



Strategic Plan

July 2026 – June 2032

Two Campuses, One Community

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Message from the Chancellor

Dear Friends of Spokane Colleges,

We find ourselves in an intense period of change, one that requires both clarity of purpose and a willingness to rethink how we serve our students and sustain our institution. Significant budget reductions, coupled with a challenging enrollment environment demand that we approach our work with renewed focus, creativity, and resolve.

This strategic plan reflects that reality. It acknowledges that there are no easy wins ahead. Instead, our success will depend on how well we execute the fundamentals. This includes how we attract students, onboard them effectively, and support them in ways that improve retention and completion. At the same time, we must innovate thoughtfully, expanding into new certificates and programs that respond to evolving workforce demands.

Foundational to this work is our commitment to access, inclusivity and preparedness. These values are embedded throughout the plan and guide how we support student success, strengthen our campus communities, and fulfill our mission. Ensuring that all students and employees feel supported, valued, and able to thrive is central to the future we are building together.

Equally important is how this plan was developed. In contrast to past approaches, this process was intentionally collaborative. Subject matter experts from across our campus communities identified

the critical issues we face and helped define the strategies that will guide us forward. Planning was placed in the hands of those who know the work best, and as a result, this plan is grounded in real experience, practical insight, and shared ownership.

This strategic plan will guide our work as we move toward operating as one integrated institution: *Two Campuses, One Community*. We will ensure our work aligns with our strategic budgeting process as we implement ongoing reductions with a focus on efficiency and innovation. The north star for our work is delivering a seamless student experience across our two main campuses and throughout our rural centers. *One Community* includes all Spokane Colleges locations, students, and employees.

The road ahead will not be simple, but it is navigable. By focusing on what matters most, embracing innovation where it counts, and working together with purpose, we can build a sustainable future that continues to serve our students and our mission.

Thank you for your commitment to this work and to one another.

Sincerely,

Kevin Brockbank, Ed.D.
Chancellor - Spokane Colleges



Executive Summary

Spokane Colleges occupies a uniquely influential position in Eastern Washington, serving as both an educational anchor and an engine of economic opportunity.

Situated at the crossroads of urban and rural communities, the colleges are deeply attuned to the diverse needs of their students and the evolving demands of the local economy. Through accessible, high-quality education and workforce-aligned programs, Spokane Colleges plays a vital role in advancing social mobility and opening pathways for students from all backgrounds to achieve economic stability and personal growth.

Functioning as a critical pipeline for local employers, Spokane Colleges is preparing graduates with the skills and credentials needed to sustain and strengthen key industries across the region. Fulfilling this vital role requires intentional, forward-looking strategic planning to align resources, anticipate change, and ensure long-term impact. In this dual role, Spokane Colleges not only transforms lives, but also drives the long-term vitality and resilience of Eastern Washington.

Mission, Vision, and Values

A clear and compelling mission, vision, and set of values provide the foundation for Spokane Colleges' work and its aspirations for the future. Together, they define the institution's purpose, articulate its long-term direction, and establish the principles that guide daily decisions and actions. As Spokane Colleges continues to serve a diverse and evolving region, these core elements ensure alignment across programs, partnerships, and priorities.

The mission statement for this plan was developed through a collaborative process led by the Steering Committee. Several mission statement options were identified and put out to a vote of Spokane Colleges employees. The new mission statement was the top choice of more than 50% of the 548 employees who participated.

The vision and values for this plan were refreshed using insights from a 2023 brand research study. The effort included input from more than 1,300 participants. Participants included Spokane Colleges faculty, administrators, and staff, as well as current and prospective students, mentors, and community members. These guiding statements are grounded in the voices, experiences, and aspirations of the communities the colleges serve.

Our Mission

Spokane Colleges prepares students to pursue their goals, strengthen their futures, and contribute to thriving communities.

Our Vision

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

Our Values

Access

Removing barriers that get in the way of education

Inclusivity

Committed to teaching every person who wants to learn

Preparedness

Setting students up to succeed in their next chapters



Understanding the Environment

Spokane Colleges is operating in a time of significant change. A challenging enrollment environment, shifting workforce demands, and increasing competition for students are reshaping how colleges must recruit, support, and retain learners. A challenging enrollment environment, shifting workforce demands, creating both urgency and opportunity for Spokane Colleges to align programs with real-world needs.

Students are also navigating more complex challenges. Many face barriers related to affordability, housing, childcare, transportation, and mental health. These realities reinforce the need for a more holistic, student-centered approach that extends beyond the classroom and supports the full student experience.

Insights from employer and community partners highlight the importance of flexible, workforce-aligned programs, stronger career connections, and clearer pathways from education to

employment. At the same time, feedback from students, faculty, and staff points to opportunities to improve how students enter the colleges, navigate services, and stay connected throughout their journey.

Internal data further reinforces these themes. While Spokane Colleges has made meaningful progress in key areas, there are opportunities to strengthen onboarding, improve persistence and completion, and create more consistent and coordinated student experiences across the district.

Together, these insights make clear that student success depends on more than access alone. It requires intentional design, strong support systems, clear pathways, and meaningful connections to community and career.

These realities directly shaped the priorities and strategies outlined in this plan.

Our Planning Approach

More than 300 faculty, staff, students, and community industry advisors contributed to the development of the six-year strategic plan. A steering committee composed of staff, faculty, and administrators led the planning process. They worked alongside an independent planning consultant who provided guidance and facilitation support at key stages.

The process was intentionally designed to give all stakeholders multiple opportunities to provide input. Spokane Colleges leaders emphasized the importance of transparency and collaboration throughout. This was achieved through large group input sessions and targeted focus groups involving faculty, staff, and students. Stakeholders were also encouraged to share feedback individually at various points during the process. To ensure visibility and openness, updates and detailed progress were regularly posted on the district's Sharepoint site, allowing all participants to stay informed.

Governance

A governance structure was implemented to guide the planning process and provide an essential framework. This structure translated goals into measurable, coordinated action across all campuses and departments by defining roles, establishing accountability, and mandating regular progress reporting. This formalized approach ensured alignment with core principles, prevented duplication, promoted efficient collaboration, and maintained agility and responsible resource stewardship.



Guiding Principles

The cross functional planning teams worked together to keep students at the center. They focused on student success, equity, and the overall student experience. Together, they prioritized decisions and investments that remove barriers and help more students access, persist, and complete their programs. Equity and belonging are embedded across all strategies to reduce disparities and expand opportunity.

The plan is data-informed, using relevant evidence to guide priorities and measure progress. It is future-focused, balancing respect for institutional history with innovation and adaptability. These attributes are greatly needed in a rapidly changing higher education and workforce environment.

Strategies are intentionally clear and focused, emphasizing action and impact over complexity. Success depends on collaboration across campuses, departments, and partners rather than silos or duplication. All decisions reflect a commitment to sustainability and responsible stewardship of resources.



Spokane Colleges Strategic Planning Governance

BOARD OF TRUSTEES

Oversight and Approval

- Endorses strategic priorities and final plan
- Provides high-level guidance on vision and institutional direction
- Ensures alignment with community needs and fiduciary responsibility

EXECUTIVE LEADERSHIP

*Chancellor Kevin Brockbank
SCC President Jenni Martin
SFCC Interim President Patrick McEachern*

- Determine strategic priorities
- Provide resources
- Support policy and practice changes

STEERING COMMITTEE

Leadership and Coordination

- Align goals with strategic priorities
- Assign and monitor planning teams progress
- Guide integration across planning teams
- Advocate resource and support needs
- Identify and mitigate risks

CROSS FUNCTIONAL PLANNING TEAMS

- Analyze data, gather stakeholder input, propose strategy and metrics
- Implement, track and refine

Five themes emerged from the stakeholder input sessions, economic scan, and data analysis. Every theme area represents a structural element of a strong, supportive “college home” where students feel they belong, are valued, and can thrive. Our goal is to create a campus culture where every student knows they are seen, supported, and connected.

Five Strategic Pillars



**Student
Basic Needs**

A Strong Foundation



**Support
Anchors**

Cornerstones



**Academic
Design**

The Framework



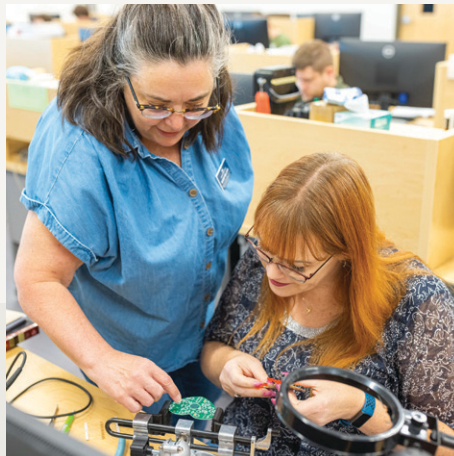
**Community
Connections**

Opening Doors
to the Future



**Strong Internal
Structures**

The Infrastructure
and People



Two Campuses, One Community

Strategic Pillars



1. Student Basic Needs

The Strong Foundation

A welcoming and stable environment begins with ensuring students can focus on learning, not survival. By reducing the cost of attendance and removing barriers such as food insecurity, housing challenges, childcare needs, and transportation obstacles, we create the conditions for every student to feel secure, supported, and at home on campus.

1.1 Funding Sources and Resource Support

GOAL

Expand resources and simplify access to scholarships, aid, and emergency assistance

STRATEGIC ACTIONS

1.1.1 Strategically identify resources for student emergency supports.

1.2 Community Partnerships

GOAL

Strengthen community partnerships to expand student access to basic needs support.

STRATEGIC ACTIONS

1.2.1 Develop and institutionalize a coordinated districtwide framework for sustainable community partnerships that align with student basic needs.

1.3 Resource Awareness and Navigation

GOAL

Increase awareness and improve navigation of available campus and community resources for all students.

STRATEGIC ACTIONS

1.3.1 Strengthen institutional capacity to address student basic needs.

1.3.2 Create a unified, consistent structure for student resource information.

1.3.3 Integrate resource awareness into student success touchpoints.



2. Support Anchors

The Cornerstones

Cornerstones provide stability, guidance, and belonging. Personalized support services like advising, tutoring, counseling, and wellness resources anchor student success while recognizing the unique needs of each individual. By meeting students where they are and building trusting relationships, we create a sense of belonging that strengthens persistence, confidence, and achievement.

2.1 Holistic Student Wellbeing

GOAL

Prioritize holistic student wellbeing that encourages persistence, success, and belonging.

STRATEGIC ACTIONS

2.1.1 Implement districtwide training to promote all employees using culturally responsive and equitable student support practices (RCW 28B.10.145).

2.1.2 Strengthen and expand inclusive excellence programs to create welcoming, supportive environments for all students.

2.1.3 Evaluate mental health resources across the district to identify service gaps and opportunities for improved student support.

2.1.4 Develop a training plan that helps employees recognize and respond to students who may be struggling or at risk of leaving college.

2.2 Academic Support Services

GOAL

Investigate current academic support services to enhance opportunities to better meet student needs.

STRATEGIC ACTIONS

2.2.1 Map out current academic support available to students.

2.2.2 Implement a unified system for intake and tracking across academic support services using campus technology.

2.2.3 Create a comprehensive assessment plan for academic support services that integrates data and allows for analysis by student groups.

2.2.4 Use data to identify priority student populations and refine or redesign support practices to better meet their needs.

2.3 Access to Student Services

GOAL

Enhance access to student support services that meet the needs of our diverse student populations.

STRATEGIC ACTIONS

2.3.1 Simplify and clarify access points.

2.3.2 Increase availability through flexible and responsive modalities.

2.3.3 Activate faculty and staff as consistent access connectors.

2.4 Alignment of Student Support Services

GOAL

Increase strategic alignment of specific student services by reducing institutional and procedural barriers across the district.

STRATEGIC ACTIONS

2.4.1 Review the current version and features of ctcLink to identify opportunities to adopt newer capabilities used by peer institutions.

2.4.2 Align and centralize key processes and departmental functions to improve consistency and efficiency.

2.4.3 Coordinate communication plans to students, ensuring messages are clear, consistent, and complementary.

2.5 Student Onboarding

GOAL

Continuously improve student onboarding to ensure a consistent, equitable, inclusive, and accessible foundation that supports student success throughout the student lifecycle.

STRATEGIC ACTIONS

2.5.1 Evaluate onboarding processes to create a unified districtwide approach that helps students complete essential steps more efficiently.

2.5.2 Identify where students encounter barriers in onboarding and provide timely guidance to move them forward.

2.5.3 Simplify student onboarding by utilizing and expanding upon existing program maps. Create a transparent process and checklist to assist students in knowing where they are in the onboarding process, what they need to do next, and who they can contact for help.



3. Academic Design

The Framework

Clear academic pathways give students structure, direction, and purpose. By offering the right programs at the right time and aligning them with career and personal goals, we help students navigate their journey efficiently. In doing so, we provide not just a roadmap to completion, but a sense of community and shared progress, reinforcing that students are part of a larger supportive home.

3.1 Faculty

GOAL

Support faculty in delivering high-quality instruction.

STRATEGIC ACTIONS

3.1.1 Develop roles, responsibilities, policies, and procedures for faculty, student services, and instructional designers to better address instructional needs of faculty and the unique needs of students' learning challenges

3.1.2 Encourage professional development opportunities through collaborative structures and onboarding that promote a culture of teaching excellence and implement best practices.

3.1.3 Ensure students have the proper academic support they need across all modalities.

3.2 Curriculum

GOAL

Foster innovation in curriculum and program development.

STRATEGIC ACTIONS

3.2.1 Develop, track, and scale seamless pathways from noncredit to credit.

3.2.2 Strengthen assessment to demonstrate instructional excellence.

3.2.3 Implement annual Discipline/Program Learning Outcome assessment cycles.

3.2.4 Develop and scale stackable credentials, certificates, and short-term workforce pathways to provide multiple entry/exit points aligned with regional needs.

3.3 Student Success

GOAL

Strengthen institutional collaboration and communication to improve student persistence, retention, and completion.

STRATEGIC ACTIONS

3.3.1 Continuously assess program vitality using student completion, transfer, career, and wage data to identify programs and implement targeted strategies that improve outcomes.

3.3.2 Improve enrollment, persistence, retention, completion, and transfer and career placement rates through coordinated, student-centered strategies.

3.3.3 Use early academic indicators and shared intervention protocols to identify at-risk students and provide timely, coordinated support.

3.3.4 Expand opportunities for faculty engagement in program and career advising to complement student support services.



4. Community Connections

Opening Doors to the Future

Our students thrive when they are connected to employers, organizations, alumni, and peers. These relationships act as doors to opportunity, providing career pathways, mentorship, and support networks. At the same time, our college contributes back to the community, cultivating a sense of shared purpose, pride, and belonging that extends beyond campus walls.

4.1 Employer and Workforce Partnerships

GOAL

Deepen and expand collaboration with employers to enhance student employment pathways.

STRATEGIC ACTIONS

4.1.1 Strengthen the District Workforce Council to establish a coordinated employer partnership structure that supports high-demand sectors and education to career pathways.

4.1.2 Develop and implement a districtwide process to catalog, track, and coordinate employer and workforce engagement activities to strengthen education to career alignment.

4.1.3 Increase student employer connections by strengthening the role of advisory committees, supporting existing employer engagement events, and improving access to internships and work-based learning.

4.2 Advance Community Engagement

GOAL

Build a unified, equitable, and opportunity-centered approach to community engagement and build partnerships that enrich student learning, strengthen local relationships, and better connect students with community needs and opportunities.

STRATEGIC ACTIONS

4.2.1 Revitalize and enhance the public-facing event calendar by improving the consistency of event entry into 25Live and increase community engagement with the calendar as a centralized hub for service, events, and opportunities.

4.2.2 Enhance K-12 partnerships by promoting dual enrollment, the trades high school, and other opportunities, strengthening coordination across the district, and increasing student participation in college programs and events.

4.3 Increase Community Visibility

GOAL

Elevate Spokane Colleges' presence and visibility in the region by strengthening branding, expanding community events, deepening alumni engagement, and creating clear pathways for partners and the public to connect with and support the colleges.

STRATEGIC ACTIONS

4.3.1 Support the development of program-level alumni chapters that foster early and ongoing alumni engagement.

4.3.2 Increase regional visibility through coordinated branding efforts and strategic partnerships with employers, membership organizations, and community organizations.

4.3.3 Deepen collaboration with universities to improve student success by expanding opportunities for joint outreach, co-designing clearer transfer experiences, and creating shared communications that explain transfer opportunities for prospective students and the community.



5. Strong Internal Structures

The Infrastructure and People

A college that feels like home depends on strong internal systems and a committed, caring workforce. Technology, facilities, safety measures, and support resources must all work together to promote a welcoming, collaborative, and innovative environment. By removing redundancies, improving processes, and empowering staff, we ensure the college remains resilient, student-centered, and a place where students, faculty, and staff can feel they belong.

5.1 Technology

GOAL

Position Spokane Colleges as a leader in leveraging technology and providing sustainable access to modern, secure, and integrated systems. Empower, enhance, and uphold student learning, faculty and staff effectiveness, and operational success by building an adaptable, secure infrastructure framework that anticipates future needs, fosters innovation, and maximizes the impact of sustainable resource allocation.

STRATEGIC ACTIONS

5.1.1 Implement, maintain, and evaluate a technology modernization plan to support continuous improvement and innovation.

5.2 Facilities and Physical Environment

GOAL

Proactively create a safe, inclusive, sustainable, and purposefully planned physical environment across Spokane Colleges. Establish an adaptable framework that anticipates future needs, strengthens academic and administrative excellence, removes institutional barriers, and enhances an equitable campus experience to support recruitment and retention. This framework also provides a resilient foundation for student success, staff engagement, regulatory compliance, and institutional growth.

STRATEGIC ACTIONS

5.2.1 Enhance campus environments using the established framework and maintain ongoing processes to ensure facilities evolve with institutional needs.

5.3 Employee Support Systems and Resources

GOAL

Strengthen support systems and enhance resources to better meet the academic, mental health, financial, and professional needs of the college community.

STRATEGIC ACTIONS

5.3.1 Develop comprehensive onboarding processes for all new employees that introduce the organization, highlight key resources, build meaningful connections, and provide a sense of belonging to support a successful start.

5.3.2 Simplify, expand access, and remove barriers to professional learning and development through clear communication and continuous improvement.

5.3.3 Identify workplace structures that reduce employee productivity and reduce satisfaction, potentially leading to attrition with the intent to enhance employee wellbeing services and encourage utilization of available resources.

5.4 Improvement and Efficiency

GOAL

Streamline and optimize institutional processes to enhance operational efficiency, reduce redundancies, build capacity, and improve the overall experience for employees.

STRATEGIC ACTIONS

5.4.1 Evaluate and consolidate technology tools and software to reduce redundancies and promote automation to improve operational efficiency.

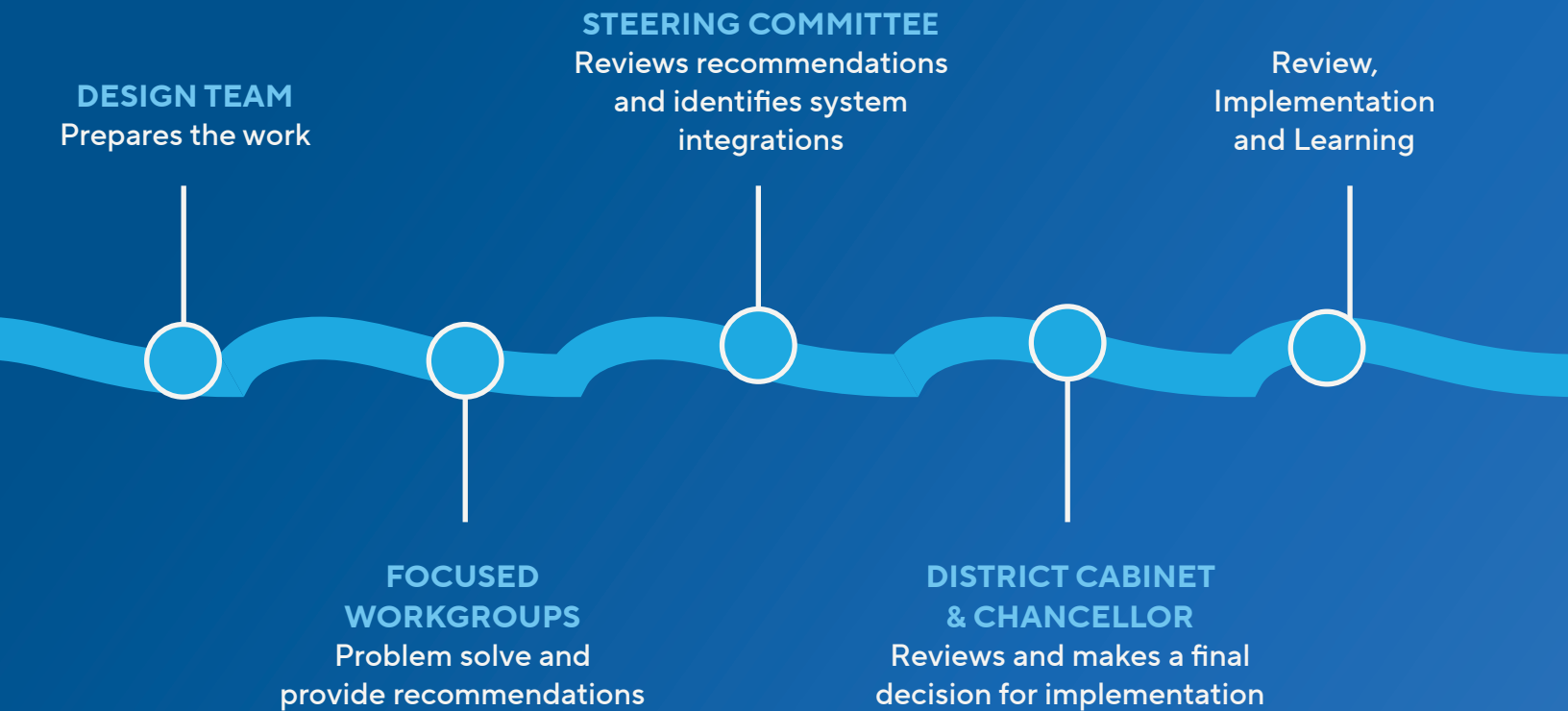
5.4.2 Map and review current processes to identify bottlenecks, streamline workflows, and build capacity including opportunities for automation.

5.4.3 Streamline governance structures to clarify roles and improve transparency. Include an inventory of committees, assessment of their effectiveness, and centralize committee charters, minutes, and membership as part of the guide for workgroups.



Looking to the Future

This strategic plan is a living document that will continue to evolve as needs and priorities change. The steering committee will remain in place to oversee implementation and guide progress. Each year, the committee will review outcomes, reassess priorities, and adjust the plan and budget as needed. This plan will also guide and align with all other college planning efforts, ensuring a clear and consistent direction forward.



2026- 2032

Strategic Plan

STRATEGIC PILLARS



**Student
Basic Needs**



**Support
Anchors**



**Academic
Design**



**Community
Connections**



**Strong Internal
Structures**

OUR MISSION

Spokane Colleges prepares students to pursue their goals, strengthen their futures, and contribute to thriving communities.

OUR VISION

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

OUR VALUES

The core principles and priorities that guide our actions:

- Access** | Removing barriers that get in the way of education
- Inclusivity** | Committed to teaching every person who wants to learn
- Preparedness** | Setting students up to succeed in their next chapters

Acknowledgements

We gratefully acknowledge the dedication and thoughtful contributions of the working committees that helped develop this strategic plan. Through their collaboration, insight, and commitment, they brought forward diverse perspectives that shaped both the vision and priorities reflected here. Their efforts have laid a strong foundation for the work ahead and will continue to influence progress in meaningful ways.

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**Indicates Pillar Leads*



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