

Community Colleges of Spokane transforms lives and uplifts humanity, inspiring students to lead communities, build the nation and enrich the world.

Strategic Priority Areas, Strategic Initiatives and Key Performance Indicators

Student Success: Strengthening Engagement

Strategic Initiatives

- Improve student success transitioning among educational levels and careers.
- Improve instructional options to meet diverse student needs.
- Strengthen student completion.

Key Performance Indicators

- Basic education, transfer and workforce rates of completion.
- Increase access to degree and certificate programs through online, night/weekend, and accelerated offerings.
- Success rates of underserved populations.

Collaboration and Communication: Building Productive Communities

Strategic Initiatives

- Expand results-oriented partnerships among education, business, labor and community leaders that strengthen workforce development.
- Build and support cross-district teams to identify and implement best practices.
- Advance the reputation and position of CCS as a vital contributor to the region's socioeconomic well-being.

Key Performance Indicators

- Funded and executed partnership initiatives.
- Effective and streamlined processes and practices.
- Impact on region's economy, including job preparation.

Strategic Priority Areas, Strategic Initiatives and Key Performance Indicators (continued)

Sustainability: Enhancing Operational Efficiency and Effectiveness

Strategic Initiatives

- Recruit, develop and retain high-quality diverse faculty and staff.
- Operate as a district.
- Optimize the use of technology.
- Sustain fiscal stability.
- Provide facilities and environments highly conducive to learning with minimal ecological impact.

Key Performance Indicators

- Development opportunities for professional renewal.
- Adoption of common processes and practices across the district.
- Implementation of ERP and other academic and student services applications.
- Effectiveness of leveraging and targeting resources for maximum efficiency.
- Re-evaluated and updated long-term capital master plan.

Innovation: Supporting a Culture of Continuous Improvement

Strategic Initiatives

- Ensure programs and services are relevant, diverse, high-quality and timely.
- Identify and capture new sources of revenue.
- Reward innovative ideas and high-performance teams.

Key Performance Indicators

- Use of standards and measures for continuous improvement of programs and services.
- Revenue level from non-state sources.
- New program and service development, such as new certificates and degrees, corporate training modules, online advising and tutoring.

Approved by the CCS Board of Trustees on June 21, 2011



Community Colleges of Spokane

Inspire. Enrich. Uplift.