Operational Strategy	Expected Outcome	Lead Department(s)	Person/Team Responsible
		Administrative Services	
Significant Campuswide Projects			
Fully implement BAS and BS programs		**Instruction** **Student Services**	Dave Pelkey, Michelle Andreas
Launch the Tumwater Falls Quality Assurance Lab.		**Administrative Services** **Foundation** **Instruction**	Kelly Green, Michelle Andreas, Tysha Tolefree
Capital projects to improve instruction for students and spaces for staff.		**Administrative Services**	Tysha Tolefree
Student Housing Project		**Administrative Services**	
Open Percival Creek Tasting room to the public.		**Administrative Services** **Foundation** **Instruction**	Kelly Green, Michelle Andreas, Tysha Tolefree
STUDENT ACHIEVEMENT			
Goal 1: Increase student persistence			
Increase the number of courses that provide accessible learning materials as defined by the federal law.	Increase student transition from 0- 15 CLVL credits to 31.6% (mission fulfillment)	**Instruction**	Michelle Andreas
Increase the number of staff and faculty engaged in early alert prompts and referring students to resources that meet their needs.	Increase student transition from 0- 15 CLVL credits to 31.6% (mission fulfillment)	**Instruction** **Student Services**	Michelle Andreas
Revise faculty mentoring of students to align with student feedback.	Increase student transition from 0- 15 CLVL credits to 31.6% (mission fulfillment)	**Instruction**	Michelle Andreas
Revise CCS courses to focus on educational planning, career exploration, transfer needs and employment needs etc.	Increase students who are continuously enrolled in their first year to 83.5% (mission fulfillment)	**Instruction**	atureen@spscc.edu, Michelle Andreas
Targeted support in advising when students fail a class or are identified in the SAP process.	Increase students who are continuously enrolled in their first year to 83.5% (mission fulfillment)	**Student Services**	Dave Pelkey
Establish a college wide peer mentoring program to provide increased connection and support for students.	Increase students who are continuously enrolled in their first year to 83.5% (mission fulfillment)	**Office of Diversity & Equity** **Student Services**	Amanda Ybarra, Dave Pelkey
Identify enrollment status and degree intent for all students and ensure all students have an approved degree plan at the completion of 30 credits.	Increase students who are continuously enrolled in their first year to 83.5% (mission fulfillment)	**Student Services**	Dave Pelkey
Review and modify physical spaces on campuses to accommodate neurodivergent students, staff and faculty	Increase students who are continuously enrolled in their first year to 83.5% (mission fulfillment)	**Administrative Services** **Office of Diversity & Equity**	Amanda Ybarra, Tysha Tolefree
Equity review of surveys, syllabi & student communication	Increase students who are continuously enrolled in their first year to 83.5% (mission fulfillment)	**Instruction** **Office of Diversity & Equity**	Amanda Ybarra, Dave Pelkey, Michelle Andreas
Goal 2: Increase certificate and degree completion in transfer and workforce programs			

Implement recommendations from research on transfer and work with universities to establish dual enrollment programs for transfer students	Increase our "cohort transfer rate" to 65% (most recent data is 63% for students who entered in 2019-2020 and includes Running Start students)	**Instruction** **Student Services**	Dave Pelkey, Michelle Andreas
Goal 3: Increase job placement for workforce education students			
Increase student understanding of knowledge skills and abilities required by employers in each pathway.	Prof.Tech students are employed in 12 months to 77% (mission fulfillment) and Students who graduate in 3 years 43% (beyond stretch goal)	**Instruction**	Michelle Andreas
EQUITY			
Goal 1: Close equity gaps			
Implement recommendations from research on part-time students.	Decrease fall-fall retention gap between full-time and part-time students to 13.5 points (beyond stretch goal)	**Instruction** **Student Services**	Dave Pelkey, Michelle Andreas
Increase the number of courses that have culturally inclusive practices and content.	Decrease fall-fall retention gap between Asian-Caucasian and HU represented students to 5.5 points (mission fulfillment)	**Instruction**	Michelle Andreas
Work in collaboration with our tribal communities to fulfill the SBCTC Tribal Stewards grant that focuses on the adverse impacts of climate change on the cultural practices and health of Indigenous Tribes.	Decrease fall-fall retention gap between Asian-Caucasian and HU represented students to 5.5 points (mission fulfillment)	**Instruction**	Michelle Andreas and Jason Selwitz
Goal 2: Increase the ethnic diversity of faculty, staff, and administrative/exempt employees			
Implement new instructional and college-wide interview questions and processes that focus on DEI	Increase ethnic diversity of all employee groups (18% faculty, 30% classified and 33% exempt beyond stretch goals)	**ALL**	Michelle Andreas
Review and revise hiring, onboarding and training processes for employees and new supervisors.	Increase ethnic diversity of all employee groups (18% faculty, 30% classified and 33% exempt beyond stretch goals)	**Human Resources**	Samantha Soto
Grow engagement in ERG's in their efforts to increase awareness, acceptance, and inclusion of their respective groups.	Increase ethnic diversity of all employee groups (18% faculty, 30% classified and 33% exempt beyond stretch goals)	**Human Resources** **Office of Diversity & Equity**	Amanda Ybarra, Samantha Soto
Plan, develop, and partner on new internal/regional leadership development program.	Increase ethnic diversity of all employee groups (18% faculty, 30% classified and 33% exempt beyond stretch goals)	**Office of Diversity & Equity** **Student Services**	Amanda Ybarra, Dave Pelkey
LEARNING & ENGAGEMENT			
Goal 1: Enhance General Education Competency			
Increase the number of adjunct and associate faculty participating in CWA assessment	Increase students who meet College-Wide Abilities to 95% (Above mission fulfillment)	**Instruction**	Michelle Andreas
Goal 2: Enhance quality student experiences and campus life activities			

Build full student lifecycle experience by merging student success software with new customer relationship management (CRM) software	Increase student satisfaction: campus services to 77.4% (mission fulfillment)	**Information Technology Student Services**	Dave Pelkey, Rip Heminway
Reestablish improved food services	Increase student satisfaction: campus services to 77.4% (mission fulfillment)	**Student Services**	Dave Pelkey