

WASHINGTON STATE COMMUNITY COLLEGE DISTRICT 17

January 20, 2026

NOTICE OF WORK SESSION MEETING

(Notice Date: Wednesday, January 14th, 2026)

Spokane Colleges Board of Trustees will hold a Work Session meeting on Tuesday, January 20, 2026. An executive session will be held at 8:30 AM and the Work Session will begin at 9:30 AM.

The work session meeting will take place in person at Spokane Falls Community College, 3410 West Whistalks Way, Spokane, Washington as well as a virtual space.

To connect to the January 20 meeting virtually, go to:

[Join Zoom Meeting](#)

Meeting ID: 944 2622 2181

Passcode: 165574

A copy of the meeting material can be found online at:

<http://ccs.spokane.edu/About-Us/Leadership/Board-of-Trustees/Board-Minutes>

SPOKANE COLLEGES MISSION

To provide all students an excellent education that transforms their lives
and expands their opportunities.

SPOKANE COLLEGES VISION

Providing the best community college experience in the Northwest.

SPOKANE COLLEGES VALUES

Students First | Equity | Access | Excellence | Integrity |
Leadership | Responsiveness | Stewardship

EXECUTIVE SESSION: Under RCW 42.30.110, an Executive Session may be held. Action from the Executive Session may be taken, if necessary, as a result of items discussed in the Executive Session.

PLEASE NOTE: Times above are estimates only. The Board reserves the right to alter the order of the agenda.

Washington State Community College District 17

3410 West Whistalks Way
Falls Gateway Building, Room 212
Spokane, WA 99224

[Join Zoom Meeting](#)

Meeting ID: 944 2622 2181
Passcode: 165574

Work Session: In-Person & Zoom
Tuesday, January 20, 2026

AGENDA

Trustee Todd Woodard; Chair,
Trustee Anna Franklin, Trustee Kelly Fukai, Trustee Glenn Johnson, Trustee Steve Yoshihara
8:30 a.m. – 1:15 p.m.

PLEASE NOTE: The Board reserves the rights to alter the order and times of the agenda.

01/20/2026	Work Session Agenda		TAB #
8:30-9:30a	1. Executive Session a. Reserved for potential action generated from executive session	Discussion	
9:30-9:35a	2. Potential Action Generated from Executive Session	Action	
9:35-9:45a	3. Tenure Track Faculty Introductions	Report	
9:45-9:50a	4. Call to Order, Pledge of Allegiance, Roll Call and Native Land Acknowledgement Statement ↳ Trustee Todd Woodard, Chair	Action	
	Public Comment	Discussion	
9:50-10:00a	5. Consent Agenda a. Board Minutes ↳ 12/16/2025 – Regular Meeting b. Budget and Expenditures – Dr. Linda McDermott c. Head Start – Bobbi Woodral	Action	Tab 1

10:00-10:10a	6.	Policy Change to Exempt Employee Contracts ↳ Fred Davis, Spokane Colleges	Action	Tab 2
10:15-11:00a	7.	Website Project Status Update ↳ Jeff Bunch, Spokane Colleges ↳ Leslie Dawson, Spokane Colleges	Report	Tab 3
11:00-11:15a		BREAK		
11:15-11:45a	8.	Student Recruitment & Outreach ↳ Jenni Martin, SCC ↳ Patrick Tanner, SCC ↳ Guillermo Espinosa, SCC ↳ Patrick McEachern, SFCC ↳ Melanie Rose, Spokane Colleges	Report	Tab 4
11:45-12:00p	9.	Strategic Plan Update ↳ Lori Hunt, Spokane Colleges	Report	Tab 5
12:00-12:05p	10.	Alert of Tenure Consideration ↳ Fred Davis, Spokane Colleges	Report	Tab 6
12:05-12:35p	11.	Budget Update ↳ Linda McDermott	Report	Tab 7
12:35-12:45p	12.	Chancellor Updates ↳ Kevin Brockbank, Spokane Colleges	Report	Tab 8
12:45-1:00p	13.	Review of Board Policy 1.20.03 – Restrictions of Individual Authority of Trustees ↳ Kevin Brockbank, Spokane Colleges	Report	Tab 9
1:00-1:15p	14.	2026 Board of Trustees Committee Assignments ↳ Kevin Brockbank, Spokane Colleges	Action	Tab 10
1:15p		Adjournment		

**Next Meeting will be held on Tuesday, February 17, 2026, at 8:30 a.m.
Spokane Community College, 1810 N. Greene Street, Spokane, WA 99217 with a zoom option**

EXECUTIVE SESSION: Under RCW 42.30.110, an Executive Session may be held. Action from the Executive Session may be taken, if necessary, as a result of items discussed in the Executive Session.

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**ACTION: CALL TO ORDER, PLEDGE OF ALLEGIANCE, ROLL CALL
AND NATIVE LAND ACKNOWLEDGEMENT STATEMENTS**

Prepared by: Breanne Riley
Executive Assistant to the Chancellor

Presented by: Todd Woodard
Chair, Board of Trustees
January 20, 2026

Washington State Community College District 17

Community Colleges of Spokane Board of Trustees Meeting January 20, 2026

Native Land Acknowledgment

We are honored to acknowledge that Spokane Colleges, and our main campuses for Spokane Falls and Spokane Community College, are located on the traditional and sacred homelands of the Spokane Tribe. We also provide services in a region that includes the traditional and sacred homelands of the Coeur d'Alene Tribe, Confederated Tribes of the Colville Reservation, Kalispel Tribe and Nez Perce Tribe.

We pay our respect to tribal elders both past and present as well as to all indigenous people today. This land holds their cultural DNA and we are honored and grateful to be here on their traditional lands. We give thanks to the legacy of the original people and their descendants and pledge to honor their stewardship and values.

ACTION: APPROVAL OF CONSENT AGENDA

BACKGROUND

Consent agenda items will be considered together and will be approved on a single motion. Any person desiring to remove an item for separate consideration should so request before approval of the agenda.

AGENDA ITEMS

- a. Board Minutes Approval - December 16, 2025
- b. Budget and Expenditures - Linda McDermott
- c. Head Start - Bobbi Woodral

RECOMMENDATION

It is recommended that the Board of Trustees of Washington State Community College District 17 approve the consent agenda as presented.

Prepared by: Breanne Riley
Executive Assistant to the Chancellor

Presented by: Trustee Todd Woodard
Board of Trustees
January 20, 2026

ACTION: APPROVAL OF MEETING MINUTES

RECOMMENDATION

It is recommended that the Board of Trustees of Washington State Community College District 17 approve the minutes from the December 16, 2025 meeting, as presented.

Prepared by: Breanne Riley
Executive Assistant to the Chancellor
January 20, 2026

**Minutes of the Board of Trustees Meeting
Washington State Community College District 17
Regular Meeting
December 16, 2025
8:30am
Spokane Community College
In Person and Zoom Option**

Present: Trustee Todd Woodard, Trustee Anna Franklin, Trustee Glenn Johnson, Trustee Steve Yoshihara. Also present: Chancellor Kevin Brockbank, SCC President Jenni Martin, SFCC Interim President Patrick McEachern, Chief Human Resource Officer Fred Davis, Chief General Services Officer Nichole Hanna, Chief Financial Officer Linda McDermott, Chief Institutional Advancement & External Affairs Officer Melanie Rose, SFCC Vice President of Learning Bonnie Glantz, SCC Vice President of Instruction Jaelyn Jacot, SFCC Interim Vice President of Student Affairs Jim Mohr, SCC Vice President of Student Services Patrick Tanner, Director of Head Start Bobbi Woodral, SCC Dean Piper McCarthy, AHE Representative Jason Eggerman, WFSE Representative Ward Kaplan, SCC Faculty Michael Buettner, SFCC Faculty Michelle Pearson, SFCC Classified Staff Gaby Arroyo, SCC Classified Staff Tessa Greene, Attorney General Carrie Culver, Executive Assistant to the Chancellor and Board of Trustees Breanne Riley (Recording Secretary).

Guest: Elizabeth Keeney

Excused: Trustee Kelly Fukai, Director of Tribal Relations Naomi Bender, SCC Faculty Christina MitmaMomono, SCC Faculty Katie Satake, SFCC ASG President Jayla Knights, SCC ASG President Naveah Person,

Faculty Tenure Introductions

SCC Faculty Michael Buettner introduced himself to the Board and gave a brief history of his education and employment at SCC. Anna Franklin asked what part of the program brings him the most joy.

SCC Celebrating Student Success

Piper McCarthey and Elizabeth Keeney introduced themselves to the Board of Trustees. Elizabeth Keeney explained what EdSights offers to students at Spokane Colleges and how it aids in the power of the student voice. The chatbot texts students every 7-10 days using the EdSights framework to gauge how students are feeling and connect with those in need of targeted resources. Piper McCarthey shared the different

resources that are available to students through EdSights. There is strong student engagement at SCC with the chatbot and proactive student support. Elizabeth Keeney then reported on identifying early insights and supporting the full student journey. The student voice score and the key trends were reported to the Board. Student testimonials and future goals were shared with the Board. Anna Franklin asked how the colleges are taking the feedback and using it to inform on policy, procedure, strategic planning, and curriculum. Steve Yoshihara asked if participation was mandatory and what percentage of students participate in the program. Steve Yoshihara asked how long the information has been tracked. Glenn Johnson asked how quickly a response to a student with a critical issue is given as well as how soon they are given the resources that are needed for immediate help. Todd Woodard asked how many colleges in Washington are using EdSights. Anna Franklin asked if there was a cultural response lens in the way that responses are answered to students.

Call to Order

The Board of Trustees of Washington State Community College District 17 held a regular meeting on Tuesday, December 16, 2025. Todd Woodard called the meeting to order at 9:07 am. This was followed by the Pledge of Allegiance and roll call. It was announced that the meeting was open to the public. Individuals interested in addressing the Board were encouraged to speak up during the public comment section. The Native Land Acknowledgement was given by Todd Woodard.

PUBLIC COMMENT

There was no public comment.

CONSENT AGENDA

Being no objections, the consent agenda was entered into the record. Topics included the following:

- a. Board Minutes
Minutes of the November 18, 2025, Regular Meeting
- b. Capital Projects Status & Approvals – Clint Brown
- c. Budget and Expenditures – Linda McDermott
- d. Head Start Updates – Bobbi Woodral

The motion to approve the consent agenda was so moved by Anna Franklin, seconded by Glenn Johnson, and approved unanimously by the Board.

Amended Chancellor Goals

Kevin Brockbank shared the change in the amended chancellor goals. The motion to

approve the amended goals was so moved by Steve Yoshihara, seconded by Anna Franklin, and approved unanimously by the Board.

Budget Planning and Analysis Update

Kevin Brockbank explained the three primary challenges for FY27 – which were the allocation model adjustment, 2026 legislative session, and unanticipated challenges. Jenni Martin and Patrick McEachern explained some of the upcoming challenges and changes at both SCC and SFCC. Discussion ensued. Kevin Brockbank then presented the overarching strategies and the efforts that are currently underway. Kevin Brockbank then reviewed what Spokane Colleges will not be doing as well as the strategy that is being developed to communicate the work with the budget changes. The outcomes were discussed – which include an annual balanced budget and 6-year plan.

Strategic Plan Update

Lori Hunt reported that the goal is to have the strategic plan before the Board for approval in March. The teams are on track with their work, and the leads are planning to submit goals on time. The teams meet often and they have reported that the meetings are going well and there is great work happening. The goals will be submitted by the end of the month, and the next step will be for each pillar to submit action items. Todd Woodard asked about outreach on the communications side and bringing awareness to students. Anna Franklin asked if holistic enrollment and enrollment barriers are being addressed.

Review of Board Policy 1.20.03 – Restrictions of Individual Authority of Trustees

Kevin Brockbank shared the policy review procedure. Carrie Culver reviewed the policy and reported that she did not find a legal concern with the policy and it is consistent with the charge of the Board. Kevin Brockbank suggested updating the office titles to correctly reflect those positions held at Spokane Colleges. Glenn Johnson expressed concern about Board members potentially making comments on social media that do not reflect the Board's views and if that should be addressed within a policy specifically. Glenn Johnson asked if there could be a generic term that is added to the policy. It was decided that guidelines addressing social media will be added to the policy and the suggestions will be brought to the January Board of Trustees meeting. Anna Franklin asked about the status of the SharePoint site for the Board of Trustees.

BREAK

Todd Woodard reconvened the meeting at 10:33am.

Chancellor's Report

Kevin Brockbank reported that he is actively involved in pre-session visits with legislators in anticipation of the upcoming legislative session. Kevin Brockbank then asked the Board if they would like to change the order of the agenda at the Board of Trustees meetings so that the Board would start with an executive session and then immediately go into the celebrating student success presentations.

President's Report

Jenni Martin shared that she met with the Department of Corrections regarding the SCC corrections contract. There will be a workgroup to update and develop the DOC contracts. Todd Woodard asked if the DOC is able to track graduating students transition into society after release. Todd Woodard then asked if there have been recommendations of what SCC would like to see with the new DOC. Jenni Martin then shared that Roy Calligan is participating in the student achievement subset of the allocation model. Steve Yoshihara asked about the enrollment rate at SCC. Todd Woodard suggested that the dashboard for enrollment be listed immediately following the Native Land Acknowledgement for ease of access to the information.

Patrick McEachern reported that enrollment for the winter quarter is slightly higher than last year and that there was concern that the state FTE target for fall quarter was not met. In January there will be a brief overview of the budget at the fall all college meeting. Steve Yoshihara asked for clarification of the date that the budget reduction will begin. Glenn Johnson asked who is paying for the EV charging stations for state employees and if it applies to all community colleges in Washington. Todd Woodard asked if there were guidelines for grant requests.

AHE Report

Jason Eggerman, AHE President, reported that grades were due yesterday, so faculty are hopefully enjoying time off. The reality is many are probably working on changes and updates for their Winter classes this week. Faculty typically learn this time of year about position requests for retirement replacements and other faculty positions. AHE is working to get updates on WEA's legislative agenda priorities to coordinate with the Chancellor and senior leadership when it comes to lobbying. WEA also recently sent a letter to Governor Furgeson to restore the provisos for high demand funding, Guided Pathways funding, and nursing salary funding.

Michelle Pearson, SFCC reported that the SFCC library has expanded its work on artificial intelligence literacy and they are emphasizing academic integrity and the ethical use of AI. There will be a new artist in residence at SFCC beginning in January and will be there through March. SFCC was represented at the 29th colloquium for

Information Systems Security Education in Seattle. The paleontology department has discovered that SFCC has quite a few museum quality specimens that are exceedingly rare and there is a hope to open a mini museum for the specimens in the future.

WFSE/Classified Staff Report

Ward Kaplan, reported that WFSE is preparing to lobby and they are hoping to get a great contract.

Tessa Greene, SCC celebrated SCC classified staff members that are currently pursuing a degree while working on campus. The registration team has been taking a holistic approach to supporting students and connecting them to different resources across the campus. Tammy Desautel at the Inchelium campus shared that the campus graduation event was wonderful and one of the largest events she has worked with since she began her career at SCC. Jennifer Miller in Colville shared that she is currently serving on the Stevens County Rural Library District Board and is also working on the school board for her district. Margaret Kidwell in Republic recently won 2nd place in a fashion show over the summer and it has been mentioned in the local news. Todd Woodard asked if current employees that are graduating from Spokane Colleges could have a special cord where they could be recognized at graduation.

Gaby Arroyo, SFCC reported that Jenny Hubbard gave an update on the Career and Workforce Center where there was a workshop for the Korean Workforce Development Center related to digital literacy and software proficiencies. Cynthia Cobbs shared that the Business and Workforce Development divisions have been working on facilitating a better space to display flyers and posters on campus. Robin Perkins has been working with STA and the potential decrease in the frequency of stops at SFCC.

Board Report

There is no Board report at this time.

Executive Session

There will be no executive session.

Adjournment

Being no further business, the meeting adjourned at 11:25am.

CONSENT AGENDA REPORT**Fiscal Year 2025-26 Financial Reports:**

State Allocation and Tuition Operating Budget Status Report and All-Funds Revenue and Expenditures as of November 30, 2025.

Summary: Enclosed for the Board's review and approval is the Operating Budget Status Report and the Summary of All-Funds Revenue and Expenditures as of November 30, 2025. The reports reflect 2025-2026 fiscal year activity, including the State Allocation #5 received from the State Board for Community and Technical Colleges. Allocation #5 increases the total state allocation by \$192,490 in several *Safe Harbor* line items for SCC and SFCC.

Operating Allocations	SCC	SFCC	CAU	Total
Initial Budget, Allocation #1	47,525,967	24,019,114	19,044,036	90,589,117
Allocation #2	824,500	151,762		976,262
Safe Harbor				
High Demand Enrollments		151,762		151,762
Refugee Education	688,000			
Incarcerated Student Grants	136,500			
Allocation #3	85,008	17,457		102,465
Safe Harbor				
Guided Pathways		2,600		2,600
Gold Star Families	21,008	14,857		35,865
Apprenticeship	64,000			64,000
Allocation #4	46,023	-41,023		5,000
Safe Harbor				
Guided Pathways	5,000			5,000
Worker Retraining	41,023	-41,023		
Allocation #5	156,450	36,040		192,490
Safe Harbor				
Guided Pathways	794	2,990		3,784
Worker Retraining (1x)	123,000	30,750		153,750
Basic Needs	5,356	2,300		7,656
Incarcerated Students (1x)	27,300			27,300
Total State Allocation	48,637,948	24,183,350	19,044,036	91,865,335
Other Operating Funds	10,897,047	14,726,815	17,986,330	43,610,192
Total Operating Budget	\$59,534,995	\$38,910,165	\$37,030,366	\$135,475,527

Tuition revenue collections: Fiscal year tuition revenue totals \$11,829,784 which includes tuition operating fees collection for summer and fall quarters. Collections are currently 1.2% above target (+\$319,175). This positive trend is expected to continue, supported by strong preliminary winter quarter collections in December.

Enrollment report: Annual full-time equivalent (FTE) enrollment targets and actual enrollment as of January 5, 2026, are shown below. Winter quarter registrations total 2,850 FTE, slightly below the target of 2,858. Year-to-date, SCC is at 71.4% of its annual target, and SFCC is at 69.8%. Both colleges are expected to meet their state enrollment targets based on historical trends. Combined state enrollment for the year represents 70.93% of target (71.43% at SCC and 69.80% at SFCC). This trend should result in both colleges meeting their state targets for the year. Both colleges continue to experience strong enrollments in Running Start.

Full-Time Equivalent Enrollment Report

College	State Funded Target	State Funded Actuals 1/5/26	Percent of Target	Running Start Target	Running Start Actuals 1/5/26	Percent of Target
SCC	6,492	4,637	71.43%	766	569	74.28%
SFCC	2,871	2,004	69.80%	808	597	73.89%
Total	9,363	6,641	70.93%	1,574	1,166	74.08%

Operating budget expenditures: Actual expenditures through November are \$49,691,743 or 37% of budget. Expenditures are within budget and trending consistent with historical spending patterns.

All-Funds Summary Report of Revenues and Expenditures: Total revenue from all sources was \$126,209,421 offset by total expenditures of \$111,340,012. Net Activity (total revenue minus total expenditures from all sources) as of November 30, 2025, was \$14,869,408. Revenue and expenditures reflect the historical spending patterns for the academic year, including tuition and financial aid awards, capital projects, and Running Start billings.

Board Policy Reference: 1.50.02 (4) Central Administration. The chief financial officer (CFO) shall make regular financial reports to the Board of Trustees. The CFO shall include in the reports key indicators of the financial status of the district and its operating units, such indicators to be recommended by the CFO, and followed over time. The CFO shall bring to the attention of the board all financial matters that in the professional judgment of the CFO may significantly impact the financial stability of the district or its operating units.

Recommendation: It is recommended that the Board of Trustees approve the consent agenda items as presented.

Attachments:

1. State Allocation and Tuition Operating Budget Report 2025-11 – 2026-01-06
2. Revenue & Expenditures 2025-07-01 through 2025-11-30 – 2025-01-06
3. Allocation #5 Operating Budget 11.24.2025
4. Enrollment Reports State Funded and Running Start 2026.01.06

Prepared by: Dr. Linda McDermott, CPA
 Chief Financial Officer
 January 20, 2026



State Allocation and Tuition Operating Budget Report

for Fiscal Year 2025 - 2026

Tuition revenue and GL expenditures through November 30, 2025

State Allocation #5

	SCC	SFCC	Central Admin	ISC	District Total
Total State Allocation	\$48,637,948	\$24,183,350	\$18,988,082	\$55,954	\$91,865,334
Tuition Revenue Estimate	\$9,339,990	\$4,515,865	\$4,174,796	\$9,000,476	\$27,031,127
Operating Support, One-time Distribution of FY24 Tuition Revenue over Budget, and Unspent DMC	\$1,557,057	\$10,210,951	\$3,386,197	\$1,424,860	\$16,579,065
Total State Allocation & Tuition Operating Budget	\$59,534,995	\$38,910,166	\$26,549,075	\$10,481,290	\$135,475,526

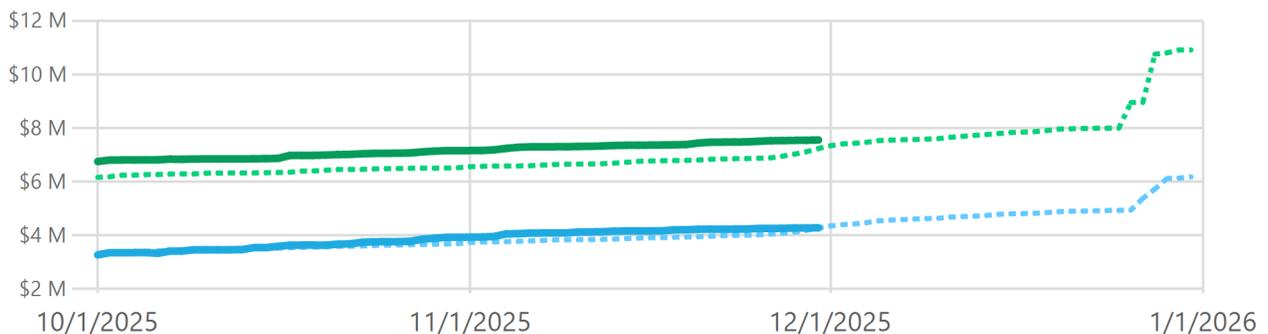
Allocation and Tuition Expenditures

	Budget	Year-to-Date Expenditures	Percent Expended to Budget	Percent of Total Expenditures
SCC	\$59,534,995	\$22,782,494	38%	46%
SFCC	\$38,910,166	\$12,576,907	32%	25%
Central Administration	\$26,549,075	\$10,804,929	41%	22%
<i>Administration (CEO, CHRO, CIAEAO, CFO, CSSO)</i>		\$3,609,473		7.3%
<i>CIO, CGSO</i>		\$7,195,457		14%
District Managed Costs	\$10,481,290	\$3,527,412	34%	7.1%
Total	\$135,475,526	\$49,691,743	37%	

Tuition Operating Fee Revenue

	Fiscal Year Budget	Actual Year-to-Date	Target Year-to-Date	Over/(Short) Target YTD	Percent Over/(Short)
SCC	\$16,790,408	\$7,553,596	\$7,237,270	\$316,325	1.9%
SFCC	\$10,240,719	\$4,276,189	\$4,273,339	\$2,849	0.0%
District Total	\$27,031,127	\$11,829,784	\$11,510,610	\$319,175	1.2%

..... SCC Target YTD
 ——— SCC Actual YTD
 SFCC Target YTD
 ——— SFCC Actual YTD





Revenue & Expenditures

7/1/2025 through 11/30/2025

Revenue	July	August	September	October	November	Total
Tuition and Student Fees						
Tuition	\$9,326,464	\$2,251,920	\$379,572	\$4,969,631	\$3,012,452	\$19,940,039
Tuition AR	(\$6,846,547)	(\$1,645,600)	\$6,478,838	(\$3,827,125)	(\$2,269,748)	(\$8,110,182)
S&A Fee	\$213,963	\$362,887	\$84,947	\$758,453	\$509,299	\$1,929,550
Student Fees	\$2,265,192	\$810,269	\$222,788	\$1,354,437	\$1,446,675	\$6,099,361
Grants & Contracts						
Head Start & ECEAP	\$4,228,061	\$297,447	\$1,567,891	\$2,700,902	\$3,787,843	\$12,582,144
Running Start	\$3,744,209	\$769,748	\$296,405	(\$4,116)	\$1	\$4,806,247
Perkins	\$8,347	\$19,282	\$50,990	\$102,128	\$27,141	\$207,888
WorkFirst	\$95,063	\$18,216	\$139,158	\$92,448	\$68,835	\$413,720
BFET	-			\$315,894		\$315,894
Corrections	\$154,426	\$155,375	\$184,506	\$213,873	\$148,132	\$856,312
Grant Indirect		\$9,947	\$358,444	\$69,492	\$510,216	\$948,100
Other Grants & Contracts	\$545,651	\$859,910	\$1,212,961	\$1,908,631	\$1,001,499	\$5,528,653
Financial Aid						
PELL		\$1,699,494	\$8,942,753	\$742,792	(\$6,565)	\$11,378,474
Work Study	\$81,153	\$373,593	\$40,000	\$196,843	\$30,000	\$721,589
Other Federal Financial Aid	\$1,005	\$30,925	\$394,773	(\$51,478)		\$375,225
Other State Financial Aid	\$281,361	\$1,375,005	\$311,333	\$4,524,721	\$2,979,109	\$9,471,530
Direct Loan		\$684,182	\$4,682,805	\$1,171,550	(\$2,249)	\$6,536,288
Other Revenue						
State Allocation	\$785,307	\$10,345,210	\$5,855,945	\$5,517,450	\$9,375,770	\$31,879,682
Capital Projects	\$5,096,722		\$1,249,583	(\$441)	\$141,311	\$6,487,176
Auxiliary	\$514,015	\$462,411	\$438,608	\$672,847	\$475,280	\$2,563,161
Other Revenue	\$3,419,049	\$95,530	\$72,211	\$67,625	\$291,297	\$3,945,712
Accounts Receivable	\$6,924,491	\$1,530,145	\$4,655,559	(\$3,967,718)	(\$1,809,617)	\$7,332,860
Total Collected Revenue	\$30,837,934	\$20,505,896	\$37,620,072	\$17,528,839	\$19,716,680	\$126,209,421



Revenue & Expenditures

7/1/2025 through 11/30/2025

Expenditures to Date	July	August	September	October	November	Total
Tuition and Student Fees						
S&A Fee	\$10,405	\$61,565	\$159,379	\$164,194	\$170,691	\$566,234
Student Fees	\$177,684	\$474,483	\$585,313	\$614,747	\$480,079	\$2,332,306
Building & Innovation Fee	-		\$102,122	\$2,415,848	\$294,753	\$2,812,723
Grants & Contracts						
Head Start & ECEAP	\$1,691,433	\$774,086	\$3,250,660	\$4,290,832	\$2,843,868	\$12,850,879
Running Start	\$4,513,957			\$287,905	\$4,384	\$4,806,246
Perkins	\$48,186	\$57,877	\$69,716	\$28,518	\$82,327	\$286,624
WorkFirst	\$94,610	\$53,533	\$112,196	\$86,816	\$69,385	\$416,539
BFET	\$127,556	\$75,340	\$298,973	\$113,284	\$72,118	\$687,271
Corrections	\$154,426	\$176,774	\$208,418	\$179,815	\$163,325	\$882,758
Other Grants & Contracts	\$22,035	\$441,917	\$286,676	\$190,231	\$475,461	\$1,416,321
Financial Aid						
PELL	\$2,327,506	(\$5,888)	\$7,399,135	\$717,330	\$328,594	\$10,766,676
Work Study	\$69,687	\$54,206	\$57,282	\$117,167	\$97,904	\$396,245
Other Federal Financial Aid	\$187,782	\$1,572	\$212,494	(\$101,456)	-	\$300,391
Other State Financial Aid	\$1,862,695	\$26,840	\$7,031,558	\$702,019	\$309,459	\$9,932,571
Direct Loan	\$1,390,269	\$41,151	\$3,709,536	\$1,430,034	\$275,617	\$6,846,607
Other Expenditures						
Salary & Benefits	\$6,421,903	\$9,126,451	\$10,150,214	\$10,458,124	\$11,591,300	\$47,747,991
Capital Projects	\$431,864	\$134,615	\$225,901	\$267,380	\$55,962	\$1,115,722
Rent & Utilities	\$167,645	\$438,481	\$425,394	\$416,535	\$719,421	\$2,167,477
Travel	\$7,803	\$13,137	\$10,585	\$27,199	\$34,386	\$93,111
Goods, Equipment, and Supplies	\$21,063	\$124,790	\$78,151	\$124,339	\$115,385	\$463,729
Auxiliary	\$6,569	\$43,564	\$77,444	\$154,496	\$544,247	\$826,321
Other Expenses / Services	\$311,221	\$1,055,330	\$940,499	\$691,979	\$626,241	\$3,625,270
Total Expenditures	\$20,046,299	\$13,169,824	\$35,391,646	\$23,377,338	\$19,354,906	\$111,340,012
Net Activity	\$10,791,635	\$7,336,073	\$2,228,425	(\$5,848,499)	\$361,774	\$14,869,408

Budget Distribution
Allocation #5

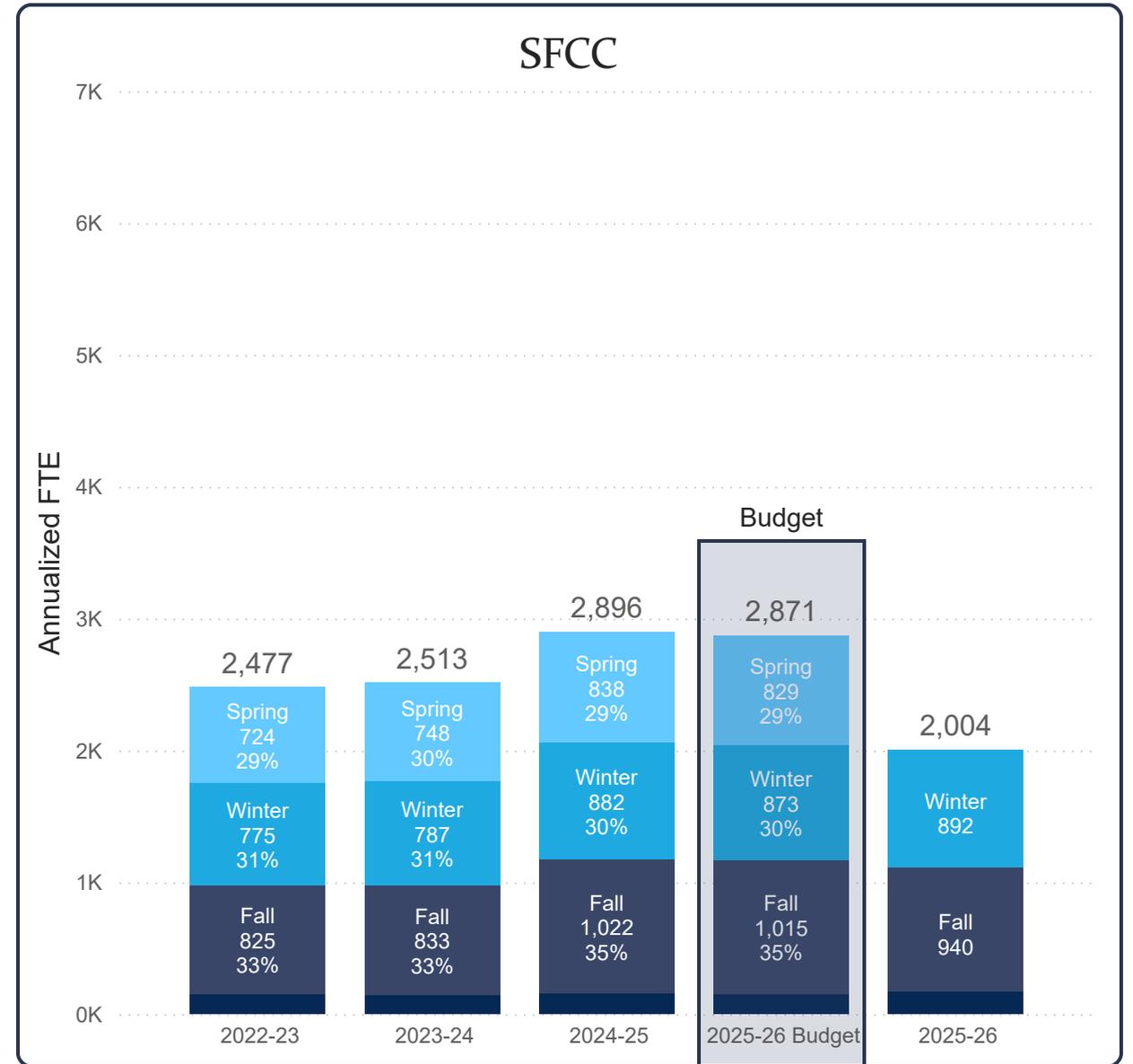
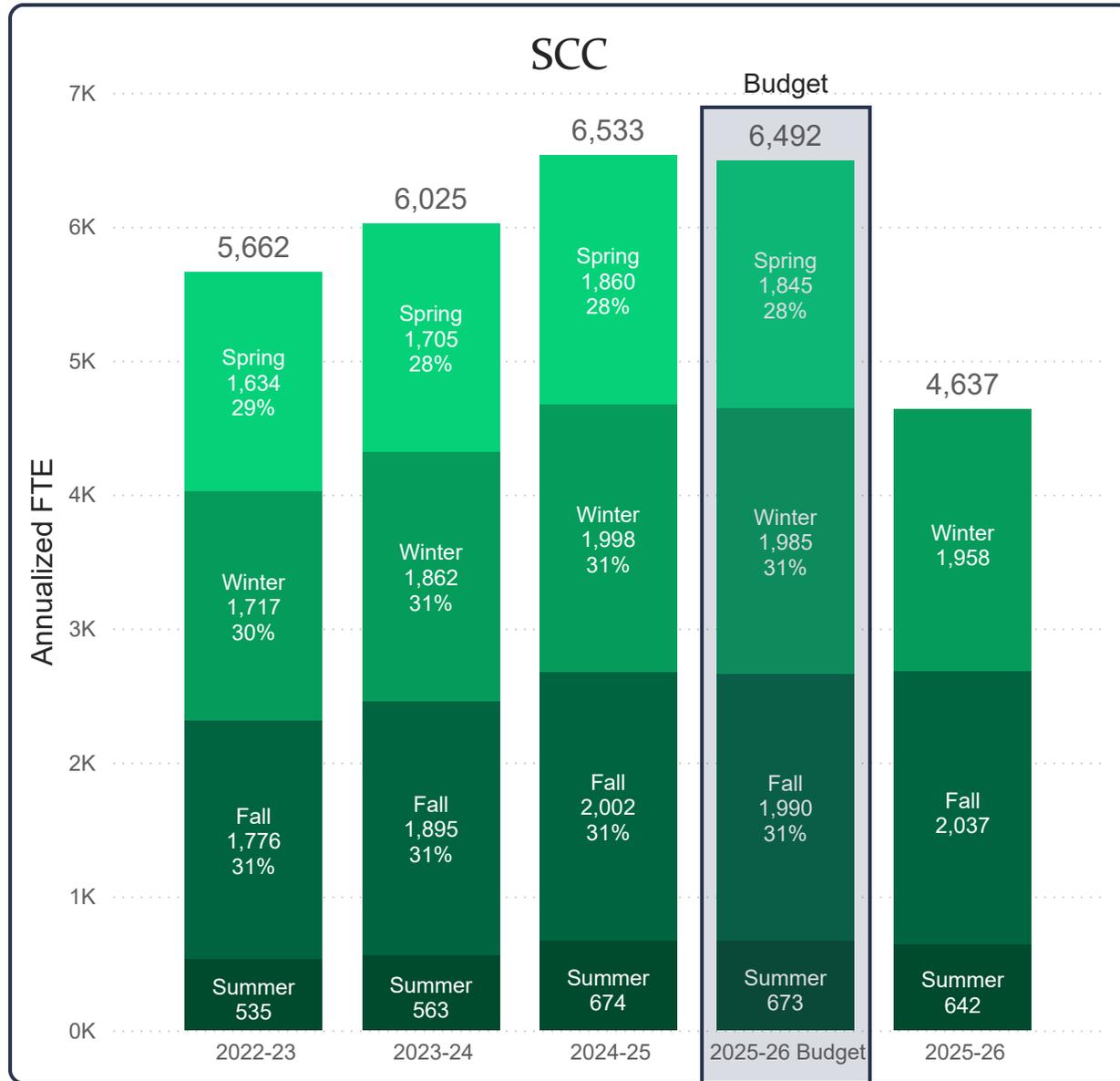
	Allocation	SCC	SFCC	Central Admin (a)	Institutional Shared Costs	Total
1 District Enrollment Allocation Base (DEAB)	63,897,000					
2a DEAB (GFS)	\$ 39,485,993	\$ 18,048,892	\$ 10,860,199	\$ 10,576,902	\$ -	39,485,993
2b DEAB (ELTA)	4,483,696	2,049,480	1,095,319	1,338,898	-	4,483,696
2c DEAB (WEIA)	4,834,619	2,209,885	1,181,045	1,443,688	-	4,834,619
3 Weighted Enrollments	5,880,509	5,339,578	540,931	-	-	5,880,509
4a Performance Based Funding (earmark)	4,461,183	2,580,468	1,880,715	-	-	4,461,183
4b Performance Based Funding (proviso)	175,000	101,225	73,775	-	-	175,000
5 Minimum Operating Allocation (MOA)	4,576,000	2,331,654	1,138,345	1,106,001	-	4,576,000
6 ADJUSTED ALLOCATION - SUBTOTAL	63,897,000	32,661,182	16,770,329	14,465,488	-	63,897,000
7 SAFE HARBOR (EARMARKS AND PROVISOS)						
9 Safe Harbor Wage Increases	14,234,757	7,069,061	3,718,249	3,447,447	-	14,234,757
10 Foundational Support (c)	-	-	-	-	-	-
11 Health Insurance	3,922,028	1,732,589	1,106,644	1,082,796	-	3,922,028
12 Pension	(919,736)	(430,873)	(278,859)	(210,004)	-	(919,736)
13 M&O, Leases, and Assessment	214,000	-	-	158,046	55,954	214,000
14 Aerospace Enrollments - High Demand	438,085	438,085	-	-	-	438,085
15 College Affordability Program (c)	-	-	-	-	-	-
16a Guided Pathways (GS)	200,000	100,000	100,000	-	-	200,000
16b Guided Pathways (WEIA)	3,397,654	2,387,347	1,010,307	-	-	3,397,654
17a Worker Retraining - Proviso	1,810,954	1,585,003	225,951	-	-	1,810,954
17b Worker Retraining - Earmark	153,750	123,000	30,750	-	-	153,750
18 Equity and Access - SB5194	625,771	312,886	312,886	-	-	625,771
19a Diversity Bill - SB5227 (GFS)	77,353	38,677	17,791	20,885	-	77,353
19b Diversity Bill - SB5227 (WEIA)	86,755	43,378	19,954	23,424	-	86,755
20 Career Launch Enrollments	-	-	-	-	-	-
21 Aerospace Apprenticeships	80,000	80,000	-	-	-	80,000
22 Disability Accommodations	108,866	78,211	30,655	-	-	108,866
23a Opportunity Grants (ELTA)	478,012	254,971	223,041	-	-	478,012
23b Opportunity Grants (GFS)	120,812	64,441	56,371	-	-	120,812
24 Gold Star Families	35,865	21,008	14,857	-	-	35,865
25 Students of Color	46,020	30,664	15,356	-	-	46,020
26 Nurse Educators (e)	-	-	-	-	-	-
27 Nurse Education Enrollment Increases (GF-State)	138,528	138,528	-	-	-	138,528
28 High Demand (e)	-	-	-	-	-	-
29 High Demand Enrollments	151,762	-	151,762	-	-	151,762
30 Homeless Student Expansion	220,600	110,300	110,300	-	-	220,600
31 Financial Aid Outreach	-	-	-	-	-	-
32 Cybersecurity Enrollments	180,000	90,000	90,000	-	-	180,000
33 Refugee Education	688,000	688,000	-	-	-	688,000
34 MESA Community College Programs	157,000	-	157,000	-	-	157,000
35 Student Needs SHB1559	130,058	65,029	65,029	-	-	130,058
36 SIM Lab Equipment	77,000	77,000	-	-	-	77,000
37a Student Assistance Grants (GFS)	3,056	3,056	-	-	-	3,056
37b Student Assistance Grants (WEIA)	310,000	155,000	155,000	-	-	310,000
39 Workforce Development Projects	-	-	-	-	-	-
41a Health Workforce Opp Grants (ELTA)	109,441	65,737	43,704	-	-	109,441
41b Health Workforce Opp Grants (GFS)	26,917	15,871	11,046	-	-	26,917
42 Nursing Supply SB 5582	250,000	250,000	-	-	-	250,000
43 Nurse Education Enrollment Increases (WEIA)	162,000	162,000	-	-	-	162,000
44a Apprenticeship & Higher Educ ESSB 5764 (GF-State)	9,000	9,000	-	-	-	9,000
44b Apprenticeship & Higher Educ ESSB 5764 (WEIA)	55,000	55,000	-	-	-	55,000
45 Early Achievers Grant Supports	25,227	-	25,227	-	-	25,227
46 Incarcerated Students Grants SSB5953	163,800	163,800	-	-	-	163,800
47 Higher Ed Opioid Prevention 2SHB 2112 (c)	-	-	-	-	-	-
49 Students Experiencing Homelessness HB1166 Expansion	-	-	-	-	-	-
50 Climate Curriculum Development	-	-	-	-	-	-
51 Sub Total Safe Harbor	27,968,335	15,976,766	7,413,021	4,522,594	55,954	27,968,335
52 Total State Operating Allocation	91,865,335	48,637,948	24,183,350	18,988,082	55,954	91,865,335
53a Resident Tuition Revenue	26,718,783	18,534,198	8,184,585	-	-	26,718,783
54b International Tuition Revenue	312,345	101,466	210,879	-	-	312,345
55 Central Administration Resident & International Tuition	-	(4,055,702)	(1,320,523)	5,376,225	-	-
56 Institutional Shared Costs	-	(5,239,971)	(2,559,076)	(1,201,429)	9,000,476	-
One-time Distribution of FY25 Tuition Revenue over Budget & Unspent DMC	3,705,372	2,187,541	815,716	702,115	-	3,705,372
57 Total Tuition Forecast Budget Allocation	30,736,500	11,527,531	5,331,581	4,876,911	9,000,476	30,736,500
58 Total State Allocation & Tuition	122,601,835	60,165,480	29,514,931	23,864,994	9,056,430	122,601,835
60 Operating Support FY26 (b)	9,873,693	(1,516,028)	8,985,052	2,404,669	-	9,873,693
61 Strategic Investments (d)	3,000,000	885,544	410,182	704,274	1,000,000	3,000,000
62 Operating Revenue Transfer from Other Sources	-	-	-	(424,860)	424,860	-
63 Total One-Time and Operating Support	12,873,693	(630,484)	9,395,234	2,684,083	1,424,860	12,873,693
Total State Allocation, Tuition, and Operating Support Budget Authority	135,475,527	\$ 59,534,995	\$ 38,910,165	\$ 26,549,076	\$ 10,481,290	\$ 135,475,527

- (a) Central Administration: Chancellor, Business Office, Human Resources, Public Information/Marketing Offices, Facilities, Compliance, IT
- (b) Operating support revenue such as Running Start fees, indirect cost recoveries, etc.
- (c) Provisos moved to DEAB in FY26- College Affordability Program, Foundational and College Operating Costs Support, Institutional Priorities, & Opioid Prevention.
- (d) CAU Strategic Investments includes unallocated amount of \$396,947
- (e) Provisos moved to Wage Increase earmark in FY26: High Demand Faculty Salary, Nurse Educator Salaries

Allocations undistributed by SBCTC

State Funded Annualized FTE

Combined State Funded Enrollment Budget: 9,363 annualized FTE

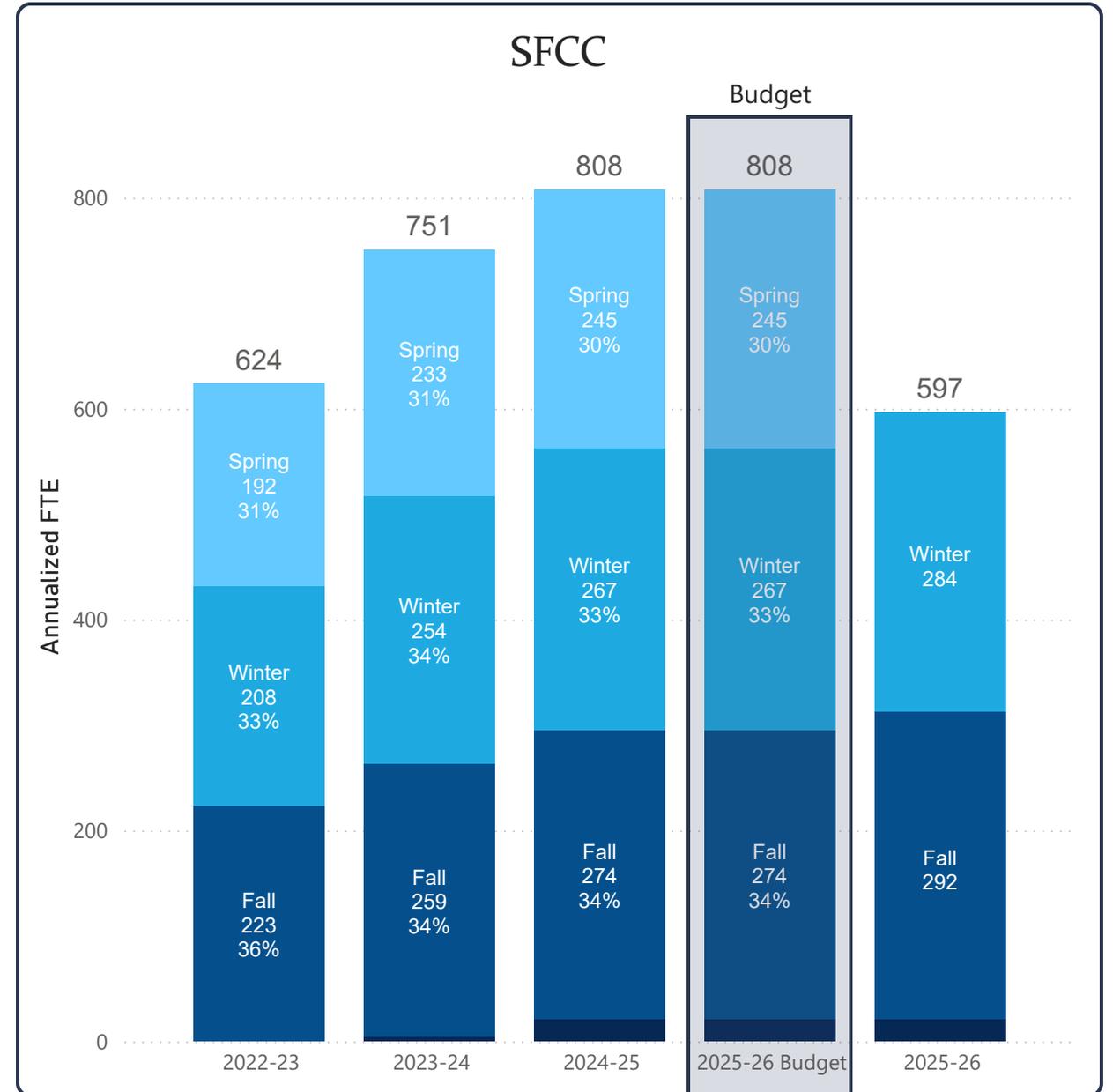
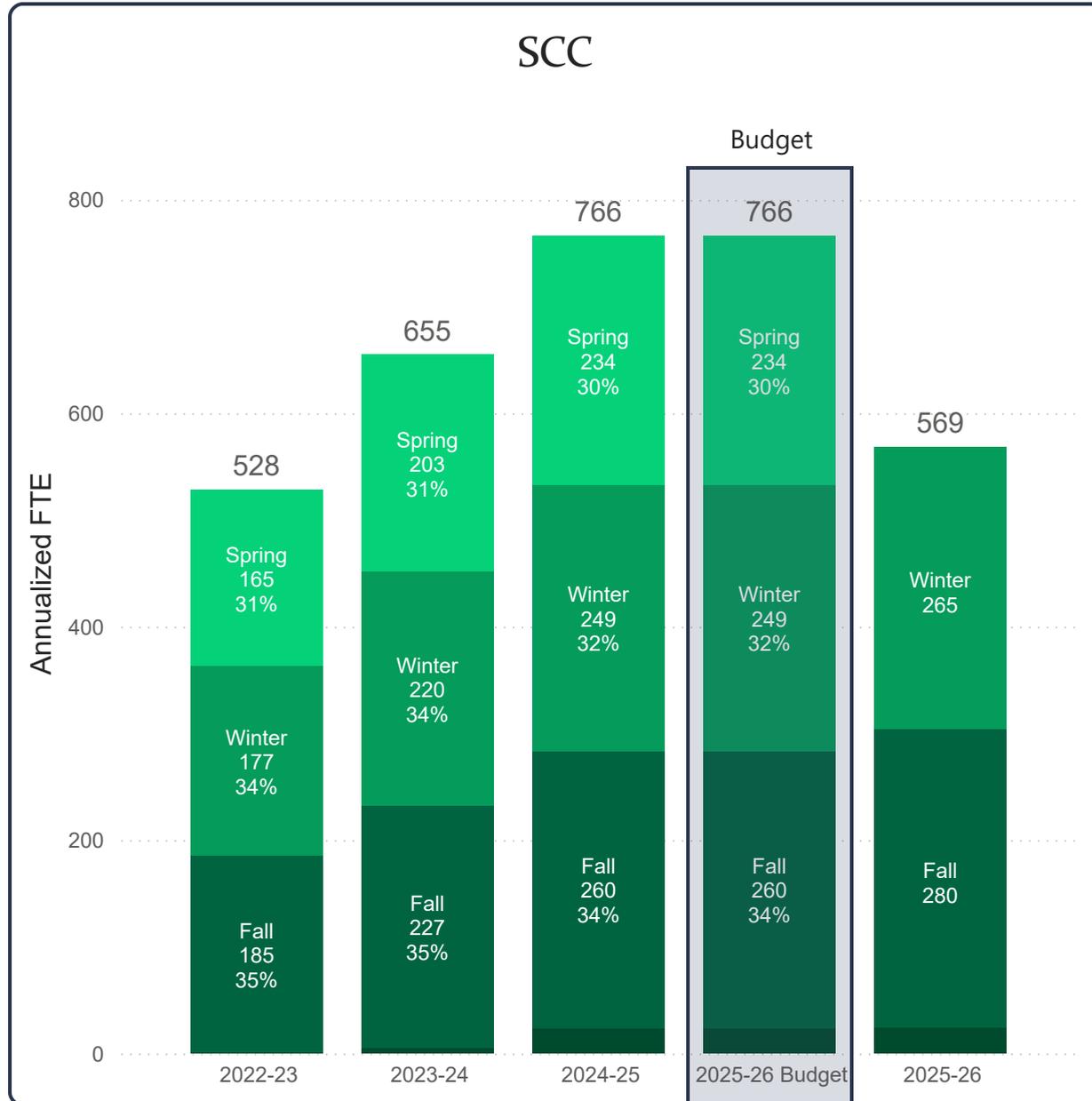


FY26 Budget Resident FTE: 6,470
 FY26 Budget International FTE: 22.5

FY26 Budget Resident FTE: 2,857
 FY26 Budget International FTE: 13.5

Running Start Annualized FTE

Combined Forecast Running Start Enrollment: 1,574 annualized FTE



CONSENT AGENDA ITEMS: HEAD START UPDATES

Submitted by: Bobbi Woodral
District Director Head Start/EHS/ECEAP
January 20, 2026

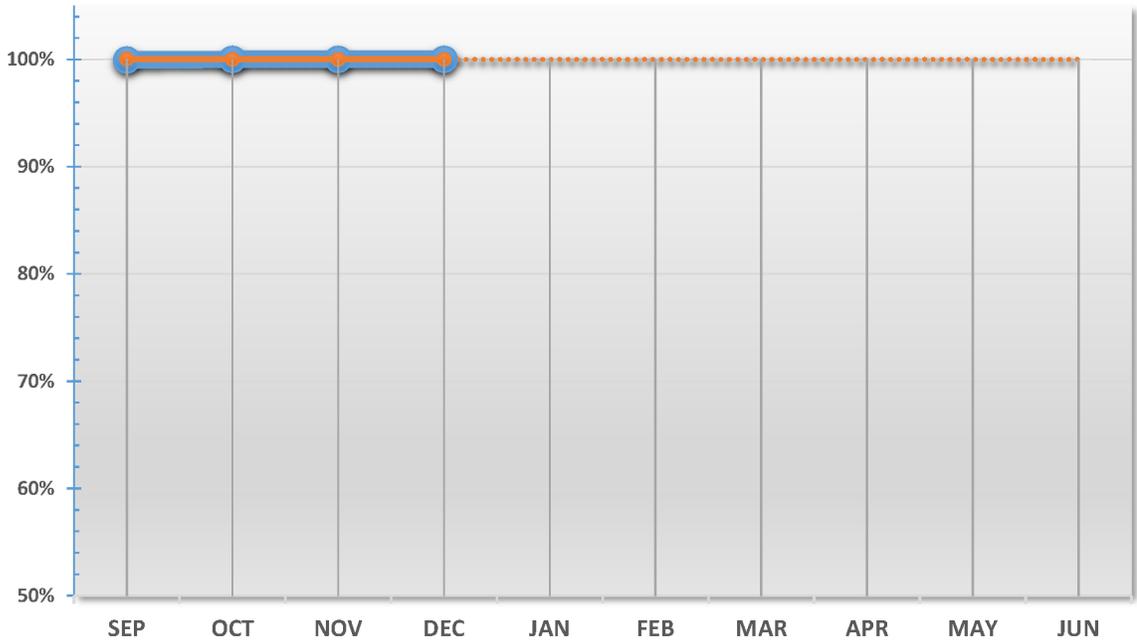
STATUS REPORT SPOKANE COLLEGES HEAD START & ECEAP

JANUARY 2026

Enrollment Overview

Head Start and Early Head Start enrollment during the month of December remained fully enrolled at 100%.

Spokane Colleges Head Start
Enrollment - 2025/26



2025/26	EHS	100%	100%	100%	100%						
	HS	100%	100%	100%	100%						
2024/25	EHS	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100%	100%	100%
	HS	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100%	100%	100%

Community Needs Assessment

The Head Start Program Performance Standards (45 CFR §1302.11) require programs to conduct a Community Needs Assessment (CNA) at least once every five years, with periodic updates, to understand the strengths, needs, and resources of the communities served. The CNA informs program planning, service design, grant applications, and ongoing continuous quality improvement by ensuring services are responsive to community conditions and family needs.

To meet this requirement, and to ensure an objective and comprehensive assessment, our program has contracted with Arrowleaf Consulting, an external agency, to complete the Community Needs Assessment for both Head Start and ECEAP. This work is currently underway and will be completed by mid-May, allowing findings to be incorporated into the upcoming base-line grant application and to directly inform program goal-setting and strategic planning.

The scope of this assessment is broad and inclusive, examining community strengths, unmet needs, service gaps, and emerging trends that impact children and families. In alignment with Head

Start requirements, the process will include engagement from multiple stakeholders, including parents, staff, community partners, and governance bodies, specifically the Board of Trustees and the Policy Council.

Arrowleaf Consulting will utilize a mixed-methods approach, including:

- Primary qualitative data gathered through key informant interviews, focus groups, and open-ended survey responses
- Primary quantitative data collected through surveys administered to a broader and more representative sample
- Secondary data analysis, examining population-level indicators (e.g., demographics, economic conditions, housing, childcare access) and comparing these trends to internal program data that describe the characteristics of children and families currently served

In addition to meeting grant requirements related to community strengths, needs, and available services, this assessment will intentionally align findings with current Administration for Children and Families (ACF) priorities, including:

- Family economic stability and mobility
- Workforce well-being and capacity
- Family strengthening and parent engagement
- Access to comprehensive, coordinated community services

The results of the Community Needs Assessment will serve as a foundational planning tool to ensure our program remains responsive, data-informed, and aligned with federal priorities while continuing to meet the evolving needs of our community.

Self-Assessment

The Office of Head Start (OHS) Self-Assessment is a required annual process used to evaluate program effectiveness and guide continuous quality improvement in alignment with the Head Start Program Performance Standards. The 2026 Self-Assessment will begin in mid-January, once a complete set of program-year data is available, with the final report scheduled for presentation in March 2026.

This year's Self-Assessment will focus on Family Services, with particular attention to workforce and economic stability, strengthening families, and the effectiveness of resource provision. Ongoing monitoring results and multi-year data will be reviewed to identify trends, assess impact, and develop actionable recommendations that support continuous improvement and high-quality service delivery for children and families.

Summary of Federal Court Decision Impacting Head Start

On January 6, a federal court decision issued by the U.S. District Court in Seattle has resulted in a significant outcome for Head Start programs nationwide. The court granted a preliminary injunction that blocks the U.S. Department of Health and Human Services (HHS) from enforcing certain actions related to diversity, equity, inclusion, and accessibility (DEIA) requirements and grant conditions.

This injunction applies nationally and remains in effect unless modified by a future court order.

Key Outcomes of the Court Decision

The court order prevents the federal government from:

- Enforcing the March 14 DEIA-related directive
- Requiring DEIA-related certifications as a condition of Head Start grant awards
- Adding new DEIA-related conditions to Head Start grants
- Delaying, withholding, or conditioning continuation funding based on DEIA considerations
- Pursuing enforcement actions related to DEIA allegations

Impact on Grant Applications and Funding

Head Start programs may continue to submit grant applications and continuation applications using standard requirements, including:

- Community assessments
- Demographic and enrollment data (e.g., race, ethnicity, language, disability, homelessness, foster care)
- Required Head Start Program Performance Standards language
- Descriptions of program services, staffing, training, and partnerships

Programs are not required to remove commonly used terms related to inclusion, accessibility, or family and community engagement.

The court order also prohibits HHS from delaying, freezing, denying, or conditioning Head Start funding based on DEIA-related content. Funding must proceed under established statutory and regulatory processes.

Program Services and Practices

The decision affirms that Head Start programs may continue providing services and practices consistent with the Head Start Act and Performance Standards, including:

- Culturally and linguistically responsive practices
- Disability and mental health supports
- Dual language learner services
- Family engagement activities
- Staff training related to inclusion and accessibility

Clarification Regarding Federal Child Care Funding Freeze and Impact on Head Start and WCCC Subsidy

Background

Recent national news reports indicate that the U.S. Department of Health and Human Services (HHS) has restricted access to certain federal childcare and family assistance funds for a limited number of states (California, Colorado, Illinois, Minnesota, and New York). This action stems from alleged concerns about fraud and misuse within state-administered programs, particularly the

Child Care and Development Fund (CCDF), Temporary Assistance for Needy Families (TANF), and Social Services Block Grant (SSBG) funding streams. HHS has notified affected states that access to those funds will be restricted pending additional documentation and review.

Key Points

- The federal freeze applies to specific states where HHS has raised compliance concerns and is not a nationwide shutdown of all federal childcare funding.
- The concerns have been triggered by allegations of fraud in state programs, particularly in Minnesota, and require states to provide detailed documentation before funds are released.
- While media coverage has emphasized potential funding disruptions, federal guidance has not indicated that all states' childcare funds are indefinitely stopped. States are being asked to provide additional verification evidence.

Impact on Head Start

Head Start/Early Head Start is funded through a separate federal appropriation and administered through the Office of Head Start. There is no credible reporting or federal notice suggesting Head Start grant awards or payment processes are included in this funding action.

Impact on Washington Working Connections Child Care (WCCC) Subsidies

- The Washington Department of Children, Youth, and Families (DCYF) has stated it has not received any federal guidance indicating a freeze on subsidy payments, and WCCC providers should continue billing as normal.
- WCCC is part of the state's child care subsidy program administered under CCDF, but no official notification has been issued to Washington regarding restricted draws or halted subsidies.
- Until there is official direction from the federal Administration for Children and Families (ACF), WCCC payments are expected to continue without disruption.

Conclusion

Current federal actions relate to *specific states and compliance documentation*, not a general cessation of childcare funding across the country. **Head Start funding and Washington's WCCC subsidy payments are not expected to be disrupted** based on current federal communications and state guidance.

Community of Giving

Each holiday season, we are reminded of the incredible generosity of our community and its commitment to supporting children and families enrolled in our Head Start programs. These acts of kindness go far beyond meeting basic needs – they bring warmth, encouragement, and a sense of belonging during a meaningful time of year. We are grateful this year to have received support from the following:

- **Black Reality Management:** Purchased food and toys for six families at our NCDC site, valued at \$500.
- **Community Member:** Purchased 14 holiday/toy gifts for families at NCDC valued at \$215.

- **Jubilant HollisterStier:** Sponsored eight families at NECC, providing gifts to a total of 40 individuals.
- **SFCC Associated Student Government:** Provided Tree of Sharing gifts for 93 families at the campus Early Learning Center.
- **SFCC Admission and Registration:** Donated winter hats and gloves to families at the ELC
- **Spokane Colleges Executive Assistants Team:** Sponsored a family at Sisters Haven providing a care package, toys, and a \$200 Walmart gift card.
- **Project Warm-up:** Donated knitted infant hats at GFH
- **Community Members:** Donated food, hygiene products, gloves, underwear, and socks for multiple families at GFH valued at \$500.
- **All 4 Fencing:** Provided nine families at WCCC with Costco holiday meal baskets valuing \$2000
- **KXLY Christmas Wish Foundation:** Provided 10 families at WCCC with Visa gift cards valued at \$200 each.
- **Kohl's Cares:** WCCC received stuffed animals and books for 46 children, valued at \$460.
- **Community Member:** Sponsored one family at MLK with holiday gifts valued at \$350.



Pictured Left: Tree of Sharing gifts at the SFCC ELC



Right: Sisters Haven parent receiving gift from the EA team

**HEAD START/EARLY HEAD START FY 25-26
BUDGET REPORT NOV 2025**

November 30, 2025

HEAD START HS26 - Grant Period 9/01/2025 Thru 8/31/2026							EARLY HEAD START EHS26 - Grant Period 9/01/2025 Thru 8/31/2026					
	Current Budget (Includes YTD Revisions)	YTD Revisions	Spent or Spending	Unspent Balance	Percent Spent	Time Elapsed	Current Budget (Includes YTD Revisions)	YTD Revisions	Spent or Spending	Unspent Balance	Percent Spent	Time Elapsed
FEDERAL FUNDING												
Personnel	4,566,752	0	1,221,241	3,345,511	27%	25%	4,899,898	0	1,258,929	3,640,969	26%	25%
Fringe Benefits	1,856,535	0	495,458	1,361,077	27%	25%	1,976,994	0	449,184	1,527,810	23%	25%
Travel	0	0	0	0	0%	25%	0	0	0	0	0%	25%
Equipment	0	0	0	0	0%	25%	0	0	0	0	0%	25%
Supplies	204,767	0	26,395	178,372	13%	25%	135,503	0	30,086	105,417	22%	25%
Contractual	0	0	0	0	0%	25%	0	0	0	0	0%	25%
Facilities/Construction	0	0	0	0	0%	25%	0	0	0	0	0%	25%
Other	637,304	0	139,664	497,640	22%	25%	471,639	0	144,239	327,400	31%	25%
Indirect	625,619	0	159,996	465,623	26%	25%	643,703	0	164,621	479,082	26%	25%
Unobligated/To Be Reassigned	0	0	0	0	0%	25%	0	0	0	0	0%	25%
FEDERAL FUNDING TOTAL	\$7,890,977	\$0	\$2,042,754	5,848,223	26%	25%	\$8,127,737	\$0	\$2,047,059	6,080,678	25%	25%
OTHER FUNDING												
SCC/SFCC Student Gov't Funds	61,839	0	20,624	41,215	33%	25%	79,161	0	26,134	53,027	33%	25%
Child Care Fees	1,667,246	0	289,098	1,378,148	17%	25%	2,662,201	0	290,596	2,371,605	11%	25%
OTHER FUNDING TOTAL	\$1,729,085	\$0	\$309,722	\$1,419,363	18%	25%	\$2,741,362	\$0	\$316,730	\$2,424,632	12%	25%
TOTAL FUNDING	\$9,620,062	\$0	\$2,352,476	7,267,586	24%	25%	\$10,869,099	\$0	\$2,363,789	8,505,310	22%	25%
Training & Tech Assistance Funds	\$76,563		\$18,504	58,059	24%	25%	\$145,055		\$18,132	126,923	12%	25%
Non-Federal Share HS/EHS	\$4,017,033		\$ 1,211,460	2,805,573	30%	25%	**Head Start and Early Head Start Non-Federal Share is Combined**					

This document has been prepared on the basis of information available to the program's Fiscal Office through

November 30, 2025

Initials

NOTE: Both a report listing credit card expenditures and a report with greater budget detail are regularly provided to the HS/EHS Board of Trustees liaison and the Policy Council Treasurer. These reports are also available upon request.

Policy Council Treasurer _____

CCS HS/EHS Board Liaison _____

**HEAD START FY 25-26
MONTHLY EXPENDITURES REPORT NOV 2025**

	September	October	November	December	January	February	March	April	May	June	July	August	Closeout period	YTD Total
FEDERAL FUNDING														
Personnel	\$ 448,020.43	\$ 426,920.59	\$ 346,300.26	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 1,221,241.28
Fringe Benefits	\$ 186,689.30	\$ 175,399.77	\$ 133,368.85	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 495,457.92
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Supplies	\$ 5,822.99	\$ 8,665.27	\$ 11,906.92	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 26,395.18
Contractual	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Facilities/Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Other	\$ 66,739.32	\$ 34,351.13	\$ 38,573.48	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 139,663.93
Indirect	\$ 54,202.78	\$ -	\$ 105,793.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 159,995.78
Unobligated/To Be Reassigned	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
FEDERAL FUNDING TOTAL	\$ 761,474.82	\$ 645,336.76	\$ 635,942.51	\$ -		\$ 2,042,754.09								
OTHER FUNDING														
SCC/SFCC Student Gov't Funds	\$ -	\$ 20,624.01	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 20,624.01
Child Care Fees	\$ (28,728.53)	\$ 108,951.33	\$ 208,874.76	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 289,097.56
OTHER FUNDING TOTAL	\$ (28,728.53)	\$ 129,575.34	\$ 208,874.76	\$ -		\$ 309,721.57								
TOTAL FUNDING	\$ 732,746.29	\$ 774,912.10	\$ 844,817.27	\$ -		\$ 2,352,475.66								
Training/Tech Assistance Funds														
	\$ 6,386.39	\$ 7,441.06	\$ 4,676.58	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 18,504.03
Non-Federal Share HS/EHS														
	\$ 270,487.85	\$ 479,482.46	\$ 461,489.75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 1,211,460.07

*September Data - Due to an over statement of revenue from last fiscal year, September's Child Care Revenue appears to be negative. This will be resolved by the end of the fiscal year.

**Due to timing conflicts, Indirect for October will be reflected on the November report

EARLY HEAD START FY 25-26
MONTHLY EXPENDITURES REPORT NOV 2025

	September	October	November	December	January	February	March	April	May	June	July	August	Closeout Period	YTD Total
FEDERAL FUNDING														
Personnel	\$ 106,577.03	\$ 674,187.69	\$ 478,164.17	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 1,258,928.89
Fringe Benefits	\$ 29,268.79	\$ 220,114.82	\$ 199,799.99	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 449,183.60
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Supplies	\$ 5,607.84	\$ 10,211.81	\$ 14,266.77	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 30,086.42
Contractual	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Facilities/Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Other	\$ 72,212.93	\$ 35,017.55	\$ 37,008.97	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 144,239.45
Indirect	\$ 18,577.52	\$ -	\$ 146,043.06	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 164,620.58
Unobligated/To Be Reassigned	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
FEDERAL FUNDING TOTAL	\$ 232,244.11	\$ 939,531.87	\$ 875,282.96	\$ -		\$ 2,047,058.94								
OTHER FUNDING														
SCC/SFCC Student Gov't Funds	\$ -	\$ 26,134.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 26,134.00
Child Care Fees	\$ 19,106.04	\$ 137,167.82	\$ 134,322.08	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 290,595.94
OTHER FUNDING TOTAL	\$ 19,106.04	\$ 163,301.82	\$ 134,322.08	\$ -		\$ 316,729.94								
TOTAL FUNDING	\$ 251,350.15	\$ 1,102,833.69	\$ 1,009,605.04	\$ -		\$ 2,363,788.88								
Training/Tech Assistance Funds	\$ 4,988.87	\$ 9,131.46	\$ 4,011.22	\$ -		\$ 18,131.55								

Non-Federal Share HS/EHS **Head Start and Early Head Start Non-Federal Share is Combined and displayed on the Head Start Monthly Expenditures Report**

**Due to timing conflicts, Indirect for October will be reflected on the November report

Certification

In compliance with Section 642 (d)(2)(A) of the Head Start Act, we certify that the Board of Trustees and Policy Council have reviewed and approved the monthly financial statement, including the detailed report of credit card expenditures for the month of November 2025.

Name: <u>Todd Woodard</u>	Name: <u>Cassie Reed</u>
Title: <u>Board of Trustees Chair</u>	Title: <u>Policy Council President</u>
Signature: _____	Signature: _____
Date: <u>1/21/2026</u>	Date: <u>1/13/2026</u>

USDA CACFP Meal Service Report - November 2025

Number of Reimbursable Meals		Actual HS/EHS Reimbursement		
6,838	Breakfast	\$16,821.48	Total Attendance	12,147
0	AM Snacks	\$0.00	Average Number of school days	15.92
8,192	Lunch	\$37,683.20	Average daily attendance	529.89
7,011	PM Snacks	\$8,833.36		
0	Supper	\$0.00		
0	Evening Snacks	\$0.00		
22,041	Total	\$63,338.040	Cash-In-Lieu	Total
			\$2,498.58	\$65,836.62
			Monthly Food Operating costs	\$705,169.85
	November Farm to School Grant reimbursement			\$1,248.99

REPORT: WEBSITE PROJECT STATUS UPDATE

Presented by: Jeff Bunch
 District Director of Communications

Leslie Dawson
IT Project Management
January 20, 2026



Website Migration Project

Modern Campus – Board of Trustees Update
January 20, 2026

Website Migration Project - Progress Updates

Project Tasks Completed in 2025

Spokane Colleges Teams

- Spokane Colleges, SCC & SFCC Site Map Completion
- Kentico Content Review and Verification
- Functional Spec Documents Completed

Modern Campus

- Design Phase

iFactory Discovery Tool

- Discovery Tool Design Phase

Happening Now – Q1 2026

Spokane Colleges Teams

- New Content Creation – January Start
- Forms Solutions – Inventorying Kentico Forms
- Governance Development
- **Modern Campus**
 - Development team has started build (2-3 Weeks)
 - iFactory Discovery Tool Build

iFactory Discovery Tool - Overview

- Homepage element that is uniquely ours
- A user-friendly, research-based tool to help students chart their journeys
- Aid for undecided or students exploring to match with programs
- User interest quiz from Career Coach
- Connects to live Lightcast data sets
- Solutions being explored to include for Workforce options

The screenshot shows the top navigation bar with contact information (email@email.com | 111-222-333) and a search bar. Below is the Spokane Colleges logo and a menu with options: About Us, Student Resources, Ways to Study, Community & Business, and Work For Us. The main banner features the headline "Where Programs Meet Careers" and a sub-headline: "Not positive what you want to study? Do you have certain skills or interests, but not sure how you can apply them or what degree will get you where you want to go? Focus on which academic programs can help you reach your career goals." Below the banner are three filter buttons: "SKILLS & INTERESTS" (5), "FIELDS & INDUSTRIES" (4), and "SALARY" (30,000+). At the bottom, it displays "Results: 7 program options based on your answers" and a "Reset Options" button next to a "SORT BY: Relevancy" dropdown menu.

iFactory Discovery Tool – The Journey (Inquiry)

Find Programs That Match Your Interests & Skills

This three-question quiz will help you focus on the academic program that can help you reach your career goals.

- 1 SKILLS & INTERESTS — 2 FIELDS & INDUSTRIES — 3 SALARY

What do you enjoy doing?

Select 1 to 5 options.

- Working With My Hands
- Working Outside
- Using My Physical Strengths
- Solving Problems
- Exploring Cultural Trends
- Expressing Creativity
- Helping/Teaching Others
- Managing or Leading Others
- Working With Numbers
- Following Clear Directions

Find Programs That Match Your Interests & Skills

This three-question quiz will help you focus on the academic program that can help you reach your career goals.

- ✓ SKILLS & INTERESTS — 2 FIELDS & INDUSTRIES — 3 SALARY

Which fields would you like to work in?

Select 1 to 5 options.

- Manufacturing/Construction
- Supply Chain & Transportation
- Arts, Entertainment, & Design
- Hospitality, Events, & Tourism
- Financial Services
- Marketing & Sales
- Education
- Healthcare & Human Services
- Public Service & Safety
- Agriculture
- Energy & Natural Resources
- Management & Business

Previous Question

Next Question

Find Programs That Match Your Interests & Skills

This three-question quiz will help you focus on the academic program that can help you reach your career goals.

- ✓ SKILLS & INTERESTS — ✓ FIELDS & INDUSTRIES — 3 SALARY

How much would you like to make?

Select the minimum annual salary you're seeking.

STARTING AT
\$30,000+

Previous Question

See Careers

iFactory Discovery Tool – The Journey (Careers and Programs)



Natural Resource Management

A.A.S.

When you complete this two-year degree, you'll be ready to start your career with Federal or State agencies like the Forest Service, Department of Natural Resources and Washington State Parks, or go to work for a private company, like Potlatch-Deltic.

FIELD

Energy & Natural Resources

AVAILABLE AT:

SFCC ▶

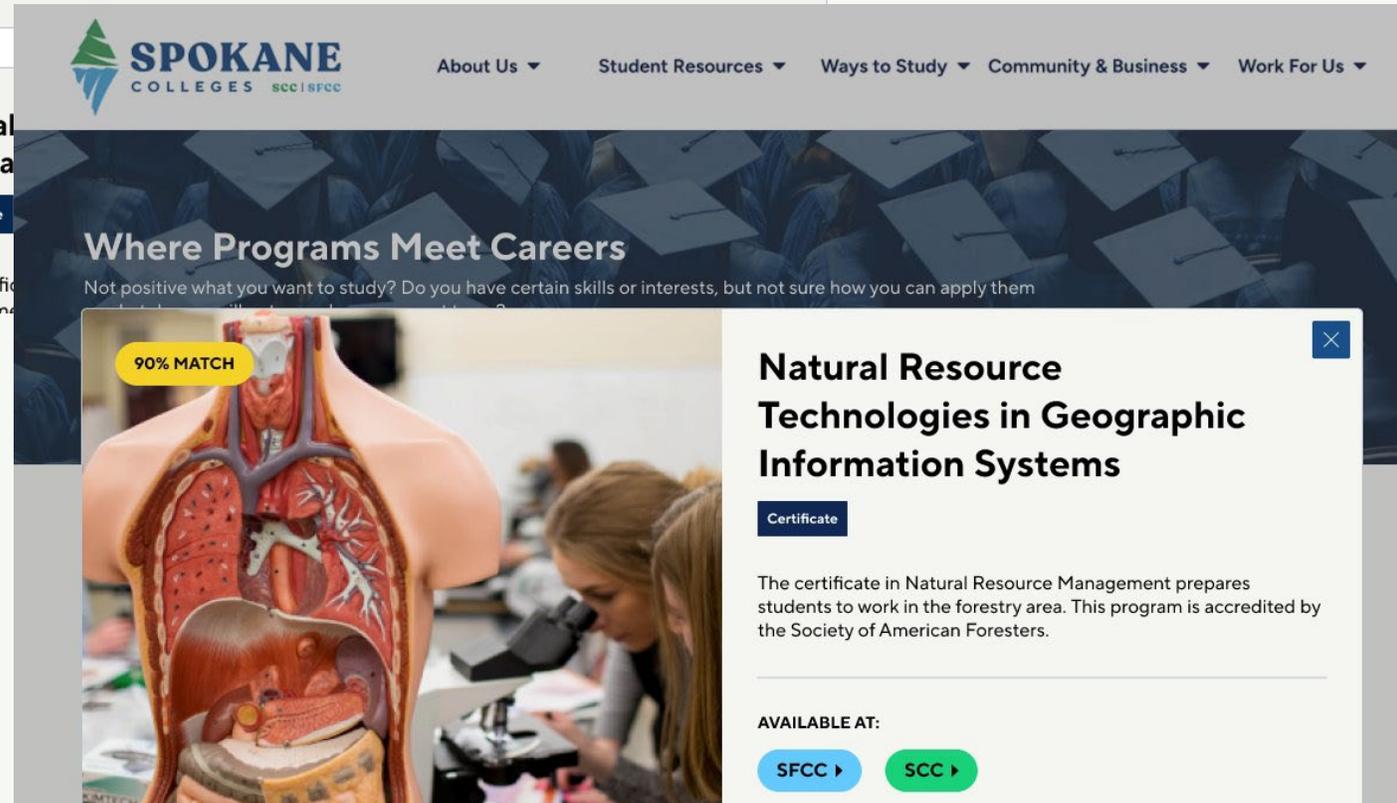
SCC ▶



Natural Resource Management Geographic Information Systems

Certificate

The certificate in Natural Resource Management prepares students to work in the forestry area. This program is accredited by the Society of American Foresters.



SPOKANE COLLEGES scc | sfcc

About Us ▾ Student Resources ▾ Ways to Study ▾ Community & Business ▾ Work For Us ▾

Where Programs Meet Careers

Not positive what you want to study? Do you have certain skills or interests, but not sure how you can apply them

90% MATCH

Natural Resource Technologies in Geographic Information Systems

Certificate

The certificate in Natural Resource Management prepares students to work in the forestry area. This program is accredited by the Society of American Foresters.

AVAILABLE AT:

SFCC ▶ SCC ▶

Website Migration Project Timeline

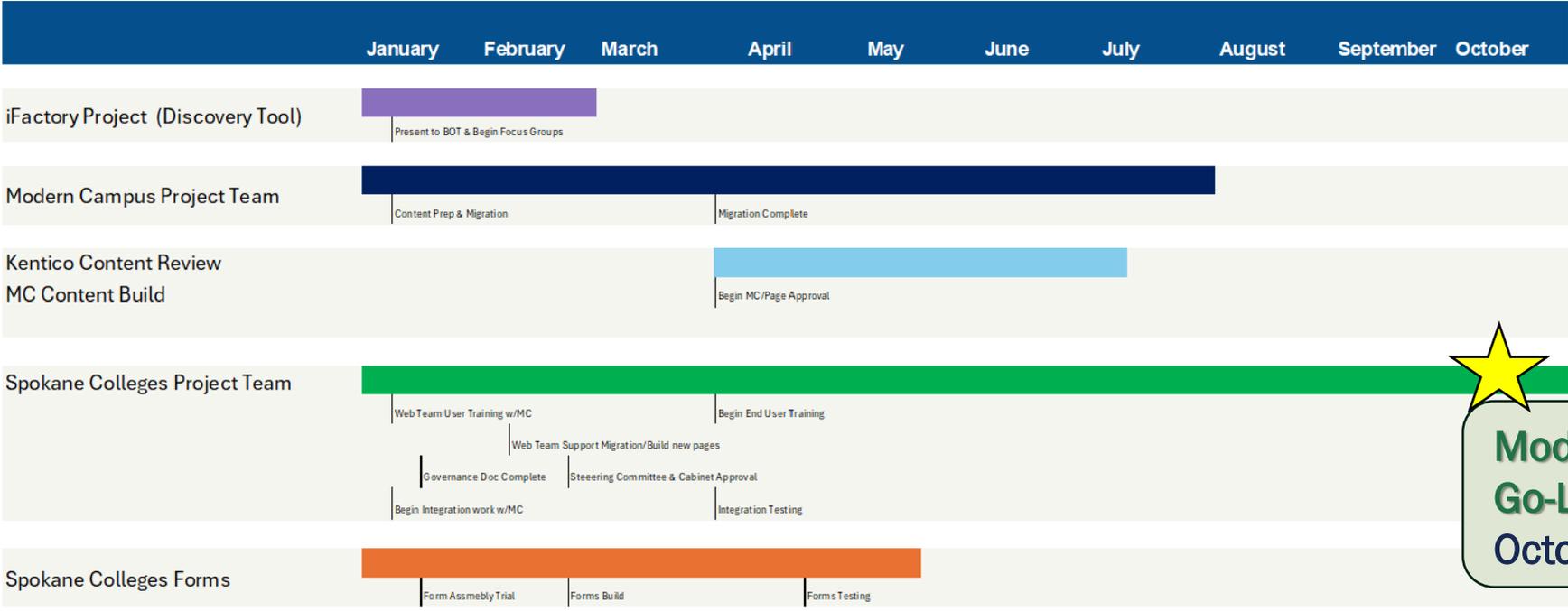
Up Next

Spokane Colleges Teams

- Content Build and Migration
- Integration Planning
- Forms/Survey Testing in Forms Assembly

Modern Campus & iFactory Discovery Tool

- Collaboration meeting with vendors to verify functionality of tool
 - Student and College focus groups will be hosted by iFactory
- Content Migration estimated to begin 2 weeks out (8 weeks)



★
**Modern Campus
 Go-Live
 October 2026**

REPORT: STUDENT RECRUITMENT & OUTREACH

Presented by: Dr. Jenni Martin
President, SCC

Patrick Tanner
Vice President of Student Services, SCC

Guillermo Espinosa
Associate Dean of Outreach & Dual Enrollment, SCC

Patrick McEachern,
Interim President, SFCC

Melanie Rose
Chief Institutional Advancement & External Affairs Officer,
Spokane Colleges
January 20, 2026

Student Recruitment & Outreach



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Outreach

- **Mission**

The Outreach Teams at SFCC and SCC focus on student recruitment by increasing awareness of programs and services, building strong partnerships, and helping students move from interest to application.

- **Key Activities**

- High School Engagement
- Community Partnerships
- Campus Tours & Events



Spokane Community College Team

Dual Enrollment

- Tessa Greene, Dual Enrollment Supervisor
- Vickie Mills, Running Start Program Coordinator
- Jessica Healy, CTE Program Coordinator

CRM

- Lori Greenwood, CRM Manager
- Mindy Jones, CRM Program Specialist

Outreach

- Ramona Barhorst, Student Recruitment Manager
- Brandon Velazquez, Community Recruitment Manager
- Brian Brandli, Workforce Recruitment Manager
- Nicci Gooch, Campus Visit Supervisor

SCC Metrics

Event/Visit Title*	Count
Application Day	16
College Fair	44
Community Event	56
High School Visit	34
SCC Event	13
Signing Day	6

*Calendar Year 2025

Academic Year	CRM Contacts Follow Up
2024-2025	1,800
2023-2024	2,000

To see full list of outreach visits for calendar year 2025 (January – November), see Appendix A.

Academic Year	# of Applications (Summer-Spring)
2024-2025	10,014
2023-2024	7,547
2022-2023	5,884
2021-2022	5,599



Spokane Falls Team

Dual Enrollment

- Junnie Loh Taylor

Running Start Program Specialist 2

- Elizabeth Thomas

CTE Program Specialist 2

Gateway to College

- Matthew Rabon

Gateway to College Navigator

- Rai Ince

Gateway to College Program Specialist 2

Outreach

- Vacant

Campus Visit Supervisor

- Mitchell Carbon

Program Assistant



SFCC Metrics

Event/Visit Title*	Count
Application Day	8
College Fair	16
Community Event	22
High School Visit	33
SCC Event	13
Signing Day	6

*Calendar Year 2025

Academic Year	CRM Contacts Follow Up
2024-2025	1,644
2023-2024	1,396

To see full list of outreach visits for calendar year 2025 (January – December), see Appendix B.

Academic Year	# of Applications (Summer-Spring)
2024-2025	4,981
2023-2024	4,499
2022-2023	4,104
2021-2022	3,810



District Marketing Support

- Integrated Marketing Campaigns
 - Rebranding
 - Transfer
 - Running Start
 - Workforce – Healthcare & Manufacturing + STEM
- Communications
 - Websites
 - Social media
 - Public & media relations
- CRM – Customer Relationship Management
- Community Partnerships & Sponsorships
- SCC - Paid Marketing
 - Digital campaigns
 - Geofencing
 - Social media
 - Print & Collateral



SPOKANE
COLLEGES SCC | SFCC

CRM Support

Inquiries/Leads Captured

- 2023-24 Academic Yr: **1.8K**
- 2024-25 Academic Yr: **2K**
- Since Fall of 2025: **570**

Events Registrations

- 2023-24 Academic Yr: **135 events, 3178 registrants**
- 2024-25 Academic Yr: **148 events, 5287 registrants**
- Since Fall Qtr 2025: **50 events, 1960 registrants**

New Student Orientation

- May 2025-Jan2026: **52 events, 1472 registrants, 79% attended**
- Communications from start to class registration: **8 campaigns**

Email/SMS Campaigns

- Quarterly enroll communications: **190+ campaigns**
- Inquiry Campaigns by Pathway: **7 messages/time-released over 35 days**
- Daily texting campaigns by Program: **155 SMS broadcasts**

Competitive Program Application Cycles

- BAS-Respiratory Care opened Jan. 1
- Radiology Technology opened Jan. 1
- Practical Nursing opens Jan. 15
- Dental Assisting opens Jan. 15
- Registered Nursing opens March 15
- Diag. Med. Sonography planned Feb/March
- Echocardiography planned Feb/March
- Vascular Technology planned Feb/March

Dual Enrollment

Mission

Dual Enrollment at Spokane Colleges expands equitable access to college by partnering with high schools to provide rigorous, transferable college coursework that prepares students for success!

- Workforce-ready
- Accelerates academic progress
- Supports career exploration
- Promotes successful transitions to postsecondary education



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COLLEGES scc | sfcc

Dual Enrollment @ SFCC

Running Start Metrics

Academic Year	Unduplicated Headcount	Annualized FTE
2024-2025	1014	812.3
2023-2024	966	754.9
2022-2023	795	635.8

CTE Dual Credit Metrics

Academic Year	Credits Transcribed
2024-2025	3,629
2023-2024	2,185

Gateway Dual Credit Metrics

Academic Year	Unduplicated Headcount	Annualized FTE
2024-2025	64	27.9
2023-2024	67	26.9
2022-23	56	23.0

Programs Offered

- Running Start
- CTE Dual Credit
- Gateway to College

To see full list of Running Start Information Sessions for calendar year 2025 (January – November), see Appendix C.

Dual Enrollment @ SCC

Programs Offered

- Running Start
- CTE Dual Credit

Running Start Metrics

Academic Year	Unduplicated Headcount	Annualized FTE
2024-2025	996	766.2
2023-2024	862	654.6
2022-2023	690	528.2

CTE Dual Credit Metrics

Academic Year	Credits Transcribed
2024-2025	4,901
2023-2024	4,148

To see full list of Running Start Information Sessions for calendar year 2025 (January – November), see Appendix D.

Questions or
Comments?



SPOKANE
COLLEGES SCC|SFCC

Appendix A

SCC Outreach Visits Calendar Year 2025 (Jan – November)

Date	Event/Visit	Name
1/5/2025	College Fair	Skills USA Career Fair
1/14/2025	Community Event	Head Start Policy Council
1/14/2025	High School Visit	The Community School Presentation
1/15/2024	Community Event	Crosswalk tabling
1/17/2025	High School Visit	Gonzaga Prep Electronics Presentation
1/17/2025	High School Visit	Gonzaga Prep Electronics Presentation
1/30/2025	Community Event	Whitman Hoodie Project
2/4/2025	Application Day	Shadle Park HS applications
2/5/2025	Community Event	Hoodie Project
2/8/2025	College Fair	girlConNW tabling
2/13/2025	Application Day	Shadle Park HS applications
2/19/2025	College Fair	MLL Senior Night
3/3/2025	Application Day	East Valley High School Applications
3/4/2025	College Fair	Spokane Schools Sports Medicine Club
3/4/2025	High School Visit	Selkirk HS Visit
3/4/2025	High School Visit	Cusick HS Visit
3/5/2025	College Fair	WA Family, Career, and Community Leaders of America conference
3/6/2025	Application Day	Cheney High School Tabling and Applications
3/7/2025	College Fair	24-25 Multicultural Fair at Lewis and Clark
3/7/2025	SCC Event	CNC Open House
3/10/2025	SCC Event	Solder Night
3/10/2025	SCC Event	Solder Night
3/11/2025	Community Event	Head Start Policy Council
3/11/2025	College Fair	WA HOSA State Leadership Conference
3/11/2025	SCC Event	Running Start Info Night
3/11/2025	College Fair	N. Palouse Industry Fair
3/12/2025	College Fair	WA HOSA State Leadership Conference
3/12/2025	Application Day	Application Day at Lewis and Clark
3/12/2025	High School Visit	Next Gen Zone Presentation
3/12/2025	College Fair	HOSA State Leadership Conference tabling
3/14/2025	Application Day	Rogers High School Tabling and Applications
3/18/2025	Community Event	Education Showcase- WorkSource Spokane
3/19/2025	College Fair	Multicultural Night at Rogers
3/21/2025	Application Day	Rogers High School Tabling and Applications
3/25/2025	Community Event	Education Showcase- WorkSource Spokane
3/26/2025	Community Event	Get Connected Career Fair
3/31/2025	College Fair	T24 fair North Central HS
3/31/2025	College Fair	T24 fair Rogers HS

4/1/2025	College Fair	T24
4/1/2025	College Fair	5th Grade
4/1/2025	College Fair	T24
4/2/2025	College Fair	T24
4/2/2025	College Fair	PNACAC
4/2/2025	College Fair	T24
4/3/2025	College Fair	T24
4/3/2025	College Fair	T24
4/4/2025	Community Event	
4/4/2025	College Fair	WA Technology Student Association Annual Conference
4/4/2025	College Fair	T24
4/15/2025	Community Event	Head Start Policy Council
4/16/2025	Application Day	
4/22/2025	Application Day	
4/23/2025	High school Visit	
4/23/2025	College Fair	
4/23/2025	College Fair	Deer Park HS & Beyond Fair
4/24/2025	College Fair	
4/25/2025	College Fair	
4/28/2025	High school Visit	
4/28/2025	High school Visit	
4/28/2025	High school Visit	
4/29/2025	Application Day	
4/29/2025	High school Visit	
5/2/2025	Signing Day	
5/3/2025	Community Event	Let's Get Mental...Health
5/6/2025	SCC Event	SCC HealthCare Exploration Day
5/8/2025	College Fair	Hispanic Graduation
5/12/2025	Community Event	YWCA
5/13/2025	Community Event	Head Start Policy Council
5/13/2025	Signing Day	CSF Signing Day
5/13/2025	Community Event	WorkSouce Showcase
5/15/2025	High school Visit	Ferris
5/15/2025	Community Event	Veterans Forum
5/16/2025	SCC Event	Solder Night
5/19/2025	Community Event	YWCA
5/20/2025	High school Visit	Dishman Hills
5/21/2025	SCC Event	Trades Ignite
5/21/2025	High school Visit	Mary Walker Lunch
5/22/2025	Signing Day	Rogers
5/22/2025	Signing Day	West Valley HS
5/22/2025	Community Event	Educational Fair
5/27/2025	College Fair	Junior Summit

5/27/2025	Community Event	WorkSouce Showcase
5/28/2025	Signing Day	Decision Day
5/28/2025	College Fair	Junior Summit
5/29/2025	Community Event	WV Community Block Party
5/31/2025	High school Visit	Mary Walker Pres/Tour
5/31/2025	Community Event	Zinefest
6/1/2025	Community Event	YWCA
6/2/2025	Signing Day	
6/4/2025	Community Event	Career Transitions- Resume
6/5/2025	Community Event	STEAM Family Night
6/5/2025	High school Visit	Leadership Academy
6/6/2025	Community Event	West Central Neighbor Day
6/6/2025	Community Event	NEYFS Spring Market
6/9/2025	Community Event	YWCA
6/10/2025	Community Event	Head Start Policy Council
6/10/2025	Community Event	WorkSouce Showcase
6/11/2025	Community Event	Housing Team at YWCA
6/24/2025	Community Event	WorkSouce Showcase
7/16/2025	Community Event	SCC Admissions/Next Steps
7/17/2025	Community Event	Veterans Forum
7/28/2025	SCC Event	Application Day at SCC
7/28/2025	Community Event	Hillyard Employment Education Fair
7/29/2025	College Fair	MASH Camp Career Fair
8/6/2025	SCC Event	Application Day at SCC
8/12/2025	Community Event	5th Annual CVSD Back-to-School Resource Fair
8/21/2025	Community Event	Veterans Forum
8/27/2025	Community Event	Shiloh Hills Elemetary: Back to School Block PARTY
9/8/2025	Community Event	YWCA
9/12/2025	College Fair	2025 Washington Fall Counselor Workshops
9/16/2025	High school Visit	Lewis and Clark
9/20/2025	Community Event	Steam Showcase
9/22/2025	Community Event	Hillyard Farmers Market: It's Fall, Y'all
9/26/2025	SCC Event	Application Day at SCC
9/29/2025	Community Event	YWCA
10/1/2025	College Fair	Unlock Your Future
10/3/2025	College Fair	High School DECA Tabling
10/6/2025	High school Visit	Selkirk High School
10/6/2025	Community Event	YWCA
10/8/2025	SCC Event	Trade Program Discovery Day
10/8/2025	Application Day	Mary Walker App Day
10/9/2025	College Fair	4th Annual College & Career Fair
10/10/2025	Community Event	NIEA Convention & Trade show
10/11/2025	Community Event	Pop Up Healthcare Block Party

10/13/2025	Community Event	YWCA
10/14/2025	High school Visit	Valley Christian School
10/14/2025	High school Visit	Cheney High School
10/14/2025	College fair	T24 Valley Edition
10/15/2025	College Fair	NACAC
10/16/2025	Application Day	East Valley Senior Day
10/17/2025	Community Event	Crosswalk
10/17/2025	High school Visit	Rogers High School
10/20/2025	High school Visit	Mary Walker HS
10/20/2025	Community Event	YWCA
10/20/2025	High school Visit	Jenkins HS
10/20/2025	SCC Event	Solder Night Colville
10/21/2025	High school Visit	Kettle Falls HS
10/21/2025	SCC Event	CNC Machining Info Session
10/22/2025	High school Visit	Newport HS
10/23/2025	High school Visit	Inchelium School
10/23/2025	High school Visit	Columbia HS
10/27/2025	Community Event	YWCA
10/27/2025	High school Visit	Cheney High School
10/28/2025	Community Event	Crosswalk
10/29/2025	College Fair	Construction Career Day
10/29/2025	College fair	Odessa High School
10/30/2025	College Fair	Construction Career Day
10/30/2025	High school Visit	Lakeside HS Advisory - College Clinic
11/01/2025	College Fair	HOSA Regional Conference
11/3/2025	Community Event	YWCA
11/5/2025	College Fair	T-2-4 Fair
11/6/2025	High school Visit	Lakeside HS Advisory - College Clinic
11/10/2025	Community Event	YWCA
11/10/2025	High school Visit	Kootenai High School Visit Presentations
11/12/2025	High school Visit	Shadle Park High School
11/13/2025	Community Event	Crosswalk
11/17/2025	Application Day	Mica Peak HS
11/17/2025	Community Event	YWCA
11/18/2025	Community Event	Career and Education fair
11/19/2025	College fair	Reardan HS
11/19/2025	High school Visit	Cheney High School
11/19/2025	College Fair	ELD Night
11/20/2025	Application Day	Lakeside HS Advisory - College Clinic
11/20/2025	College fair	Davenport HS College Fair
11/20/2025	Community Event	Spokane Verterans Forum
11/21/2025	Application Day	NewTech Day
11/21/2025	Application Day	NewTech Day

11/22/2025	Community Event	Spokane Chiefs Tabling
11/24/2025	High school Visit	Mt. Spokane High School
11/25/2025	Community Event	YWCA
11/26/2025	Community Event	Crosswalk

Appendix B

SFCC Outreach Visits Calendar Year 2025 (January - December)

Date	Event/Visit	Name
	Community	
1/16/2025	Event	Spokane Veterans Forum Career & Educational Fair
1/17/2025	Campus Visit	Stevens County Upward Bound
	Community	
1/30/2025	Event	ESD 101 Dual Credit Night
1/31/2025	SFCC Event	Future Business Leaders of America (FBLA) Competition
1/28/2025	Campus Visit	Lumen High School Orthotics and Prosthetics Lab Visit
12/16/2025	SFCC Event	DECA Competition
2/3/2025	High School Visit	SPS (Spokane Public School) RS Information Night
2/3/2025	Campus Visit	Rearden High School
2/13/2025	Campus Visit	Sprague High School
2/13/2025	Application Day	Shadle Park Application Day
	Community	
2/20/2025	Event	Spokane Veterans Forum Career & Educational Fair
2/24/2025	Application Day	East Valley Application Day
2/25/2025	Campus Visit	Riverside High School
2/25/2025	Application Day	Shadle Park Application Day
2/27/2025	Campus Visit	Deer Park Homelink Campus Visit
3/3/2025	Application Day	East Valley HS Application Day
3/5/2025	Campus Visit	Montana Tech TRIO Campus Visit
	Community	
3/7/2025	Event	Lewis and Clark HS Multicultural Fair
3/11/2025	College Fair	CTE Fair (Spokane Convention Center)
3/12/2025	College Fair	CTE Fair (Spokane Convention Center)
3/12/2025	Application Day	Lewis and Clark HS Application Day
3/20/2025	Campus Visit	Rogers High School
3/20/2025	College Fair	Spokane Veterans Forum Career & Educational Fair
3/21/2025	Campus Visit	Homeworks! Parent/Student Group Campus Visit
3/21/2025	SFCC Event	Spokane Colleges at the Spokane Chiefs
	Community	
3/26/2025	Event	Get Connected Conference
3/31/2025-		
4/4/2025	College Fair	T24- North Central, Rogers, Shadle, Ferris, Mead, Mt Spokane, LC, Medical Lake,
	Community	
4/2/2025	Event	PNACAC (Pacific Northwest Association for College Admissions Conference)
	Community	
4/3/2025	Event	Hoodie Project Linwood Elementary
4/8/2025	Campus Visit	Clarkston High School
4/16/2025	Campus Visit	WIN Academy Campus Visit

	Community	
4/17/2025	Event	Spokane Veterans Forum Career & Educational Fair
4/21/2025	Campus Visit	Bemiss Elementary Campus Visit
4/23/2025	Campus Visit	Liberty Launch Academy Campus Visit
4/25/2025	Campus Visit	Rogers High School--Spanish Language Focus
	Community	
4/25-26/2025	Event	CFHE Homeschool Conference Table and Presentation with SCC
4/28/2025	Campus Visit	South Pines Elementary Campus Visit
5/1/2025	Campus Visit	Pend Oreille River School Campus Visit
5/1/2025	Campus Visit	Salish Kootenai Upward Bound Campus Visit
	Community	
5/1/2025	Event	Glover Middle School Multicultural Night
5/2/2025	Campus Visit	YouthBuild Campus Visit
5/2/2025	Signing Day	Lakeside Highschool Decision Day
	Community	
5/8/2025	Event	Nuestras Raices Hispanic Graduation Event
	Community	
5/13/2025	Event	Spokane Colleges Signing Day Ceremony - College Success Foundation
5/14/2025	Application Day	Central Valley HS Running Start/Application Day
5/14/2025	Campus Visit	Spokane International Academy Campus Visit
5/20/2025	Campus Visit	Franklin Elementary Campus Visit
5/22/2025	Signing Day	West Valley HS Signing Day
5/22/2025	Signing Day	Rogers HS Signing Day
5/27/2025	College Fair	Junior Summit @ Whitworth
5/28/2025	Signing Day	Mary Walker HS Decision Day
5/29/2025	Campus Visit	Lake Roosevelt Jr./Sr. HS Campus Visit
6/2/2025	Campus Visit	Flett Middle School Campus Visit
6/20/2025	Campus Visit	Montana Tech Math/Science Student Campus Visit
7/24/2025	Campus Visit	Spokane YouthBuild Campus Visit
8/21/2025	College Fair	Spokane Veterans Forum Career & Educational Fair
	Community	
9/2/2025	Event	Worksource Tabling Event
	Community	
9/9/2025	Event	Worksource Tabling Event
	Community	
9/16/2025	Event	Worksource Tabling Event
	Community	
9/18/2025	Event	Spokane Veterans Forum Career & Educational Fair
	Community	
9/23/2025	Event	Worksource Tabling Event
9/24/2025	Campus Visit	WIN Academy Cheney Campus Visit
10/1/2025	Campus Visit	College Success Foundation Campus Tour
10/8/2025	Campus Visit	Bryant/TEC Campus Visit
10/9/2025	Campus Visit	Rogers HS Sophomores Campus Visit

10/9/2025	Community Event	National Indian Education Association (NIEA) Conference
10/10/2025	Community Event	NIEA Conference
10/12/2025	Community Event	Pop Up Healthcare Block Party
10/14/2025	Application Day	Cheney High School Application Day
10/15/2025	College Fair	NACAC (National Association for College Admission Counseling Fair)
10/15/2025	Campus Visit	Mary Walker Campus Visit
10/16/2025	Signing Day	East Valley Senior Day
10/16/2025	High School Visit	Spokane Public School Senior Group Campus Visit
10/16/2025	High School Visit	Running Start Info Night Cheney HS
10/16/2025	College Fair	Spokane Veterans Forum Career & Educational Fair
10/17/2025	SFCC Event	SFCC Future Student Experience Day
10/22/2025	Campus Visit	Lakeside Highschool
10/28/2025	Campus Visit	Montessori Wilfong/Benson Campus Visit
10/30/2025	Campus Visit	Okanogan HS GEAR UP Campus Tour
11/5/2025	College Fair	T24 Fair
11/18/2025	Campus Visit	Lake Roosevelt HS
11/19/2025	Signing Day Community	Cheney High School Application Day
11/20/2025	Event Community	Spokane Veterans Forum Career & Educational Fair
11/18/2025	Event	Avista Career & Education Fair
12/2/2025	Application Day	Lewis and Clark HS Application Day
12/16/2025	SFCC Event	DECA Competition

Appendix C

SFCC Running Start Visits Calendar Year 2025 (January - November)

Date	Event/Visit	Name
1/13/2025	Running Start	Freeman High School Information Nights
1/14/2025	Running Start	Community School Presentation
1/14/2025	Running Start	Central Valley Virtual Learning Information Night
1/15/2025	Running Start	Mead Learning Options Presentation
1/27/2025	Running Start	East Valley Running Start Information Night
1/29/2025	Running Start	Mead HS Running Start Information Night
1/30/2025	Running Start	ESD 101 Dual Credit Night
2/3/2025	Running Start	SPS (Spokane Public School) RS Information Night
2/4/2025	Running Start	SPS (Spokane Public School) RS Information Night
2/5/2025	Running Start	Liberty HS Virtual Running Start Information
2/12/2025	Running Start	Spokane Valley Tech Running Start Information Night
2/13/2025	Running Start	Central Valley HS Running Start Info Night
2/18/2025	Running Start	Mt. Spokane Running Start Information Night
2/19/2025	Running Start	Cheney High School Running Start Information Night
2/20/2025	Running Start	Bryant/TEC Running Start Information Night
2/25/2025	Running Start	Rogers High School Dual Credit Night
3/13/2025	Running Start	SFCC Running Start Information Night
3/18/2025	Running Start	Selkirk HS Running Start Information Night
3/25/2025	Running Start	Running Start Event @ Rogers High School Lunch Tabling
10/22/2025	Running Start	Running Start Info Night @ Spokane International Academy
11/5/2025	Running Start	Running Start Transfer Night

Appendix D

Running Start Information Sessions Calendar Year (Jan – November)

Date	High School	Reason
01/13/2025	Freeman	RS Info Night
01/14/2025	Rogers	RS Lunch Tabling
01/14/2025	Central Valley Virtual Learning	RS Info Night (in-person)
01/27/2025	East Valley	RS Info Night
01/29/2025	Mead	RS Info Night (virtual)
01/30/2025	ESD 101	RS Info Night
02/03/2025	Spokane Schools	RS Info Night (virtual)
02/04/2025	Spokane Schools	RS Info Night (virtual)
02/05/2025	Mead Learning Options	RS Lunch Tabling
02/05/2025	Liberty	RS Info Session (virtual)
02/12/2025	Spokane Valley Tech	RS Info Night
01/13/2025	Central Valley	RS Info Night
02/18/2025	Mt. Spokane	RS Info Night (virtual)
02/19/2025	Cheney	RS Info Night (virtual)
02/20/2025	Bryant TEC	RS Info Night
02/25/2025	Riverside	SCC Options (with Registration)
03/11/2025	SCC's CAMPUS	RS Info Night on Campus
03/12/2025	SCC Colville Center	RS Info Night
03/17/2025	SCC Newport Center	RS Info Night
03/18/2025	Selkirk	RS Info Night (virtual)
03/19/2025	Tekoa	RS Info Session (virtual)
03/25/2025	Rogers	RS Lunch Tabling
04/02/2025	Deer Park	RS Info Night (virtual)
04/23/2025	University	Registration Day for RS
04/29/2025	Ridgeline	Registration Day for RS
05/14/2025	Central Valley	Registration Day for RS
05/20/2025	World Relief	Presentation on RS
09/19/2025	World Relief	Presentation on RS
10/22/2025	Spokane International Academy	RS Info Night (virtual)
10/29/2025	Selkirk	RS Orientation

REPORT: STRATEGIC PLAN UPDATE

Presented by: Dr. Lori Hunt
Chief of Staff & Strategy
January 20, 2026



Strategic Plan Progress

Dr. Lori Hunt-Chief of Staff & Strategy

Board of Trustees Meeting- January 20, 2026



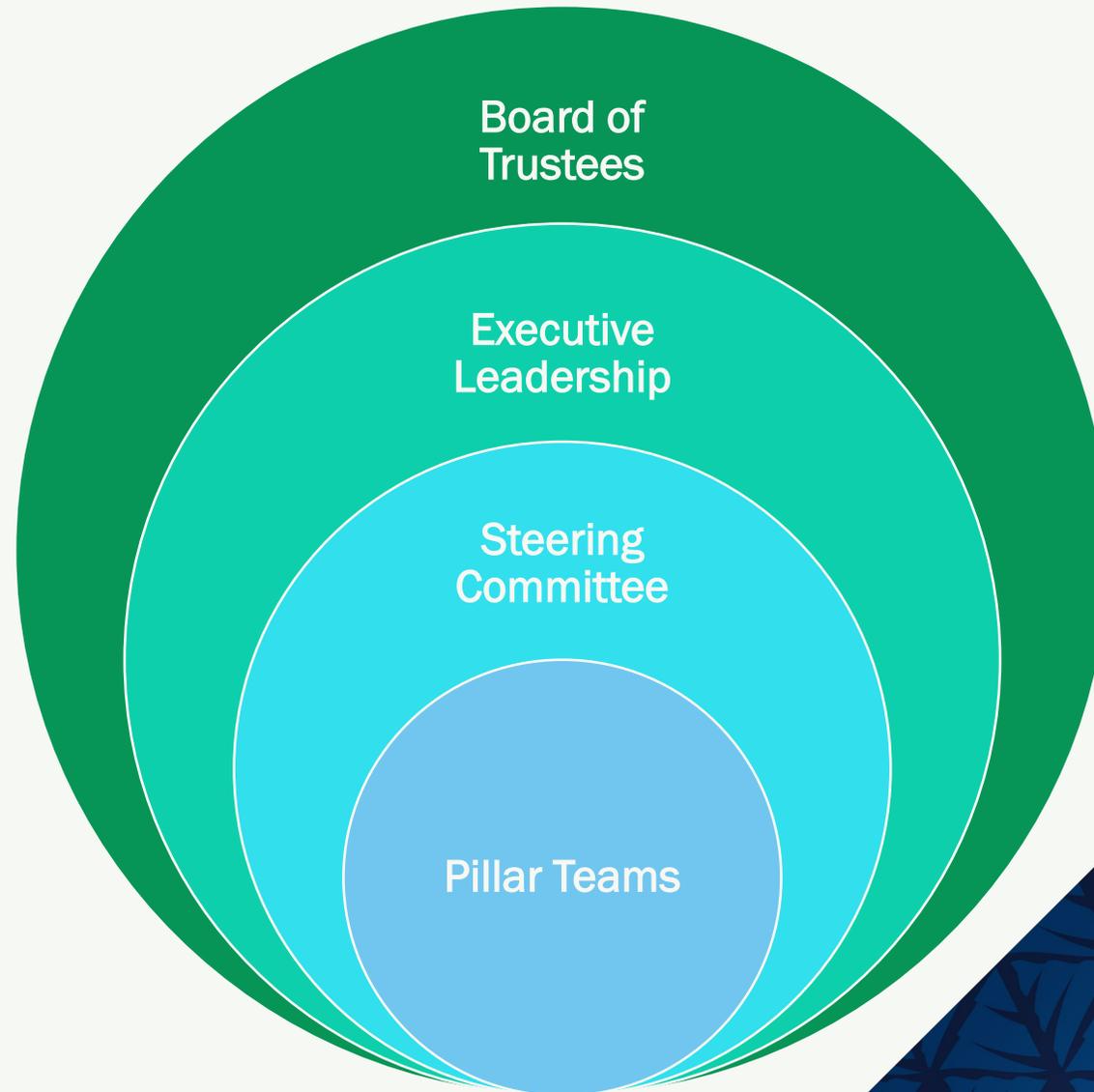
Timeline



Strategic Plan Governance Structure

Shared governance:

Inclusive and transparent decision-making that engages institutional participants, with the Board of Trustees retaining final authority.



Strategic Planning Teams

Executive Leadership

Dr. Kevin Brockbank

Dr. Lori Hunt

Dr. Jenni Martin

Patrick McEachern

Steering Committee

Kathy Albin | Alex Bailey | Dr. Naomi Bender | Dr. Roy Caligan | Fred Davis | Dr. Ashley DeMoville | Dan Duffy | Jason Eggerman | Guillermo Espinosa | Bonnie Glantz | Nichole Hanna | *Dr. Lori Hunt | Jaclyn Jacot | Brandon Livingston | Dr. Linda McDermott | Priya Mhlophe | Dr. Jim Mohr | Julie Parks | Dr. Chris Pelchat | Dr. Ashley Purdin | Melanie Rose | Francisco Salinas | Patrick Tanner | Dr. Rhondie Voohees

Pillar Teams

Student Basic Needs

**Alex Bailey*
**Guillermo Espinosa*
**Francisco Salinas*
Dr. Amy Anderson
Christine DeGeare
Amy Gray
Sai Ferntree
Patrick Forster
Wendy Jones
Marissa Lock
Steve Meyer
Taylor Nelson
Elizabeth Thomas

**Indicate Pillar Leads*

Support Anchors

**Dr. Rhondie Voorhees*
**Priya Mhlophe*
Kim Arman
Austin Davis
Leslie Dawson
Megan Fadeley
Travis Green
Manousos Kouidis
Piper McCarthy
Amber McKenzie
Dr. Mary Negley
Karly Ramsey
Marty Sells
Dr. Tori Stanek
Joe Witmer
Laura Woods

Academic Design

**Dr. Chris Pelchat*
**Dr. Ashley Purdin*
Jennifer Barson
Tim Denney
David Edwards
Carolyn Gipple
Ryan Harbison
Jaye Hopkins
Debbie Joyner
Dr. Sarah Martin
Erin Mitchell
Andrea Reid
Payje Quandt
Ben Whitmore

Community Connection

**Dr. Ashley DeMoville*
**Brandon Livingston*
**Kathy Albin*
Heather Beebe-Stevens
Jeff Bunch
Elyna Carranza
Deanna Eckel
Duane Hille
Joshua Houchins
Diana Osborne
Tony Pizelo
Brenda Schreiber
Cene Tamashiro
Maya Watts
Jeff Williams

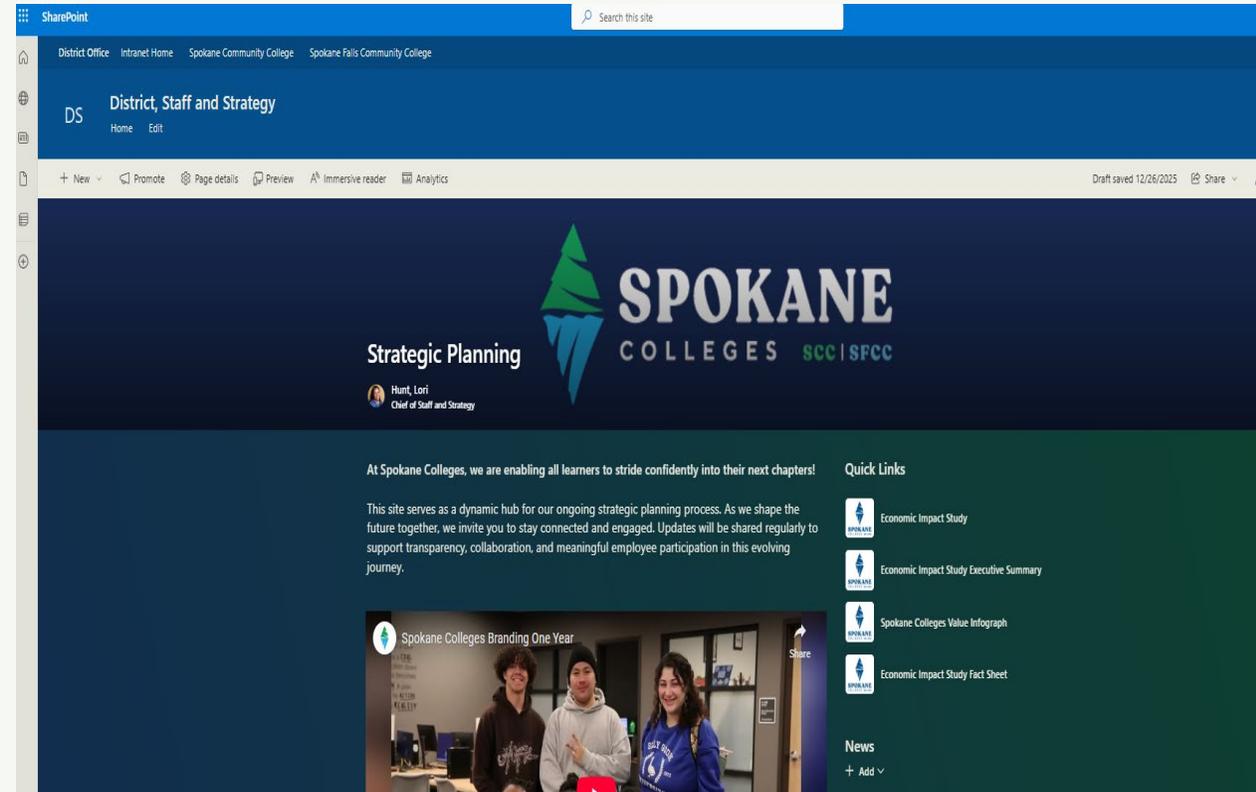
Strong Internal Structures

**Dr. Roy Caligan*
**Nichole Hanna*
Stephanie Beaulieu
Clint Brown
Susan Butler
Rob Deyo
Chris Grochowski
Dr. Jessica Hoppe
Ward Kaplan
Anastasia Lebedinski
Melody Matthews
Sara Shuey
Bruce Steele
Nate Walker

Employee Engagement and Communication

Throughout the process, employees and the community have been engaged through:

- Emails
 - Regular district-wide updates
 - President's emails
- Surveys
 - Employees
 - College advisory boards
 - Students
- SharePoint site 
- Presentations
 - Board of Trustee Meetings (monthly)
 - All-Admin meetings (monthly)



What we have learned along the way...

Task	Learning Opportunity
RFP Solicitations	The Business Office gained additional strategies for supporting future RFP projects.
25 th Hour Consulting Support	Working with an outside consultant familiar with our district and nationally/regionally informed, provided a different lens & expertise to enhance the project.
Communication, Transparency and Flexibility	Sharing regular communications and offering transparency throughout the process also supported the ability to pivot and be flexible as we continue progression to meeting our goals.

MISSION

Spokane Colleges enables all learners to stride confidently into their next chapters.

VISION

Cultivate a highly skilled workforce where every person reaches their fullest potential and reinvests in the community.

VALUES

Inclusivity

Committed to teaching every person who wants to learn

Access

Removing barriers that get in the way of education

Preparedness

Setting students up to succeed in their next chapters

STRATEGIC PILLARS

These themes will guide our pillar teams in building a college where students belong and thrive. Each focus area represents a core element of a strong, supportive “college home” where students feel valued and connected. Our shared goal is to create a campus culture where every student is seen, supported, and able to thrive.

- 1. Student Basic Needs – The Strong Foundation**
- 2. Support Anchors – The Cornerstones**
- 3. Academic Design – The Framework**
- 4. Community Connection – Opening the Door to the Future**
- 5. Strong Internal Structures – The Infrastructure and People**



Next steps & Questions

- **Consideration for Approval**—At the completion of this work, the Mission, Vision and Values statements and completed Strategic Plan will be presented for the Board of Trustees approval at the March meeting.
- **Communications**—Upon successful approval, the plan will be shared to audiences internally/externally as we prepare to implement over the next five years.
- **Board Perspective on Communications**- From your vantage point, what's one key way this plan should be communicated so it's clear and accessible to our community?





DISCUSSION: ALERT OF TENURE CONSIDERATION

Tab 6

January 20, 2026

The following eleven (11) faculty members are in their eighth quarter of the tenure review process and will be considered for tenure by the Board of Trustees at the **March 17, 2026**, Board of Trustee meeting.

In addition, any probationary faculty member who is in less than eight quarters of his/her review process may also be considered, depending on recommendations from his/her tenure review committee.

NAME	DEPARTMENT	COLLEGE
Amy Anderson	Communications Studies Instructor	SCC
Andrea Cons-Diller	English Faculty	SCC
Angela Smith	Communications Studies Instructor	SCC
Brain Stack	History Instructor	SFCC
Christina Momono	ESL Instructor	SCC
Greg Bem	Faculty Librarian	SCC
Joshua Martin	Culinary Arts Instructor	SCC
Kacie Jones	Software Development /CIS Instructor	SCC
Kimberly Mitchell	Nursing Faculty	SCC
Timothy Sullivan	Microbiology Instructor	SCC
Zachary Christman	ESL Instructor	SCC

The colleges have been asked to forward the evaluation reports for the above faculty members which are ready for review.

All completed files can be located online on the BOT SharePoint Site [CCS, BOT Tenure Review - Home \(sharepoint.com\)](#). **Please note that to access this link- you much be connected to the network using your Spokane Colleges device, as this is an internal secured website.**

The timeline established for Board review is as follows:

- January 20, 2026** Alert Board of Trustees of tenure consideration
- February 17, 2026** Executive Session review and discussion of files, if any
- March 17, 2026** Approval/Denial of Tenure

Prepared by:

Samantha Shelton

Executive Assistant to the Chief Human Resource Officer
January 20, 2026

Presented by:

Frederick Davis

Chief Human Resource Officer

**DISCUSSION: Operating Budget Updates and Planning
Fiscal Year 2026-27 (FY27)**

Background

The 2026 state legislature convened January 12, facing a projected \$2.3 billion state budget gap. Governor Ferguson's FY27 supplemental budget proposal includes a 1.5% reduction to community and technical colleges, adding to previously announced SBCTC Allocation Model Adjustment (AMA) reductions. The 60-day supplemental session is scheduled to conclude March 12.

Estimated Financial Impact & Offset Strategies

The governor's supplemental budget proposal introduces additional revenue reductions for Spokane Colleges, compounding existing fiscal challenges. This update provides an overview of preliminary estimates and outlines key planning assumptions for FY27 budget development. The enclosed presentation highlights these challenges and the steps being taken to address them. It is important to note that the proposed supplemental budget reductions are in addition to, and separate from, the SBCTC Allocation Model Adjustment (AMA) previously discussed.

To help offset these reductions, the proposal includes authority for a 3.3% tuition increase in FY27, projected to generate approximately \$900,000. This revenue will partially mitigate the impact of state funding cuts and support mandated employee cost-of-living adjustments. Tuition schedules will be presented for Board review in February as part of a broader strategy to maintain financial stability while protecting core programs.

Additional offset measures include:

- A full position control review, ensuring accurate salary forecasting and identifying potential cost containment opportunities.
- Establishing initial base target reductions to address the estimated \$1 million state budget reduction; and
- Strategic use of reserves as one-time investments to support program continuity and transitions.

Priorities and guidelines for budget adjustments at Spokane Colleges will guide budget strategies and recommendations. The budget development timeline incorporates various planning activities to support the budget recommendation and adoption in June.

Attachments:

1. Budget Preparation Presentation (BOT 01 20 2026.pptx)
2. FY 2027 CTC Tuition and Fee Rates – SBCTC
3. Budget_Priorities_Guidelines

Presented by: Dr. Linda McDermott, CPA
Chief Financial Officer
January 20, 2026



Budget Planning Update

Board of Trustee's Meeting

January 20, 2026



Planning for FY 27 and the Challenges Ahead

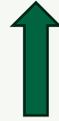
Revenue Outlook

- **Governor's Supplemental State Budget Proposal**
 - Emerging fiscal pressures translate to proposed general fund cut ~1.5%
 - Partial funding for cost-of-living adjustments
- **SBCTC Allocation Model Adjustment (AMA)**
 - **\$1.16 million per year permanent** reduction implemented over the next 6 years
- **Enrollment Trends & Tuition**
 - State funded – In the process of estimating targets
 - Tuition increase – 3.3%
 - Running Start – continuing strong, enrollment cap reduced from 1.4 to 1.2 annual FTE
- Federal policy unknowns



Planning for FY 27 and the Challenges Ahead

Expenditure Assumptions



- Salaries & Benefits Costs
 - Cost of Living Adjustments (COLAs), partially funded
 - Faculty 2.7%; other employees 2.0%
 - Faculty Collective Bargaining Agreement, including salary schedule adjustments, workload and stipend adjustments
 - Step movement for administrative, classified and exempt employees
- Goods, Services & Travel
 - Rising inflation leads to declining purchasing power
 - 3% cost escalation is normal
 - Budgets must include increases for multi-year contract agreements



Initial Planning Steps

- Establish target reductions to address state revenue reduction
 - Base budget reduction estimate is ~\$1 million
 - Cabinet will set target reduction level, 2.0-3.0%
- Implement 3.3% tuition increase fall quarter – generates ~\$900,000
- Separately address Year 1 Allocation Model Adjustment (\$1.16 million) primarily from the Institution Shared Cost budget and central administrative vacant positions
- Finalize position control review to ensure accurate forecasts of permanent salaries

Planning Priorities & Guidelines for Decision-making

- Long-Term Impact & Strategic Investment
- Mission-Critical Functions
- Equity & Fairness in Reductions
- Efficiency & Innovation
- Risk Management & Compliance



Budget Timelines

- January
 - Complete position control review
 - Distribute budget preparation worksheets
 - Legislature convenes
- February
 - Units/departments prepare draft budget plans
 - Budget office updates key revenue assumptions if needed
- March
 - End of Legislative session
 - Budget hearings to review draft budget plans
- April
 - Cabinet proposes budget adjustments based on final state allocations
- May
 - Budgets and Multi-year budget model finalized
- June
 - Budget adoption



Next Steps

- Continue planning discussions to address short- and long-term budget allocation changes, e.g., 6-year implementation of the Allocation Model Adjustment
- Utilize communication channels to ensure consistent messaging of budget implementation decisions
 - [Budget Planning Website](#)

WASHINGTON STATE COMMUNITY COLLEGE TUITION AND FEE RATES

2026-27

		<u>Lower Division</u>		<u>Upper Division</u>	
		<u>RESIDENTS</u>	<u>NONRESIDENTS</u>	<u>RESIDENTS</u>	<u>NONRESIDENTS</u>
		<i>Assumes 15 Credits per Quarter</i>		<i>Assumes 15 Credits per Quarter</i>	
ANNUAL	Operating Fee	\$3,993.15	\$9,946.05	\$7,032.60	\$20,790.90
	Building Fee	\$557.25	\$1,155.00	\$557.25	\$1,155.00
	Maximum S & A Fee	<u>\$541.50</u>	<u>\$541.50</u>	<u>\$541.50</u>	<u>\$541.50</u>
	Tuition and Fees	\$5,091.90	\$11,642.55	\$8,131.35	\$22,487.40
QUARTERLY	Operating Fee	\$1,331.05	\$3,315.35	\$2,344.20	\$6,930.30
	Building Fee	\$185.75	\$385.00	\$185.75	\$385.00
	Maximum S & A Fee	<u>\$180.50</u>	<u>\$180.50</u>	<u>\$180.50</u>	<u>\$180.50</u>
	Tuition and Fees	\$1,697.30	\$3,880.85	\$2,710.45	\$7,495.80
		<i>1-10 Credits</i>		<i>1-10 Credits</i>	
PER CREDIT	Operating Fee	\$106.35	\$300.92	\$234.42	\$693.03
	Building Fee	\$15.79	\$35.20	\$15.79	\$35.20
	Maximum S & A Fee	<u>\$14.00</u>	<u>\$14.00</u>	<u>\$14.00</u>	<u>\$14.00</u>
	Tuition and Fees	\$136.14	\$350.12	\$264.21	\$742.23
		<i>Average Incremental Increase for Each Credit between 11 and 18</i>		<i>Average Incremental Increase for Each Credit between 11 and 18</i>	
PER CREDIT	Operating Fee	\$53.51	\$61.23	\$0.00	\$0.00
	Building Fee	\$5.57	\$6.60	\$5.57	\$6.60
	Maximum S & A Fee	<u>\$8.10</u>	<u>\$8.10</u>	<u>\$8.10</u>	<u>\$8.10</u>
	Tuition and Fees	\$67.18	\$75.93	\$13.67	\$14.70
EXCESS CREDIT SURCHARGE		<i>19+ Credits</i>		<i>19+ Credits</i>	
	Per Credit Surcharge	\$122.14	\$336.12	\$250.21	\$728.23

UNGRADED COURSES - per credit fees - Operating Fees deposited to Fund 149

2026-27

	<u>Comments</u>	<u>Per Credit Fee</u>
Apprenticeship (Clock hour equivalent)	50% waiver	\$68.00 \$4.53
ABE, ESL, GED	Colleges may waive the \$25 charge for students who are unable to pay	\$25 per student per quarter
Competency Based Programs	Method for establishing tuition governed by WAC 131-28-025, subsection (2), amended by State Board Resolution 14-09-60 (Sept. 10, 2014)	Program length (in months) divided by three and multiplied by quarterly tuition & fees at 15 credit hours

	<u>Comments</u>	<u>Per Quarter Waiver Amount</u>
Athletic Waiver	Colleges may waive up to 100% of the resident OPERATING FEE rate for 15-credits.	<i>Lower Division</i> \$ 1,331.05 <i>Upper Division</i> \$ 2,344.20

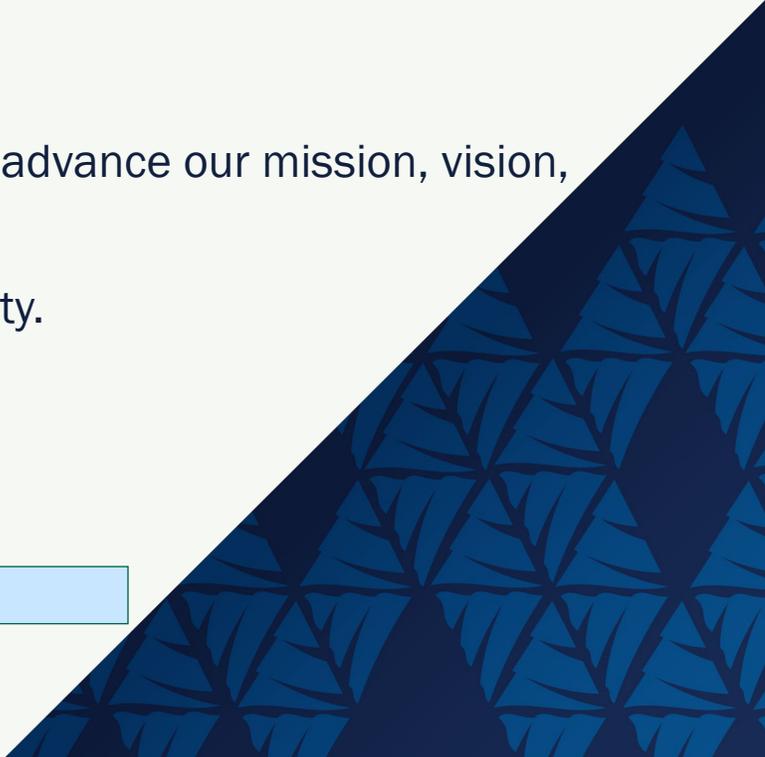
Colleges are authorized to charge tuition to Running Start students when the student's choice of credit load exceeds the level that will be reimbursed by the school district.

Planning Priorities & Guidelines

1. Long-Term Impact & Strategic Investment

- Prioritize decisions that support sustainable growth and future programmatic expansion.
- Evaluate the long-term consequences of reductions to avoid undermining institutional capacity or innovation.
- Consider one-time use of reserves to support innovation, program development, or transitional needs.
- Encourage calculated risk-taking when aligned with long-term strategic goals.

2. Mission-Critical Functions

- Protect core instructional programs and student support services that directly advance our mission, vision, and values.
 - Ensure that reductions do not compromise student success or academic quality.
- 
- 

Planning Priorities & Guidelines - Continued

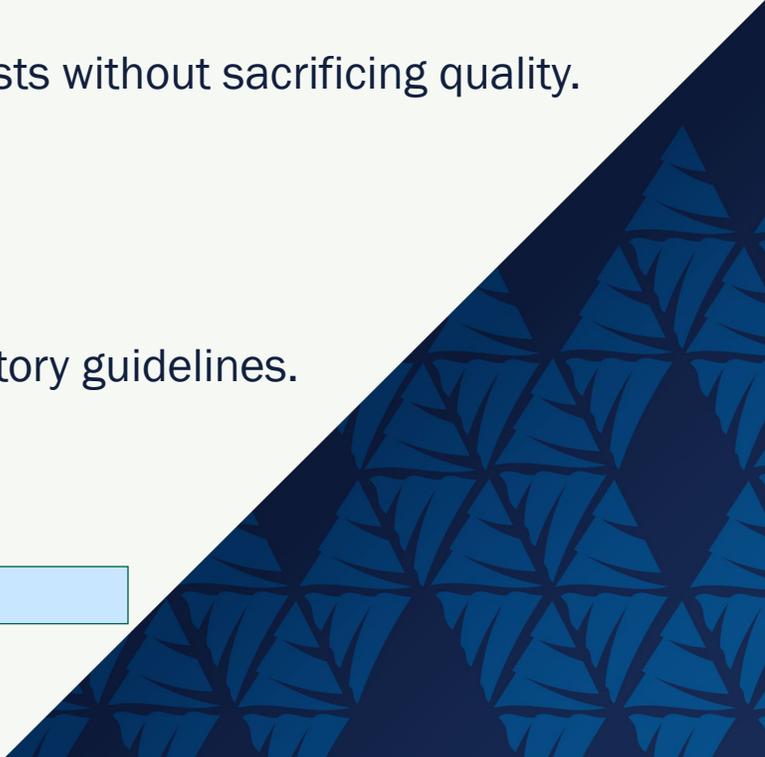
3. Equity & Fairness in Reductions

- Apply a strategic, differentiated approach to reductions rather than across-the-board cuts.
- Focus on preserving equity in access and outcomes for students and employees.

4. Efficiency & Innovation

- Encourage process improvements, and operational efficiencies that reduce costs without sacrificing quality.
- Support initiatives that streamline workflows and enhance service delivery.

5. Risk Management & Compliance

- Maintain essential infrastructure and ensure compliance with legal and regulatory guidelines.
 - Prioritize investments that mitigate institutional risk.
- 
- 

REPORT: CHANCELLOR UPDATES

Presented by: Dr. Kevin Brockbank
Chancellor, Spokane Colleges
January 20, 2026



Chancellor Updates

Board of Trustees

January 20, 2026



Allocation Model Adjustment

Work continues to build a comprehensive and effective plan to deal with the six years of state allocation reductions.

Quick review of messages from December BOT Meeting:

- **Continuing with the main strategies of** growing revenue, reducing expenses, and building efficiencies.
- **Efforts currently underway include** a review of all vacant positions and announced retirements for the opportunity of temporary or long-term consolidation, with a focus on the full impact of change.
- **Focusing on technical and less complex topics** such as space utilization and leases, major projects, and spending restrictions.
- **Others to be covered later.**



Allocation Model Adjustment

Progress on meeting the \$1.16M adjustment for FY27 is good.

Areas currently targeted for reduction:

- **Large project budgets** such as the district computer rotation plan.
- **Institutional Shared Costs** which covers numerous expenses that span across all entities will be reduced by an amount that represents a recurring annual underspend.
- **Employee attrition through resignation or retirement s** will result in some non-replacements or changes in organizational functions.
- **Unexpected Opportunities.**



What We Have Learned...

This challenge has been overwhelming for our organization and the tools previously used for addressing district-wide challenges. For current and future challenges, we have recognized these deficiencies in our historic approach to problem-solving:

- **Taskforce model** is not adequate to address adaptive challenges as a standalone model.
 - **A comprehensive review of the organization** is needed but our infrastructure and staffing is not designed for it.
 - **Our historic approach** to tackling previous challenges limits participatory governance and does not put subject matter experts in the position to contribute effectively.
 - **Fostering a culture of trust** is not a by-product of the historical approach.
 - **Governance Structure Taskforce** is likely to fail under this current design.
- 

What We Have Learned...

This challenge is more about organizational health and function than it is about the actual dollars. We recognize the need for a new approach to addressing district-wide adaptive challenges that will be adequate for the current and future challenges and align our thinking across the organization.

The development of a new approach will include:

- **A learning model approach** to adaptive challenges.
 - **Putting subject matter experts** in position to provide strong data and facts to participatory governance groups.
 - **Fostering a culture of trust** through a documented and transparent process.
 - **Less urgency and more clarity** is a key to success in our environment.
 - **Developing, testing and implementing** a new approach is one of the goals for this fiscal year.
 - **Align, integrate and support** the strategic plan.
- 

Next Steps...

Work will continue this Spring in the interest of the long-term health of the organization and will include:

- Review of vacant positions
 - Current taskforces on temporary consolidation.
 - Spending restrictions
 - Review of space and leases.
 - Review of program viability and demand.
 - Initiate a focus on seamless course access between institutions.
 - Drafting the six-year plan..
- 

Community Connections and Advocacy

“A Chancellor’s Leadership Advisory Council will be established, composed of local business and industry leaders representing diverse economic sectors. This council will serve as a strategic partner to advise the Chancellor and Board of Trustees on: .

- Community workforce and employer needs
- Curriculum and program alignment with regional demand
- Partnership opportunities for training and internships”

Attachment: Appendix A is the draft charter for this Council.

Anticipate a May kickoff, with quarterly meetings.



Federal Policy Changes

This topic was rapidly developing at the time this document was created and will likely continue to develop over the next few months. Please read Appendix B article “Deep Dive: NASFAA Summary of Consensus on Accountability Language from Last Week’s AHEAD Negotiated Rulemaking :

- **Federal budget** passed in 2025 contained this accountability provision.
 - **Programs and colleges** will be evaluated on wage earnings of degree completers against high school graduates four years after degree completion.
 - **High-Demand** was intended to be a complimentary metric for assessment but was eliminated during rule-making.
 - **Falling short** of the wage earnings threshold two out of three years will result in the program losing eligibility to participate in the Direct Loan program for two years.
 - **We are currently working** to evaluate how that might affect our program mix across both colleges, during the comment period. Many unanswered questions remain at this time.
- 

Questions and Conclusions



Spokane Colleges CEO Advisory Council

Council Name

Spokane Colleges CEO Advisory Council (Alternative options: Executive Leadership Council, Strategic Leadership Forum)

Purpose

The Spokane Colleges CEO Advisory Council exists to:

- Provide strategic insights and perspectives from community and industry leaders.
- Advise on emerging trends, workforce needs, and economic development priorities.
- Offer recommendations that strengthen alignment between Spokane Colleges and regional business objectives.
- Serve as a sounding board for innovative ideas and long-term visioning.
- Provide advice without infringing on the governance role of the Board of Trustees.

Roles & Responsibilities

Council Members:

- Share expertise on workforce challenges and opportunities.
- Identify collaboration opportunities between education and industry.
- Provide feedback on Spokane Colleges' strategic initiatives.
- Act as ambassadors for Spokane Colleges within their networks.

Spokane Colleges Leadership Team:

- Present relevant data and initiatives for discussion.
- Implement feasible recommendations and report progress.
- Maintain transparency and accountability to the Council.

Membership

Size: 10–15 members for diversity and manageability.

Composition: CEOs or senior executives from key sectors (Healthcare, Manufacturing, Technology, Finance, Education, Nonprofit).

Ex-Officio Members:

- All 5 Board of Trustees members
- Chancellor
- Two College Presidents

Membership Criteria: CEO or equivalent role; 2-year renewable term.

Meeting Structure

Quarterly, 90-minute sessions

Strategic briefings, roundtable discussion, actionable recommendations

Additional Components

- Confidentiality agreement for open dialogue
- Onboarding packet with mission, expectations, and strategic plan
- Recognition through press releases and annual reports
- Metrics for success: implemented recommendations and impact on partnerships

Draft Invitation Letter

Subject: Invitation to Join the Spokane Colleges CEO Advisory Council

Dear [Recipient Name],

I am pleased to invite you to join the Spokane Colleges CEO Advisory Council, a strategic forum of regional leaders committed to shaping the future of education and workforce development in our community.

The Council will meet quarterly to provide insights, vision, and recommendations that strengthen alignment between Spokane Colleges and the evolving needs of industry and the community. Your leadership and expertise would be invaluable in helping us anticipate trends, identify opportunities, and ensure our programs prepare students for success.

Council Highlights:

- Quarterly meetings focused on strategic issues and actionable outcomes
- Membership includes CEOs and senior executives from key sectors, along with Spokane Colleges leadership
- Opportunity to influence workforce development and regional economic growth

Please let me know if you would be willing to serve on this Council. I would be happy to provide additional details and answer any questions you may have.

Thank you for considering this opportunity to make a lasting impact on education and our community.

Sincerely,
Kevin Brockbank
Chancellor, Spokane Colleges

Deep Dive: NASFAA Summary of Consensus on Accountability Language from Last Week's AHEAD Negotiated Rulemaking Committee

By Jill Desjean, Director of Policy Analysis (</news/author/5>)

Last Friday, the Department of Education (ED) concluded its negotiated rulemaking session to implement the new low earnings outcomes accountability metric from the **One Big Beautiful Bill Act (/ob3)** (OBBBA). The **Accountability in Higher Education and Access through Demand-driven Workforce Pell** (<http://www.ed.gov/laws-and-policy/higher-education-laws-and-policy/higher-education-policy/negotiated-rulemaking-for-higher-education-2025-2026#ahead-committee>) (AHEAD) committee reached consensus on this new accountability framework, meaning that ED's proposed regulatory text for public comment — expected in the first half of 2026 — will match what negotiators agreed to.

As a reminder, ED must review comments received during the public comment period and incorporate that feedback into the regulatory text before issuing a final rule. As such, this summary of the consensus language negotiators agreed to is subject to change pending publication of a final rule.

Background

The OBBBA introduced, for the first time in statute, an earnings accountability measure (Ineligibility Based on Low Earning Outcomes) to ensure that students do not leave a program of study financially worse off than when they entered it. A “do-no-harm” framework, the measure attempts to establish whether students have benefited from their postsecondary educational programs by calculating an earnings premium, calculated as the difference between a program's graduates' median earnings four years after completion and a set threshold.

A program whose completers' earnings exceed or equal the threshold is considered to pass the earnings test; a program whose completers fall short of the threshold fails and is designated a “low-earning outcome program.” Failure in two of three consecutive years results in the program's loss of eligibility to participate in the Direct Loan program for two years.

New Proposed Framework

Prior attempts to hold institutions accountable for their graduates' earnings existed only at the regulatory level, through the Gainful Employment and, most recently, the combined Gainful Employment and Financial Value Transparency (GE/FVT) regulations. In implementing the new do-no-harm framework, ED chose to overhaul the existing GE/FVT regulations rather than simply adding the new median earnings accountability measure from the OBBBA to the existing regulations.

This approach addresses two issues. First, it acknowledges that the new earnings accountability measure from the do-no-harm framework is highly similar to the existing earnings premium metric in the GE/FVT regulations and, as such, it is not necessary to maintain both. Second, it establishes a uniform penalty for all programs, whereas the GE/FVT regulations were bifurcated, with different penalties for different program types.

The new framework eliminates the debt-to-earnings (DTE) metric and uses a single metric, the earnings premium, to determine whether a program is a low-earning outcome program. It applies a consistent penalty — loss of eligibility to participate in the Direct Loan program for 2 years after failing the earnings premium in 2 of 3 consecutive years — to all programs at all institutions.

Subpart Q of the Student Assistance General Provisions in CFR §668, formerly the Financial Value Transparency framework, is now called the Student Tuition and Transparency System (STATS) and contains the framework for calculating the earnings premium metric. Subpart S, formerly the Gainful Employment framework, is now renamed “earnings accountability,” and includes the rules and procedures under which ED determines program eligibility to participate in the Direct Loan program based on whether it is determined to be a low earning outcome program.

Earnings Premium Calculation

To calculate the earnings premium for undergraduate programs, the threshold is the median U.S. Census Bureau earnings of a working high school graduate, aged 25-34 who were not enrolled in postsecondary education during the year of the associated measured earnings, in the state in which the institution is located unless the institution enrolls more than 50% of its students from out of state, in which case the national median is used.

To calculate the earnings premium for graduate programs, the threshold is the median U.S. Census Bureau earnings of a working bachelor's degree recipient, aged 25-34 who were not enrolled in postsecondary education during the year of the associated measured earnings. The median earnings used for graduate programs will be the lesser of the earnings:

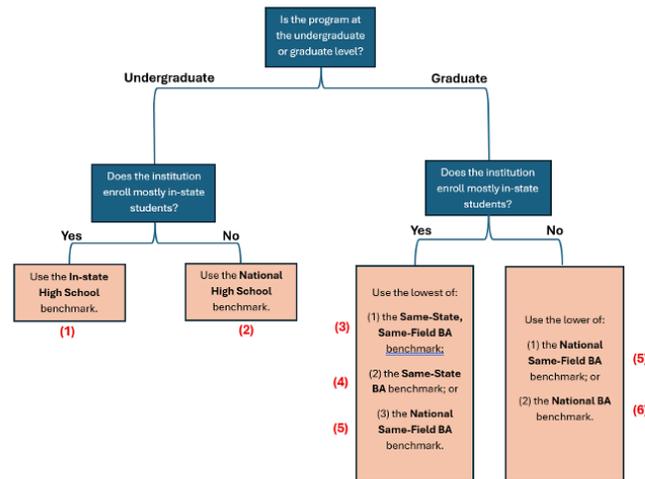
- In the state the institution is located;

- In the same field of study under the 2-digit or 4-digit **Classification of Instructional Programs** (<https://nces.ed.gov/ipeds/cipcode/default.aspx?y=56>) (CIP) in the state in which the institution is located; or
- Nationally, in the same 2-digit or 4-digit CIP.

If the institution enrolls more than 50% of students from out of state, the median earnings used would be the lower of the national median or the national median in the same field of study under the 2-digit or 4-digit CIP code.

Summary

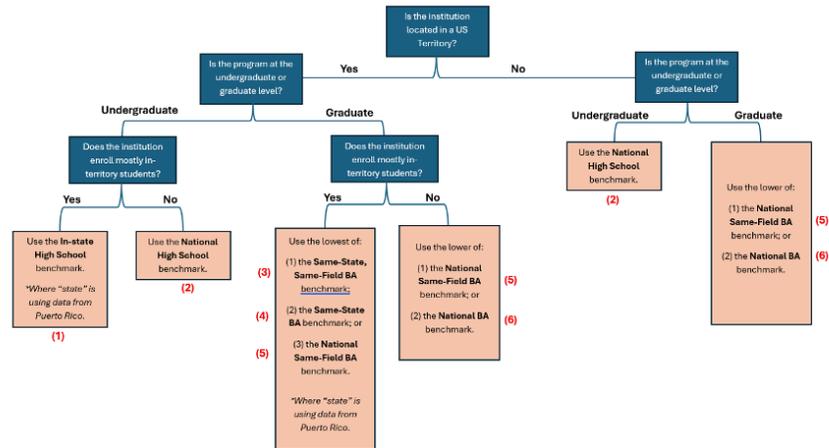
OBBB Earnings Test & Modified GE Benchmarks, Domestic Programs Only



Foreign institutions will have their program completers' median earnings calculated as shown in the figure below.

Summary

OBBB Earnings Test & Modified GE Benchmarks, International Programs Only



Orderly Program Closure

Programs that fail to pass the earnings premium metric in a single year would have the option to append their Program Participation Agreement (PPA), committing to cease all new enrollments in that program and teach out the existing cohort. ED would have to determine that such action would be in the best interest of students, and would permit extension of Direct Loan eligibility for a maximum of the lesser of three years or the full-time normal duration of the program. ED would continue to calculate and publish the program's second-year accountability rate, but would not move to terminate the program's Direct Loan eligibility based on that second failure.

Additional Penalties for Institutions With Significant Title IV Dollars or Students From Failing Programs

ED proposes to add a new administrative capability standard, requiring that at least half of the institution's Title IV recipients and half of the institution's total Title IV funds are not from low-earning outcome programs in any two of three consecutive years.

The PPA regulations are also amended to state that an institution that did not meet this new administrative capability standard in two of three consecutive award years would be placed on provisional certification status, and the institution's low earning outcome programs would lose eligibility for all Title IV aid programs, not just Direct Loans.

Appeals

An appeals process is in place for the low earning outcome determination, but it is limited to circumstances where institutions believe ED erred in its calculation of the earnings premium. There is no alternate earnings appeal process as had been in place under earlier iterations of the GE regulations. Institutions may also appeal the loss of all Title IV eligibility for failing programs at institutions where more than half of their Title IV recipients or dollars come from failing programs.

Institutional Reporting

Institutional reporting requirements for the new accountability framework are largely similar to the GE/FVT reporting requirements. Reporting will continue to be due each October 1, with earnings premium data published by the following July. ED has indicated that, due to limited time to make changes, reporting will not change from what is currently required under GE/FVT for 2026; however, they will require fewer data elements to be reported in future years. Data elements to be eliminated beginning in 2027 include:

- Whether the program is a qualifying graduate program whose students are required to complete postgraduate training;
- The student's attendance dates and attendance status (e.g., enrolled, withdrawn, or completed) in the program during the award year;
- The student's enrollment status (e.g., full time, three quarter time, half time, less than half time) as of the first day of the student's enrollment in the program;
- The date the student completed or withdrew from the program;
- The total amount of institutional debt the student owes any party after completing or withdrawing from the program.

Data must only be reported for the two most recently completed award years prior to October 1, as opposed to the second through seventh under GE/FVT.

Timelines

Congress established an effective date of July 1, 2026, for the new accountability framework. Because the OBBBA was passed on July 4, 2025, ED does not have to follow standard master calendar rules, which would have required a final rule to have been published by November 1, 2025.

The effective date of July 1, 2026, means that the first earnings premium calculations under the new rule will be released by July 1, 2027. Because programs only lose Direct Loan eligibility if they fail the metric in 2 of 3 consecutive years, the earliest a program could lose eligibility is July 1, 2028.

ED must, however, still release its proposed rules for public comment, which are expected in early 2026. ED must then review all comments, draft, and publish a final rule by June 1, 2026. Until then, everything detailed here is subject to change.

Publication Date: 1/13/2026

You must be **logged in** (/MyAccount/LogOn?returnUrl=%2fnews-item%2f37986%2fDeep_Dive_NASFAA_Summary_of_Consensus_on_Accountability_Language_from_Last_Week_s_AHEAD_Negotiated) to comment on this page.

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REPORT: REVIEW OF BOARD POLICY 1.20.03

Presented by: Dr. Kevin Brockbank
Chancellor, Spokane Colleges
January 20, 2026



Kevin Brockbank, Ed. D.

Chancellor

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Board Policy 1.20.03 - Restrictions of Individual Authority of Trustees

Legal authority is vested in the Board of Trustees and may be exercised only by formal action of the Board, taken in regular or special meetings. No individual of the Board may act on behalf of the Board unless specifically instructed by action of the Board.

[Adopted 04/19/05; effective 01/01/06; formerly 1.30.02]

Board Policy 1.20.03 was adopted April 19, 2005 and has not been amended since the date of adoption. The Board of Trustees is being asked to review the policy for any potential updates.

Providing Board Policy 1.20.01 and administrative procedure 8.00.01(c) for further discussion.

*****The process for revisions to the Board Policies should be consistent with Board Policy 1.10.01 and Admin Procedure 1.10.01.A.***

1.10.01 Board of Trustees Policy

Members of the Board of Trustees of Washington Community College District 17 (Spokane Colleges) are appointed by the Governor under RCW 28B.50.100. The Board of Trustees may from time to time adopt board policies regarding matters affecting the operations of Spokane Colleges. Such policies constitute the district's governance position on the matter until amended, repealed or superseded by the board. Policies are subject to federal and/or Washington State law and rules. Policies in conflict with these laws and rules shall not be effective or enforced.

The Board, at its sole discretion, reserves the right to adopt, amend or repeal board policies. Board policies may be adopted, amended or repealed by majority vote, provided such changes are proposed at least one meeting prior to the meeting at which the vote is taken. Exception to this provision may be made by a majority vote of the board.

The Chancellor will adopt and implement administrative procedures to carry out board policies. Board policies shall be compiled and published in a Board Policy Manual to be maintained in the board office. Board policies shall also be made accessible to the public and college community by electronic means.

Board of Trustees administrative rules are contained in Chapter 132Q of the Washington Administrative Code.

The term "Spokane Colleges" shall mean "Washington Community College District 17."

CCS Administrative Procedure

1.10.01-A Board of Trustees Policies

Implementing Board Policy [1.10.01](#)
Contact: Chancellor's Office, 434-5006

1.0 Purpose

The Board of Trustees has adopted policies regarding matters affecting the operations of Community Colleges of Spokane. This procedure provides the process to propose a new board policy or submit an amendment to an existing board policy for the board's consideration.

2.0 Limitations and Requirements

- 2.1 The board, at its sole discretion, reserves the right to adopt, amend, or repeal board policies.
- 2.2 Proposals to add or amend board policies must be submitted by the chancellor and trustee chair as an agenda item at a regularly scheduled meeting. See Administrative Procedure 1.30.05-A – Board of Trustees Agenda.
- 2.3 Such proposals may be submitted for consideration only by the following CCS officials:
 - 2.3.1 President or vice president
 - 2.3.2 Chief officer, provost or public information officer
 - 2.3.3 Senior assistant attorney general
- 2.4 Board policies may be adopted, amended or repealed by majority vote, provided such changes are proposed at least one (1) meeting prior to the meeting at which the vote is taken. Exception to this provision may be made by a majority vote of the board.
- 2.5 The secretary to the board manages all board policies and is responsible to assign policy numbers, track policies through the review and approval process, publish approved policies to the CCS Board of Trustees web page, and maintain the record copy of the all policies in a centralized directory for their full retention period in accordance with Washington State law.

3.0 New or Amended Board Policies

- 3.1 Proposals to add or amend board policies must be submitted in writing to the chancellor. The chancellor may take one of the following actions:
 - 3.1.1 Route the proposal back to the responsible party noting that the proposal is not to be considered further.
 - 3.1.2 Route the proposal back to the responsible party for further analysis, for consideration of other options, or redrafting.
 - 3.1.3 When appropriate, route the proposal to the Attorney General's Office to review for consistency with state and federal laws, rules and regulations.
 - 3.1.4 Review the proposal with the trustee chair and trustee vice chair for inclusion on a future board meeting agenda.
- 3.2 If the proposal is approved to move forward for board consideration, the official is notified and must submit a board brief to the executive assistant to the board.

- 3.3 If the new or amended policy is approved by the board, the secretary to the board:
 - 3.3.1 Prepares the final version for the Board of Trustees Policy Manual and posting on the CCS Board of Trustees web page.
 - 3.3.2 Maintains the record copy of the policy for its full retention period.

4.0 Related Items

- 4.1 Chapter [132Q-01 WAC](#) – Board of Trustees
- 4.2 CCS Board of Trustees [Web Page](#)
- 4.3 CCS Board of Trustees [Policy Manual](#)
- 4.4 State Government General Records Retention Schedule, [GS 10002 – Policies & Procedures](#)

Originated: July 2009

Revisions: December 2013

Cabinet approval: July 20, 2009

1.20.01 Board of Trustees Code of Ethics and Conduct

The Board of Trustees of Spokane Colleges hereby adopts the following code of ethics and conduct as a guide to the collective and individual conduct of the members of the board:

1. To become familiar with and committed to the major responsibilities of the board under RCW 28B.50.140 and the general principles of governing boards of trustees:
 - to oversee the operation of college district including Spokane Community College and Spokane Falls Community College;
 - to encourage comprehensive community college programs of education and training and maintain an open-door policy;
 - to appoint, support and annually evaluate the performance of the Chancellor;
 - to receive gifts, grants and bequests of real or personal property from private sources as may be made from time to time;
 - to establish rules and policies for the governance of the college district and its employees and students;
 - to delegate to the Chancellor powers and duties sufficient and necessary for the administration of the district;
 - to define and clarify the mission and purposes of the district;
 - to grant to every student, upon graduation or completion of a course of study, a suitable diploma, degree or certificate;
 - to enhance the image of the college district to the public;
 - to annually conduct a self-evaluation of the board.
2. To devote time to learn how the district and its institutions function -- their uniqueness, strengths and needs -- and their place in the region.
3. To carefully prepare for, regularly attend, and actively participate in board meetings and committee assignments, and work with fellow board members in a spirit of cooperation.
4. To accept and abide by the legal and fiscal responsibilities of the board as specified by board bylaws, rules and policies, and state statutes and administrative codes.

5. To vote according to individual convictions, to challenge the judgment of others when necessary; yet be willing to support the majority decision of the board and work with fellow board members in a spirit of cooperation.
6. To maintain the confidential nature of board deliberations and to avoid acting as spokesperson for the entire board unless specifically authorized by the board to do so.
7. To understand the role of the board as a policy-making body and to avoid participation in administration of policy.
8. To learn and consistently to use designated institutional channels when conducting board business.
9. To act in an ethical manner and comply with all ethics laws, including Chapter 42.52 RCW – Ethics in Public Service.
10. To make judgments on the basis of what is best for students and the district as a whole.

CCS Administrative Procedure

8.00.01-C Social Media Governance

Implementing Board Policy [8.00.01](#)

Contact: Chief Institutional Advancement Officer, 434-5109

1.0 Purpose

Community Colleges of Spokane (“CCS” or “the College”) operates a wide variety of Official Social Media Accounts and recognizes the value of social media as an important and constantly changing tool. CCS uses social media to enhance its communication and engagement with students, faculty, staff, alumni and others to support the CCS mission, vision and strategic plan. CCS’s Official Social Media Accounts also offer a platform for speech by certain groups or for the discussion of certain topics and shall be administered in a manner that adheres to the principles of free speech.

This procedure establishes guidelines for official use of social media on behalf of CCS and provides guidelines for use of official social media by CCS faculty, staff, students, and volunteers.

This procedure only applies to Official Social Media Accounts that are created by and for college and district use for official purposes and is not intended to restrict, abridge, or otherwise abrogate academic freedom. This procedure does not apply to social media use within the instructional classroom environment when utilized within the curriculum. CCS does not seek to regulate employees’ strictly personal uses of social media which do not involve college or district resources or affect college or district employment.

Compliance with this procedure protects the College’s digital reputation and ensures compliance with all applicable state and federal laws.

2.0 Definitions

- 2.1 Account Administrators:** Shall mean those CCS employees, student-employees, or volunteers who are authorized to control, manage, monitor and maintain Official Social Media Accounts as a part of their job duties or to accomplish their official CCS responsibilities. This includes creating, modifying, removing, correcting or otherwise transmitting content via a social media platform. Administrators are also charged with monitoring the College’s Official Social Media Accounts for which they are an Administrator, which includes ensuring the account is active and the account has not been accessed without authorization.
- 2.2 Directory:** A public digital database and record repository for CCS’s Official Social Media Accounts located in the Graphics and Marketing section of the CCS Intranet (CCSNet).
- 2.3 Discrimination:** Prohibited unfavorable treatment of a person based on that person’s membership or perceived membership in a protected status. Harassment is a form of Discrimination.
- 2.4 Harassment:** Prohibited form of discriminatory conduct that includes physical, verbal or other conduct that denigrates or shows hostility toward an individual or group because of their legally protected or perceived membership in a protected status and is sufficiently severe, pervasive and objectively offensive so as to substantially interfere with the terms and conditions of employment or substantially limiting the ability of a student to participate in or benefit from the College’s educational and/or social programs.
- 2.5 Official CCS Business:** Activities performed by CCS employee, or authorized volunteer or student as directed by his or her Department Head, in order to accomplish CCS programs or department initiatives, or as required by the duties of his or her employment.
- 2.6 Official Social Media Accounts:** Social Media Accounts that are sponsored by CCS and officially represent CCS, or a CCS division, college, team, club, department, unit or

program. All Official Social Media Accounts are owned by CCS and the College reserves the right to control the creation, administration, deletion, and/or maintenance of such accounts. This definition specifically excludes the CCS website and College employee's Personal Accounts.

- 2.7 **Personal Account:** A website, blog, or similar digital media property owned and operated by any College faculty, staff, students, or any third party in their individual capacity, not for official College business.
- 2.8 **Posts or Comments:** All text, images, videos, audio, website hyperlinks and any other information published, posted and/or distributed through social media.
- 2.9 **Social Media:** External websites or services based on participant contributions to the content. Types of social media include but are not limited to blogs, micro blogs, social and professional networks, video or photosharing, and social bookmarking. Examples of social media sites are YouTube, Facebook, Flickr, Snapchat, Twitter, Pinterest, Tumblr, TikTok, Instagram, LinkedIn, blogs etc.
- 2.10 **Supervisors:** Supervisors of academic and non-academic units, and others who have direct oversight responsibility for Account Administrators and Official Social Media Accounts within their area.

3.0 Legal and District Compliance

- 3.1 All uses of social media through CCS computer systems, networks, and using employee time shall follow applicable laws, including the statutes and rules relating to Ethics in Public Service (RCW 42.52), privacy laws, intellectual property rights law, applicable social media site standards, and all other CCS policies and procedures.
- 3.2 Do not use any personally identifiable information that is protected under FERPA. This includes identification numbers such as social security numbers or student ID, addresses, or phone numbers (other than authorized business addresses or phone numbers). Student record information shall not be transmitted via social media as noted in CCS Administrative Procedure 3.40.01-B.
- 3.3 When a social media platform permits a profile graphic, it is recommended the account display an official College or District logo or graphic. No portion of the logo may be altered. Logo usage should follow the consistent use of logos, colors and typefaces to reinforce the CCS brand. Best efforts should be made to ensure the following style guidelines and standards are met as shown in the [CCS Style Guide](#). Contact Marketing and Public Relations ("M&PR") or visit CCS's Marketing and Public Relations Webpage for an approved logo or graphic.
- 3.4 CCS Official Social Media Accounts shall not be used to conduct online business transactions and will not ask for personal information or credit cards in social media accounts.
- 3.5 No Official Social Media Accounts shall engage in paid advertising without prior approval from and coordination with CCS Marketing and Public Relations Department. All paid advertising at CCS is coordinated and administered by the CCS Marketing and Public Relations Department as noted in CCS Procedure 7.10.01 Advertising.
- 3.6 CCS requires the permission of individuals (in the form of a photo/media release form) whose readily identifiable images will be used to promote the college online and in print publications. This form is available from M&PR and copies of all completed forms shall be provided to M&PR, which will maintain a repository of them. These forms must be completed and signed before posting images.

3.6.1 **Public events and activities:** Because there is no expectation of privacy, the college does not need to obtain photo/media releases from those participating in and/or attending CCS events and activities that are open to the public.

3.7 Use of copyrighted, trademarked or proprietary information is prohibited.

4.0 Use of Social Media during College Time and Using College Property

4.1 Employee uses of college computers, networks, and time while at work are reserved for college-related business, as approved by supervisors. Social networking unrelated to college business must be done on personal time using personal computers or devices. Occasional use of college resources may be permissible if the use is brief, infrequent, and otherwise complies with the [Washington State Ethics in Public Service Act and all other CCS policies and procedures.](#)

5.0 Social Media as Public Record

5.1 As a public institution, content published by CCS and its employees on Official Social Media Accounts is a public record and is subject to [Washington State Public Records](#) law and requests (RCW 42.56). The Public Record Act applies to all college Official Social Media Account(s) regardless of the form of the record (photos, posts, private messages, and deleted messages or posts).

5.2 All CCS Official Social Media Accounts [must be archived](#) using a paid third-party social media archiving platform. Archived materials must be maintained according to CCS's records retention schedule. Please contact CCS Marketing and Public Relations at CCS.Skitch@ccs.spokane.edu to link social media accounts to the archiving software service.

6.0 Creating and Managing an Official Social Media Account on Behalf of the College

Account administrators are the only individuals authorized to create and/or manage Official Social Media Accounts

6.1 To create a CCS Official Social Media Account and connect it to the social archiving software, approval must be obtained prior to opening the account by submitting a Marketing Services Request.

6.2 Account Administrators may operate and maintain an Official Social Media Account that is associated with CCS only once they receive authorization for such use from M&PR. Training shall be provided to Official Social Media Account holders at least annually to assist with knowledge of best practices and compliance. Additional self-service online training shall be provided along with a guide for account usage.

6.3 CCS employees, student-employees, or volunteers, who are not authorized to operate and maintain an Official Social Media Account, may only act as content editors and must complete social media training. Every account must have at least one Account Administrator who is a professional staff member (non-student employee) at all times. As is possible within the parameters of each social media platform, College Official Social Media Accounts must contain a statement that:

6.3.1 Specifies the purpose of the account

6.3.2 Identifies the group(s) the account is intended to service or the topics subject to discussion

6.3.3 Notes that all comments, likes, posts, message and any other interactions are subject to Washington State's Public Records Act

- 6.4 Account Administrators must maintain the validity and security of Official Social Media Accounts by regularly monitoring the account to ensure appropriate and authorized usage.
- 6.5 Social media demands a level of responsiveness; thus, Administrators are expected to monitor the College Official Social Media Account for which they are responsible and respond as necessary during regular College workdays to ensure compliance with this procedure.
- 6.6 M&PR will maintain a digital database that will include name, platform, password, authorized account administrators for all Official Social Media Accounts and must be made aware of any changes to passwords or accounts.

7.0 Creating and Posting Content

- 7.1 The only individuals permitted to comment, post, message or otherwise transmit content on the College's behalf via an Official Social Media Account are Account Administrators, or their designees, who have been authorized by M&PR.
- 7.2 All content published to Official Social Media Accounts is owned by CCS. Anything published to an Official Social Media Account should be free of any copyright issues and appropriate for a public institution. Questions regarding copyrighted content should be directed to M&PR.
- 7.3 During a College or District emergency, such as a weather emergency, death, fire, or damage to campus caused by extreme weather, Administrators shall not create their own message about the emergency. Administrators may repost or share information from the District's main social media accounts (SCC, SFCC and CCS Facebook, CCS Twitter, CCS Instagram e.g.,). Administrators may also refer their audience to the College's main social media pages for further information.
- 7.4 To the greatest extent possible within social media platforms, Administrators should make every effort to have their content meet accessibility standards.

8.0 Correcting and Deleting Content Posted by the College

- 8.1 Despite best efforts, posts containing inaccurate or incorrect information may occur. Deciding whether to delete or correct a post depends upon the circumstances. Deleting a post is necessary when the content should never have been posted in the first place, such as those instances identified in Section 11.0. Correcting a post clarifies language while preserving the content of the original post.

9.0 Monitoring and Maintenance

- 9.1 M&PR reserves the right to dissolve or suspend accounts if they are not actively used within 90 days or are not following CCS policy and procedures. Fifteen days' notice will be given to the department or program via email before action is taken. This will not apply during Summer Quarter or for accounts set up specifically for annual events. During the deletion process M&PR shall take all necessary steps to adhere to any applicable records retention schedule and provide notice to any other account Administrator.

10.0 Accountability

- 10.1 All policies and procedures are subject to the same accountability standards for the disciplinary process outlined for each employee category (faculty, classified, exempt, student) and in accordance with applicable collective bargaining agreements.

11.0 Prohibited Conduct

- 11.1 **No College Social Media Administrator shall:**

- 11.1.1 Post proprietary or confidential information about the College, faculty, staff, administrators, students, and/or alumni
- 11.1.2 Post information pertaining to any potential or active litigation involving CCS
- 11.1.3 Endorse or appear to endorse any commercial product not affiliated with a specific academic or athletic program (Cisco Networking, Toyota certifications, eg.), service entity, political party, candidate, or other private interest.
- 11.1.4 A student organization, that has been recognized by CCS Student Government Association, and is granted funds via S&A fees may support or oppose political candidates, other political campaigns, or ballot measures. RCW 28B.15.610. Such political statements are not made on behalf of the College and do not necessarily represent the District's or College's views.
- 11.1.5 Post personally identifiable information of another
- 11.1.6 Use vulgar or abusive language, engage in personal attacks of any kind, or use offensive terms that target specific groups
- 11.1.7 Communicate with members of the press about the College in their official capacity without express authorization from the Chancellor, President or MP&R.
- 11.1.8 Block any user the Official Social Media Account was created to service
- 11.1.9 Utilize a filter intended to prohibit comments posts, messages, or other forms of communication containing certain words, phrases or verbiage.
- 11.1.10 Post any content that violates the platform's Terms of Service or Terms of Use
- 11.1.11 Use an Official Social Media Account for any unlawful activities or for activities that are malicious or have a harassing effect on other users or;
- 11.1.12 Except as provided by 12.3, remove any discussion that an Official Social Media Account was intended to facilitate

12.0 Moderating Social Media Comments and Posts

- 12.1** Through the creation of each Official Social Media Account, the College intends to create limited public forum for the benefit of the group identified by each Official Social Media Account.
- 12.2** Social Media allows for the submission of user-generated content. The College encourages discussion on Official Social Media Accounts that are responsive to College generated posts or transmissions. Users may comment, like, react, share, or retweet in response to a College initiated social media post.
- 12.3** CCS is dedicated to providing a meaningful educational experience for our students and values equity, diversity, and inclusion within our community. Views that are expressed in Official Social Media Accounts do not necessarily represent the district or college's views, and we recognize that a thriving academic community is not possible without our students, fans, followers, and friends sharing their thoughts freely with one another on Official Social Media Accounts. CCS reserves the right to monitor the conversations by removing comments and/or posts that are or contain:
 - Defamatory or libelous content

- Content that constitutes discriminatory harassment toward a person on the basis of their protected class.
- Obscenity
- Sexual or violent content or links to sexual or violent content
- Conduct or encouragement of illegal activity
- Threats or personal attacks that are directed, suggested, or implied
- Comments or hyperlinks not meaningfully related to the particular topic presented
- Violation of the Terms of Use or Terms of Service for the social media platform
- Confidential or otherwise protected information
- In violation of any law
- Information that may compromise the safety or security of the public, public systems or campus community
- Repetitive posts of the same material that disrupt the normal operation of the forum
- Impersonation of someone else or identities that cannot be confirmed
- Commercial messages, including advertisements and solicitations and spam
- Support for or opposition to political campaigns or ballot measures unless the account is a student funded, student life account. See, RCW 28B.15.610

Posts, comments, replies, or any public commentary containing any of the above may be removed from the account as soon as practicable. Comments, posts, discussions, videos or any other form of communication will not be removed simply because they are negative or critical of the College or its employees. Inappropriate posts should be reported to M&PR and the Account Administrator.

Individuals who engage with the College Official Social Media Accounts do so at their own risk and agree to take personal responsibility for their comments, the information communicated and/or interactions. Accordingly, the comments expressed by an individual on an Official Social Media Account do not reflect the views of the College or District. Multiple violations may result in the M&PR Office making the decision to restrict a person's ability to interact with CCS on social media or other online forums as noted in this CCS social media violations protocol.

- 12.4 When CCS determines a user comment is in violation of the terms of use, CCS M&PR office will hide the relevant comment and take the following steps:
1. After the first violation by a commenter, the commenter will be provided notice of the violation and reason why the comment was removed.
 2. After the second violation by a commenter, the commenter will be provided notice of the violation and the commenter's account will be suspended from commenting on CCC's social media platform for 30 days.
 3. After the third violation by a commenter, the commenter will be provided notice of the violation and the commenter's account will be suspended from commenting on CCS's social media platform for up to one year.

CCS reserves the right to immediately restrict individual's ability to comment in cases of egregious, illegal or dangerous violations such as threats or harassment.

13.0 Security

- 13.1 District Social Media Manager will coordinate with Information Services to determine and promote best practices to maintain Security of each account to prevent unauthorized access.
- 13.2 If an Account Administrator leaves their employment with CCS, the Account Administrator must be immediately removed as an Account Administrator and the account password

must be changed to restrict access to the account as part of the CCS offboarding process.

- 13.3 When an Account Administrator is replaced, the account password must be changed to restrict access to the account.

14.0 CCS Employee Personal Social Media Use

14.1 Use of CCS Name on Personal Accounts:

14.1.1 **Personal Content:** When participating in social media in a private capacity through personal accounts (not as a contributor to Official Social Media Accounts), employees are cautioned that when they identify themselves as a CCS employee or refer to college employment matters and business, readers and viewers may believe this represents the official position of CCS. Please consider the impact that posts, words, and engagement have on an employee's professional credibility and on CCS through affiliation. When an employee identifies oneself as a CCS employee or reference is made to a college employment matter, it is recommended that the employee state that their post or statement or social media account is of a personal nature and does not necessarily represent the views of the college or district.

14.2 Employee Connections on Social Media:

14.2.1 If employees are connected to one another on personal social media accounts, it should be mutually understood that this connection is outside of CCS business. It should be noted that in certain cases, this relationship may still require mandatory reporting for state ethical violations such as harm to self or others, or illegal activity.

14.2.2 Employees are encouraged to use additional caution and discretion in connecting through their personal social media accounts with current CCS students. Ensure any contact is in accordance with CCS Administrative Procedure 2.00.01-L Non-Fraternization and Consensual Relationships.

15.0 Other Considerations

15.1 Advertisements sold by the private social media platform companies that appear on any College Social Media Account are generally outside of the College's control. The appearance of non-College affiliated advertisements on College Social Media Accounts are neither a College endorsement nor a College promotion of the content contained in any such advertisement. When an individual clicks on an advertisement and leaves an Official Social Media Account page, the College is not responsible for transmission or content received from external websites.

15.2 Violations or perceived violations of this procedure should be reported to the Communications Director in the Marketing and Public Relations Department. CCS may investigate and respond to all reports of violations related to this procedure and other applicable policies. Employees who violate any section of this procedure may have their status as an account Administrator revoked and/or be subject to disciplinary action under any applicable collective bargaining agreement and/or College policy. Students who violate this procedure may be subject to disciplinary action under the Student Conduct Code.

15.3 CCS will not accept any legal notice via any Official Social Media Account.

16.0 Related Information

- 16.1 [Washington State Ethics in Public Service Act.](#)
- 16.2 [Washington State Public Records](#)
- 16.3 CCS Administrative Procedure - [3.40.01-C Student Rights & Responsibilities](#)
- 16.4 CCS Board Policy - [2.30.01 Equal Employment, Non-discrimination & Anti-harassment](#)
- 16.5 CCS Board Policy - [7.10.01 Advertising](#)
- 16.6 CCS Administrative Procedure - [7.30.05-A Acceptable Use of Information Technology Resources](#)
- 16.7 CCS Administrative Procedure [2.00.01-L Non-Fraternization and Consensual Relationships](#)
- 16.8 [Northwest Athletic Conference Codebook](#) - Administrative Rules and Regulations
Chapter 15

Originated: January 2021
Cabinet approval: June 2021

**ACTION: APPROVAL OF 2026 BOARD OF TRUSTEES COMMITTEE
ASSIGNMENT**

Prepared by: Breanne Riley
Executive Assistant to the Chancellor

Presented by: Trustee Todd Woodard
Chair of Board of Trustees
January 20, 2026

COMMUNITY COLLEGES OF SPOKANE
2025 Board Officers and Committee
Assignments Term: January 1, 2025 - December 31,
2025

CURRENT OFFICERS

Position	Representative
Chair	Todd Woodard
Vice Chair	TBD

CURRENT COMMITTEES

Committees	Representatives
Nominating Committee	Primary: Glenn Johnson Alternate: Steve Yoshihara Chancellor: Kevin Brockbank
District Equity Council Taskforce	Primary: Anna Franklin Alternate: Steve Yoshihara
District Finance and Legislative Advisory Committee	Primary: Todd Woodard Alternate: Steve Yoshihara
Foundation Board	Primary: Newly Appointed Trustee** Alternate: Todd Woodard
Head Start Policy Council	Primary: Kevin Brockbank** Alternate: Todd Woodard
Tenure Review Subcommittee	Primary: Steve Yoshihara Alternate: Anna Franklin
Legislative Action Committee (LAC)	Primary: Glenn Johnson Alternate: Todd Woodard

COMMITTEE DESCRIPTIONS

Nominating Committee

Nominate the Board Chair and Chair Elect annually. Serve on any committee or body designated to recruit for the position “chancellor” at any time a vacancy occurs in that position. Committee structure and duties are outlined in Board Policy 1.30.02a

District Equity Council Taskforce

Provide learning opportunities for faculty, staff, students and community by presenting a broad range of diversity topics, competency trainings, and teambuilding activities that will enhance and enrich lives. Meets quarterly during the academic year.

District Finance and Legislative Advisory Committee

Share current and future legislative and financial issues and their impacts with all constituencies of the district. Meetings are typically held in January, April, and June.

Foundation Board

Act as the official liaison between the Foundation Board and the Board of Trustees. Meetings are bi-monthly (Nov, Jan, Mar, and May) during the academic year and an end of year Board dinner in June.

Head Start Policy Council

Serve as Board liaison to the Head Start Policy Council, which meets monthly during the academic year.

Tenure Review Subcommittee

Act as a facilitator for a thorough study of tenure review reports. Although each Board member has a responsibility to examine the reports prior to the granting of tenure, the facilitator is responsible for a more comprehensive evaluation. Responsibilities are quarterly when there are tenure candidates for consideration.

Legislative Action Committee (LAC)

Develop legislative priorities for consideration and adoption by the ACT Board of Directors; promote ACT legislative and advocacy programs; and provide information to, and solicit support from, the ACT membership. Meets once a year in the Seattle area.

Internal Legislative Advocacy (subset of ACT Legislative Steering Committee)