

2025-2026 Operational Plan

Green River College

The first part of the Operational Plan is a workplan with measurable outcomes focused on making progress on specific goals and objectives of the 2021-2026 Equity-Centered Strategic Plan.

Activities: Steps taken to accomplish measurable progress on a specific Strategic Plan Objective (aka Priority).

Measurable Outcomes: Specific, measurable outcomes. If possible, this should be linked to a Strategic Plan Success Metric.

NOTE: *Activities may not all be identified in this document as work groups, committees, individuals, etc. will assess and plan between quarters. As new Activities emerge, they will be added to this plan.*

Strategic Plan Goal:	<input type="checkbox"/> Goal A: Success for all students <input type="checkbox"/> Goal B: Excellence in Teaching and Learning <input type="checkbox"/> Goal C: Responsive Educational Programs and Support Services	
Priority #1:	Implement and support SEM plan and student success essential practices	
Person(s) Responsible:	Lionel Candido Flores, Jamie Fitzgerald, and Stefanie Chapman	
IC Sub committees and other Collaborators:	College Articulation & Transfer (CAT) Committee Scheduling & Space Allocation Placement & Course Eligibility Strategic Enrollment Management (SEM) Steering Committee Guided Pathways Advisory Team (GPAT) VP of EDI VP of SA	
	Activity	Measurable Outcome (Success Metric)
	<ul style="list-style-type: none"> Fall: Implement 26-27 scheduling grid for annual schedule planning; review winter 26 schedules; assemble Student Success Team (SEM + GPAT); Team presents plan to IC for review. Winter: Deans/chairs review annual schedule for 85-90% compliance and healthy modality mix; review spring 26 schedules; prioritize Student Success Team goals, strategies, and tactics. 	<ul style="list-style-type: none"> Establish Student Success Team (SEM Steering Committee + GPAT) and governance structure. Ensure scheduling grid compliance (85-90%) starting spring quarter 2026. Improve understanding and provide broader access to student retention and completion data to set baselines.

<ul style="list-style-type: none"> • Spring: Implement prioritized SEM goals, tactics, and strategies. 	<ul style="list-style-type: none"> • Prioritize Student Success Team goals, strategies, and tactics with clear timelines for completion.
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Strategic Plan Goal:	<input type="checkbox"/> Goal A: Success for all students <input type="checkbox"/> Goal B: Excellence in Teaching and Learning <input type="checkbox"/> Goal C: Responsive Educational Programs and Support Services <input type="checkbox"/> Goal D: Integrated and Effective Organizational Structure, Systems, and Processes <input type="checkbox"/> Goal E: Accessible and Responsive Facilities and Technology
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Priority #2:	Continue and complete student conduct and judicial processes training and information sharing for Instruction.
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Person(s) Responsible:	Ian Sherman and Kara LaValley
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IC Sub committees and other Collaborators	Instructional Diversity Committee VP of EDI VP of SA Assistance and Care Team
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Activity	Measurable Outcome (Success Metric)
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<ul style="list-style-type: none"> • Fall: Provide IC representation to VP of EDI's HR22 committee; deans and chairs continue collaboration with SA; debrief with faculty who have gone through discipline services; IC provide charge for IDC's work this coming year. What are the next steps needed after Racialized Language resource that was shared last year. • Winter: Develop a communication plan for Instruction; ensure relevant faculty representation in ACT discussions; explore an Instruction-side triage system; explore ombudsman for faculty model. • Spring: TBD (but intended to create a conduit for feedback to refine the system). 	<ul style="list-style-type: none"> • Increase faculty and instructional deans' understanding of current and new student judicial processes. • Continue collaboration between instructional leadership and Student Affairs aiming for broader education of current and new student judicial processes • Identify areas of improvement for conduct processes. • Finalize formal communications plan for Instruction.
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Strategic Plan Objective:	<input type="checkbox"/> Goal A: Success for all students <input type="checkbox"/> Goal B: Excellence in Teaching and Learning <input type="checkbox"/> Goal C: Responsive Educational Programs and Support Services <input type="checkbox"/> Goal D: Integrated and Effective Organizational Structure, Systems, and Processes <input type="checkbox"/> Goal E: Accessible and Responsive Facilities and Technology	
Priority #3:	Support NWCCU Year 6 and 7 accreditation reports	
Person(s) Responsible:	Ben Holquist and Christie Gilliland	
IC Sub committees and other Collaborators	Learning Outcomes Committee Executive Director of Institutional Effectiveness	
Activity	Measurable Outcome (Success Metric)	
<ul style="list-style-type: none"> • Fall: Work with IE to identify needed data for PLO assessment; get final list of due dates and requirements for Year 6; submit required narratives and artifacts (if any). • Winter: List requirements for Year 7; continue data collection/narrative writing for Year 6; develop data collection process. • Spring: Dean team/Miriam report to IC; continue data collection/narrative writing for Year 	<ul style="list-style-type: none"> • Support the timely completion of NWCCU Y6 report • Collect and document PLO assessment processes across instructional areas. • Develop plan for Instruction to complete NWCCU Y7 report and prepare for Y7 visit. 	
Strategic Plan Objective:	<input type="checkbox"/> Goal A: Success for all students <input type="checkbox"/> Goal B: Excellence in Teaching and Learning <input type="checkbox"/> Goal C: Responsive Educational Programs and Support Services <input type="checkbox"/> Goal E: Accessible and Responsive Facilities and Technology	
Priority #4	Meet Accessibility Deadline in April 2026	
Person(s) Responsible:	Whitney Boswell and Katie Cunnion	

IC Sub committees and other Collaborators	Faculty Professional Day Committee eLearning	
Activity		Measurable Outcome (Success Metric)
<ul style="list-style-type: none"> • Fall: Plan required staff training; purchase and implement Yuja Panorama; host Accessibility Open Labs; meet with non-academic areas to create remediation plans. • Winter: Plan required staff training (eg. Professional day, In-Service Day, etc.); confirm remediation plans • Spring: Check on remediation progress; host all-campus In-Service Day; gather department roadmaps. 		<ul style="list-style-type: none"> • Submit Division & Department Accessibility Plans. • Faculty Participate in Accessibility-focused PD days and All Instruction Meetings. • Submit department roadmaps for future compliance.
Strategic Plan Objective:	<input type="checkbox"/> Goal A: Success for all students <input type="checkbox"/> Goal B: Excellence in Teaching and Learning <input type="checkbox"/> Goal C: Responsive Educational Programs and Support Services <input type="checkbox"/> Goal F: Impactful Community Connections	
Priority #5:	Develop Academic Plan for all of Instruction to be implemented in FY 2026-2027	
Person(s) Responsible:	Miebeth Bustillo-Booth and Lea Ann Simpson	
IC Sub committees and other Collaborators	Instructional Council Facilities Institutional Effectiveness VP of EDI VP of SA IT	
Activity		Measurable Outcome (Success Metric)
<ul style="list-style-type: none"> • Fall: Assemble committee and workgroups; develop framework for the plan; define scope in the context of major strategic initiatives (SEM, GP, 		<ul style="list-style-type: none"> • Prioritize academic growth areas. • Establish program-level fiscal health metrics and system(s) to monitor.

<p>CLNA, etc.); analyze sample academic plans.</p> <ul style="list-style-type: none"> • Winter: Develop feedback process; prioritize strategic academic goals with interdependencies (scheduling, budgeting, coordinating with college Business and Industry and Transfer partners). • Spring: Finalize plan for AY 2026-27 implementation. 	<ul style="list-style-type: none"> • Finalize Academic Plan to be implemented in fall 26.
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Strategic Plan Objective:	<input type="checkbox"/> Goal C: Responsive Educational Programs and Support Services <input type="checkbox"/> Goal D: Integrated and Effective Organizational Structure, Systems, and Processes
Priority #6:	Complete Instructional leadership restructure
Person(s) Responsible:	Jamie Fitzgerald
IC Sub committees and other Collaborators	Instructional Council Jamie Fitzgerald
Activity	Measurable Outcome (Success Metric)
<ul style="list-style-type: none"> • Fall: Assemble dean hiring committees (e.g., Dean of CCP and Trades, Business and Law); collect and review instructional staff feedback and make necessary adjustments to proposed model. . • Winter/Spring: Complete hiring processes for remaining dean positions 	<ul style="list-style-type: none"> • Complete all dean and director hiring processes. • Begin onboarding process for new deans. • Complete Phases 1 and 2 of restructure.

Strategic Plan Goals, Objectives, and Success Metrics

Goal A: Success for all students

Close opportunity gaps and remove barriers to student success.

Objectives

- A.1 Implement anti-racist, equity-centered, and accessible practices that remove barriers of placement and course sequencing in developmental English and math to support students' successful transitions to and through college.
- A.2 Create a campus-wide mentorship program for the length of students' college careers to increase student engagement, persistence, and completion.
- A.3 Reduce students' personal and financial barriers to college access, retention, persistence, and completion.
- A.4 Adopt the Guided Pathways framework to support students' pathways and transitions to, through, and beyond the College.
- A.5 Implement mechanisms to continuously assess student, employee, and community needs and success barriers, and establish systems for reviewing and acting on this feedback.

Success Metrics

1. Success Metric [Start of Student's Journey]: The College has implemented a comprehensive student onboarding process by 2026 that includes all students having educational, financial, and career transition plans by their 2nd quarter of enrollment.
2. Success Metric [Progression of Student's Journey]: Students' opportunity gaps in retention, progression, and completion are reduced or eliminated by 2026.
3. Success Metric [End of Student's Journey]: Increase the College's student completion rate from 38% to 43% with minimal or no opportunity gaps by 2026.

Goal B: Excellence in Teaching and Learning

Ensure That Teaching and Learning Processes Embody Equity-Centered Principles that Close Opportunity Gaps.

Objectives

B.1: Implement a robust, College-wide program of teaching and learning that supports excellence via professional development in high-impact practices for faculty and staff and ensures that faculty and staff are trained in equity-centered and inclusive approaches.

B.2: Offer multiple modalities of teaching that balance course offerings between on-campus, online, and hybrid classes, to increase student success and to maximize opportunities for students with diverse learning styles and instructional needs.

Success Metrics

1. All faculty and staff have been trained in anti-racist, equity-centered, and inclusive Diversity, Equity, and Inclusion principles by 2026.
2. Decrease or eliminate instructional opportunity gaps related to race, gender, economic, and other demographic factors by 2026.

Goal C: Responsive Educational Programs and Support Services

Provide a Full Range of Educational Programs and Support Services that Meet Students Where They Are to Achieve Their Educational, Career, and Personal Goals.

Objectives

C.1: Implement culturally relevant and equity-centered employee training focused on providing effective student services to the College's diverse student population.

C.2: Improve and expand student advising, support service delivery and interventions, as well as student, faculty, and staff engagement in support services, to increase students' engagement, persistence, and completion.

C.3: Provide robust career services and pre-employment activities that prepare all students for professional opportunities and strengthen industry partnerships.

C.4: Provide a full range of learning opportunities, instructional programs, curricula, and modalities aligned with student and community needs.

Success Metrics

1. The College has fully implemented Guided Pathways by 2026 to help more students achieve their college goals.
2. Increase the percentage of students who feel like they belong at Green River by five percentage points per year by 2026.

Goal D: Integrated and Effective Organizational Structure, Systems, and Processes

Align the College's Organizational Structure, Systems, and Processes with Equity-Centered Principles and Practices to Become an Anti-racist College and Break Down Equity Barriers for Students, Faculty, and Staff.

Objectives

- D.1 Develop the infrastructure and capacity to expect and support all current and future employees to engage in ongoing training, educational and professional development opportunities to become an anti-racist institution that is culturally responsive to the evolving needs of the community.
- D.2 Require that all recruitment, hiring, compensation, and retention processes follow equity principles; eliminate biases; and increase the diversity of faculty, staff, and administrators.
- D.3 Implement employee onboarding processes that set up new team members for success to retain a diverse and unique talent pool.
- D.4 Require that all College locations, employees, students, and stakeholders are treated equitably with respect to campus support and resources, such as funding, policies/processes, programs, facility space, maintenance, safety, and events.
- D.5 Establish a well-defined shared and collaborative governance structure aligned with the Strategic Plan that includes robust employee involvement and inclusion.
- D.6 Implement new and revise current policies and processes to be an anti-racist, equity--centered institution.

Success Metrics

1. The College has implemented an equity-centered framework for employee recruiting, hiring, and onboarding by 2026 that include employees having professional development plans incorporating anti-racist and DEI principles.
2. The College has implemented a comprehensive organizational framework by 2026 that uses equity-centered principles in shared governance, planning, resource allocation, assessment, and policy development.
3. Increase the percentage of faculty and staff of color to be comparable or exceed that of neighboring colleges by 2026.

Goal E: Accessible and Responsive Facilities and Technology

Optimize Educational Facilities and Technology to Support Student Success and Excellence in Teaching and Learning.

Objectives

- E.1 Create a welcoming environment to promote and affirm equity and inclusion for all who enter the main campus, branch locations, and the College's online domains.
- E.2 Create an equity-centered Facilities Master Plan with full participation of the campus community that promotes excellence in teaching and learning, and a welcoming and inclusive environment for faculty, staff, and students.
- E.3 Create an equity-centered Technology Plan that ensures equal access for students to technology and virtual student support services and improves the quality of and accessibility to college technology for all stakeholders.

Success Metrics

1. Increase the percentage of students, faculty, staff, and community members who feel welcomed at Green River by 5% per year.
2. The College has adopted a Facilities Master Plan and a Technology Plan that support excellence and equity-centered teaching and learning by 2026.

Goal F: Impactful Community Connections

Strengthen the Connections Between the College and the Local, Regional, and Global Community to Become the First Choice in Partnership with Those Communities, Their Institutions, and Industries.

Objectives

- F.1: Increase and deepen relationships between the College and community stakeholders (K-12, higher education, industry, government, nonprofits, etc.), locally and globally, to improve teaching and learning; student access and success; to advance equity and social justice; and to contribute to community vitality.

F.2: Implement communication strategies, both internal and external, that demonstrate the College's dedication to a quality student experience, services, diversity, equity, inclusion, and anti-racism.

F.3: Strengthen the identity of the college as an institution dedicated to diversity, equity, inclusion, and anti-racism.

Goal F: Success Metrics

1. Green River is top of mind among institutions of higher education in the region by 2026.
2. Green River is considered a valuable asset to the community and key stakeholders by 2026.