

## A. Institutional Self-Evaluation of Alignment with Accreditation Standards

### Standard 1: Institutional Mission and Effectiveness

*The institution has a clearly defined mission that reflects its character, values, organizational structure, and unique student population. The mission outlines the institution's explicit commitment to equitable student achievement and serves as a guiding principle for institutional planning, action, evaluation, improvement, and innovation.*

- 1.1. The institution has established a clearly defined mission that appropriately reflects its character, values, structure, and unique student demographics. The institution's mission articulates its commitment to assuring equitable educational opportunities and outcomes for all students. (ER 6)

#### Mission, Vision, and Core Values

At Grossmont College, our guiding principles are deeply embedded in our [mission, vision, and core values](#). These foundational elements reflect our dedication to fostering an inclusive, student-centered environment that not only supports the academic and professional growth of our students but also their personal development and social mobility.

#### Mission

The mission statement at Grossmont College informs and shapes our [strategic plan](#), [enrollment plan](#), [facilities plan](#), and other planning resource documents. It is published on the [institution's website](#) as follows:

*Grossmont College serves the diverse population of our surrounding community and beyond by creating clear and accessible pathways to degrees and jobs leading to social and economic mobility for our students. We work collaboratively to cultivate an equitable student-centered learning environment, and we hold ourselves accountable for improving student outcomes through ongoing assessment, evaluation, and data-informed decision making. Grossmont College offers associate degrees; transfer preparation, including Associate Degrees for Transfer; certificate programs; career education and workforce development.*

#### Vision

At the heart of our commitment to excellence and innovation, Grossmont College's Vision Statement encapsulates our dedication to fostering an environment where every student can thrive:

*Empowered through a culture of inclusivity, Grossmont College strives to maintain our student-centered philosophy while working to support the ever-changing needs of our students. Along with ensuring student success, Grossmont College continues to advance our antiracism and equity work as we venture further into the 21st century.*

## Development of Vision, Mission, and Strategic Goals

Grossmont College's [2022-2028 Strategic Plan](#) was developed through a process that began in the spring of 2021 at the [College's Annual Planning Forum](#). Traditionally, the Annual Planning Forum consisted of a one-day college-wide retreat. However, during this time, most of the College's students, faculty, staff, and administrators continued to work and study remotely because of the COVID-19 pandemic. Frankly, the emotional impact of working in isolation combined with the heavy racial reckoning after the murder of George Floyd that prompted nationwide protests against police brutality and systemic racism contributed to employee burnout and, at the same time, a desire for change.

Therefore, the Office of [College Planning & Institutional Effectiveness](#) (CPIE) held three separate 3-hour virtual planning sessions in spring 2021 to bring the college community together to begin discussions on a new vision and mission—the first step in the strategic planning process. One of the themes of the 2021 Annual Planning Forum centered upon two core commitments of the California Community Colleges Chancellor's Office's [\(CCCCO\) Vision for Success](#): “Always design and decide with the student in mind” and “Focus relentlessly on students' end goals.” At the heart of the CCCCCO's Vision for Success is a call for all California Community Colleges to eliminate racial equity gaps not only in student access, success, and completion, but also in terms of pathways to living wage employment. A few months earlier, CCCCCO leadership had issued what came to be known as the [Call to Action](#), a renewed effort to dismantle structural racism.

The college's desire to align its planning efforts with these commitments is reflected in the new, equity-minded [vision and mission statements](#) as well as throughout its five strategic goals. Serving as its North Star, Grossmont College's vision is to “advance our antiracism and equity work,” and its mission aims “to create clear and accessible pathways to degrees and jobs leading to social and economic mobility for our students.” In keeping with the CCCCCO Vision for Success Core Commitments mentioned above, the mission includes a commitment to “hold ourselves accountable for improving student outcomes through ongoing assessment, evaluation, and data-informed decision making.”

Developing the college's vision, mission, and strategic goals was a highly collaborative and engaging process that included many methods for keeping the college community involved, including [brown bag lunch hours](#), [workshops](#), and [forums](#). Following the Annual Planning Forum, the CPIE office administered a college-wide survey soliciting feedback on draft versions of the vision and mission. The [Strategic Planning Steering Committee](#) used this feedback to inform revisions of the draft statements and create a [timeline for review](#). Strategic Plan Steering Committee members then presented the [draft statements](#) to each of the College's eight participatory governance committees for additional review and feedback. This [feedback](#) was used to inform another revision of the vision and mission statements. The [GCCCD Governing Board approved](#) the final set of statements in November 2021.

Once the final versions of the new vision and mission were completed, work to develop an accompanying set of strategic goals and objectives needed to operationalize the mission began. CPIE facilitated a [Fall 2021 Planning Workshop](#) where participants discussed the institution's strengths, challenges, an [environmental scan](#), and a [hierarchy of college plans](#) that illustrated the interconnectedness of college plans to the vision and mission. Divided into

breakout rooms, forum participants were asked to consider key questions, such as “How do they want students to experience our college, ideally?” and “What outcomes would we like to see for students?” The overarching response to the first question was a desire to ensure students’ needs were met and that they felt welcomed, supported, and connected. In response to the second question, participants noted they wanted to close equity gaps and, as a means of doing so, focus on system changes and institutional processes.

Using feedback collected during multiple college-wide forums, such as the one described above, the strategic plan goals, objectives, and metrics were drafted in February 2022. They are informed not only by the CCCCO’s Vision for Success and the college’s new vision and mission but also by the [Guided Pathways framework](#), which is centered on the Student’s Journey from initial connection to completion and, eventually, employment. The crosswalk below illustrates the relationship between the College’s Strategic Plan Goals and performance metrics with the major CCCCO initiatives.

Grossmont College Strategic Objectives & Key Performance Indicators (KPIs) 2022-2028		CCCO Vision for Success	CCCO Vision 2030	CCCO Student Centered Funding Formula	Grossmont Vision & Mission	Student Equity Plan	Guided Pathways	AB 705	Strong Workforce	Strategic Enrollment Management
Connection & Enrollment	<b>Increase Equitable Access*</b>	X	X		X	X	X	X	X	X
	FTES Enrollment (Census after Start)									
	Enrollment in Academic/Career Pathway									
	Number of students enrolling in CCAP classes									
Learning Progress	<b>Increase Course Success Rates and Close Equity Gaps*</b>	X	X		X	X	X	X		X
	Course Success Rate									
	Course Retention Rate									
	<b>Completion of Transfer-Level English &amp; Math*</b>	X	X		X	X	X	X		X
	Completion of Transfer-Level English									
	Completion of Transfer-Level Math									
Momentum	<b>Units Attained*</b>	X	X		X	X	X	X		X
	Students attaining 12-20 units									
	Students attaining 20-29 units									
	Students attaining 30+ units									
	<b>Increase Term &amp; Annual Persistence Rates*</b>	X	X		X	X	X	X		X
	Term Persistence Rate (Fall to Spring)									
Annual Persistence Rate (Fall to Fall)										
Completion	<b>Increase Completion Rates &amp; Close Equity Gaps*</b>	X	X	X	X	X	X	X	X	X
	Number of students who earn a certificate									
	Number of students who earn an ADT									
	Number of students who earn an AA/AS									
	Number of students transferring to UCs and CSUs									
	**Percentage of certificate/degree/transfer seeking students who graduate or transfer within 3 years									
Percentage of certificate/degree/transfer seeking students who graduate or transfer within 4 years										
Employment/ Earnings	<b>Increase Career &amp; Transfer Outcomes that Lead to a Livable Wage for All Students*</b>	X	X		X	X	X		X	
	Job placement rates									
	Attained employment in field of study (or related field of study)									
	Attainment of regional living wage									
	Median Annual Earnings									
	<b>*Key 2022-2028 Strategic Objective</b>									

Figure 1.1. Strategic Framework Crosswalk to CCCCO Initiatives

### Commitment to Antiracism and Equity

Grossmont is strongly committed to student success, community engagement, and inclusivity. We also emphasize antiracism and equity efforts within our vision, reflecting a proactive

stance toward addressing societal challenges. This commitment is further supported by our core values, which prioritize diversity, inclusion, and a balanced approach to personal and academic growth. Through these guiding principles, Grossmont aspires to not only meet but exceed the expectations of our students and community, embodying the ideals of educational excellence and social responsibility.

### Core Values

- **Learning and Student Success:** We dedicate our resources and ourselves in support of our students and their pursuits to achieve their academic, professional, and personal goals.
- **Creativity and Innovation:** We value the capacity for ingenuity and originality on our campus and within our community.
- **Pursuit of Excellence and Continuous Improvement:** We strive for excellence in our programs and services. We believe in the capacity for continuous quality improvement in the pursuit of excellence. We accept the challenges of being accountable for our efforts and strictly adhere to the institution's mission and vision.
- **Integrity:** We commit to acting and speaking truthfully and responsibly and hold ourselves and others accountable to this standard.
- **Power of Diversity and Inclusion:** We are committed to a climate for learning that considers diverse perspectives to be a powerful component in the education of every individual, valuing and accommodating both differences and commonalities.
- **Civility:** We value fair, respectful, thoughtful interactions, based on a positive approach, that promote reflection, foster deeper understanding of phenomena, and permit achievement of common goals.
- **Balance:** We value a nurturing and positive approach in all we do, embracing laughter and enthusiasm, as we nurture the development of the whole individual, including the intellectual, spiritual, emotional, and physical well-being of each individual.

### 1.2. The institution establishes meaningful and ambitious goals for institutional improvement, innovation, and equitable student outcomes.

#### Meaningful and Ambitious Goals for Grossmont

At Grossmont, our commitment to excellence and equity is articulated through the integration of our Mission, Vision, and Core Values with our comprehensive planning framework. The [2022-2028 Strategic Plan](#) serves as a pivotal document that translates our foundational principles into actionable goals. This document is crafted with broad input from our college community, facilitated by processes outlined in the Governing Board's administrative policy on Institutional Effectiveness and Planning ([AP 3225](#)) and the deliberations of the College's [Planning and Institutional Effectiveness Committee](#) (PIEC). This inclusive approach ensures that our goals resonate with the needs of our students and community and drive innovations in education and student support services.

#### Goals Related to Innovation and Equitable Student Outcomes

Our [Strategic Plan](#) outlines specific, measurable objectives to enhance student success and institutional performance. This central and frequently visited document, informed by the annual strategic planning forum and the [Student Equity Plan](#), provides guidance for

departmental [Annual Unit Plans](#) (AUPs) and [Program Reviews](#), ensuring that Grossmont College remains focused on long-term and meaningful improvements. For example, the Strategic Plan identifies goals that embrace equity, aiming to systematically address and reduce equity gaps. This focus is evident in the careful consideration of equity data within AUPs, along with the Student Equity Plan, where departments reflect on progress towards these goals and outline actions to foster an inclusive learning environment.

### College Goals are Aligned to Key Initiatives

Grossmont's goals are intricately aligned with key state and national initiatives, ensuring our strategies support broader educational objectives while remaining true to our local context. Our planning processes, as guided by [AP 3225](#), incorporate critical insights from the State Chancellor's Office initiatives like the [Vision for Success and Guided Pathways](#), reflecting a commitment to improving access, completion, and equity. The [Strategic Plan](#), coupled with our rigorous SLO assessment process, not only articulates our response to legislative mandates like [AB 1705](#) but also demonstrates our proactive stance towards enhancing academic and career pathways for all students. This includes programs like the Umoja Community, which enriches the educational experiences of African American students and others by aligning the curriculum with the cultural and historical contexts relevant to these communities. Through PIEC's oversight, Grossmont College ensures that these plans are not static but evolve in response to emerging needs, thereby sustaining our mission to empower students through education and support equitable outcomes for our diverse community.

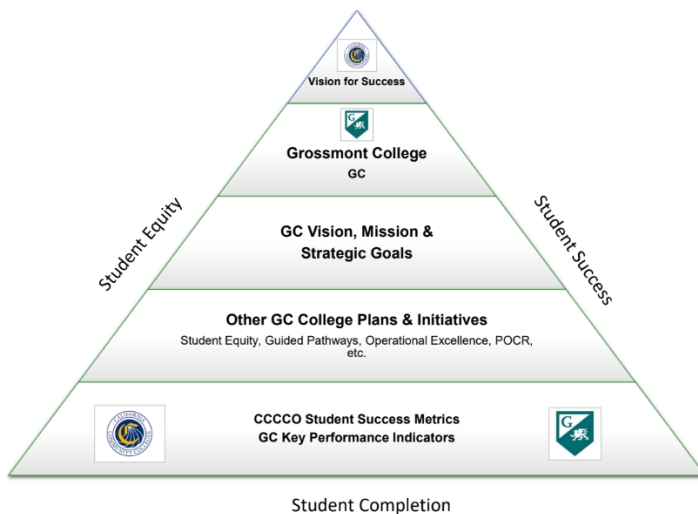


Figure 1.2. Integrated Planning and strategic framework at Grossmont

### 1.3. The institution holds itself accountable for achieving its mission and goals and regularly reviews relevant, meaningfully disaggregated data to evaluate its progress and inform plans for continued improvement and innovation. (ER 3, ER 11)

Grossmont is steadfast in its commitment to realizing its mission and goals. It systematically leverages relevant, disaggregated data to gauge progress and guide continuous enhancement and innovation across all facets of its operation. This commitment is embodied in the institution's comprehensive approach to planning, assessment, and data-informed decision-making, as outlined below.

## Standards for Student Achievement and Institutional Accountability

- **Integration of Goals and Data:** Grossmont integrates state initiatives, including [Vision for Success](#), [Guided Pathways](#), and [AB 1705](#), with its institutional aspirations, embedding these within its strategic planning framework. This ensures alignment between Grossmont's mission and internal and external student success benchmarks.
- **Transparent Reporting:** Progress on strategic objectives is widely disseminated through the [district's annual report](#), the [college's website](#), and various governance meetings, promoting a shared understanding of institutional achievements and areas for growth.
- **Annual Unit Plans (AUP):** Departments utilize AUPs, as guided through the [Annual Unit Planning Handbook](#), to set goals, request resources, and provide evidence-based assessments using program review data. This process is crucial for aligning departmental objectives with the college's overarching mission and strategic goals.

## Evaluating Progress and Fostering Improvement

- **Comprehensive Program Review:** Grossmont employs a detailed [program review](#) process, aided by platforms like Nuventive, to evaluate CSLOs, PSLOs, and ISLOs. This facilitates the identification of performance gaps and the formulation of actionable plans for improvement, exemplified by initiatives such as the [Math Jam program](#), which emerged from targeted efforts to enhance student outcomes.
- **Faculty Equity and Innovation Institute:** [The FEI Institute](#) represents Grossmont's dedication to advancing equity and pedagogical excellence. It is an annual, week-long institute that takes a cohort of faculty through learning and development focused on anti-racism and proven equity-minded instructional practices. It leverages disaggregated data to tailor interventions and support underrepresented student groups.
- **Student Success & Equity Committee:** Focused analysis of the [Student Equity Plan](#) data informs targeted efforts to close equity gaps. For example, by looking at the disaggregated data, the committee recommended focusing on our African American male students, demonstrating a data-driven approach to equity and inclusion.

## Meaningful Use of Data in Planning and Innovation

- **Key Performance Indicators (KPIs):** Developed by the Planning & Institutional Effectiveness Committee (PIEC) and CPIE, KPIs guide institutional efforts toward specific, data-informed goals, enhancing transparency and accountability.
- **Disaggregated Data Analysis:** Grossmont's commitment to equity is further evidenced by its nuanced analysis of disaggregated data, informing strategies to address the needs of diverse student populations. The Program Review Dashboard is embedded in Nuventive so that users have access to relevant data while completing program reviews, annual unit plans, and SLO reports. The dashboard also provides course success and retention disaggregated by race/ethnicity.
- **Virtual Grossmont Learning Center:** The [Virtual Grossmont Learning Center](#), which focuses on culturally responsive pedagogy and successful [Early Alert system](#) initiatives, illustrates Grossmont's innovative responses to identified needs and leveraging technology to support student learning and success comprehensively. In addition, Grossmont introduced the Data Coach course in Canvas to foster a campus-

wide understanding and utilization of data, enhancing decision-making and strategic planning across all departments.

Our methodical approach to evaluating our progress, informed by a rich array of disaggregated data, underpins our ongoing efforts to achieve our mission, improve student outcomes, and foster an environment of continuous improvement and innovation. Through transparent reporting, rigorous program review, and strategic use of data, we hold ourselves accountable to our students, faculty, and the broader community, ensuring that we not only meet but exceed expectations for educational excellence and equity.

#### **1.4. The institution's mission directs resource allocation, innovation, and continuous quality improvement through ongoing systematic planning and evaluation of programs and services. (ER 19)**

At Grossmont, the mission is the cornerstone of our strategic approach to resource allocation, innovation, and continuous improvement. This commitment is reflected through our planning and evaluation mechanisms, which ensure all programs and services align with our institutional goals.

#### **Strategic Integration and Planning Framework**

Grossmont leverages a comprehensive planning ecosystem anchored by key documents, including the [Academic and Unit Planning \(AUP\) Handbook](#), the [Strategic Plan](#), the [Program Review Handbook](#), and the [Governance Handbook](#). In addition, presentations ([example AUP overview presentation](#)) are given to various stakeholder groups at the beginning of the AUP cycle to assist during kickoffs. These documents collectively ensure that the planning and decision-making processes are mission-driven and inclusive.

The Nuventive planning platform is the tool we use to operationalize our integrated planning system, consisting of program reviews, annual unit planning, outcomes assessment, and resource requests. This platform facilitates a cohesive approach, ensuring that all planning activities are interlinked and supportive of Grossmont's mission and strategic objectives.

#### **Governance and Prioritization**

The Participatory Governance structure, as delineated in the [Governance Handbook](#), supports an integrated planning cycle at Grossmont, linking program review, outcomes assessment, annual planning, and resource allocation. The four governance resource prioritization committees are Faculty Staffing, Classified Staffing, Technology, and Facilities. Prioritization committees consist of representation from the college's four constituent groups, and rubrics are informed by the college's mission and strategic priorities.

The 2022 annual prioritization processes resulted in the hiring of ten faculty positions, including a [Justice Scholar counselor/coordinator](#), which supports formerly incarcerated and systems-impacted students. Based on the [2022 Technology Prioritized Resource List](#), a [ventilator](#) was purchased for Respiratory Therapy, and [Go React and iSpring software licenses](#) were purchased for the American Sign Language program. From the [2022 Classified Prioritized List](#), both the [Curriculum Specialist and Research & Planning Analyst positions](#) were approved for hire in 2024.

## Evidence-Based Improvement and Innovation

The [Student Services and Academic Program Reviews](#) offer valuable insights into the needs and achievements of our students and programs (see sample program reviews from the [Behavioral Sciences](#) and [Theater Arts](#) departments). These reviews are integral to our cyclical planning process, informing resource allocation, program development, and strategic innovation.

Our strategic planning and evaluation processes are rooted in our mission, guiding resource allocation, innovation, and quality improvement. Through a combination of comprehensive planning documents, integrated technology platforms, and mission-driven governance, Grossmont ensures that all aspects of the college's operations are aligned with our goals of excellence, equity, and engagement. This systematic and collaborative approach supports our current needs and positions us to adapt and thrive in a dynamic educational landscape.

### **1.5. The institution regularly communicates progress toward achieving its mission and goals with internal and external stakeholders in order to promote understanding of institutional strengths, priorities, and areas for continued improvement. (ER 19)**

Grossmont actively communicates its progress toward achieving its mission and strategic goals to internal and external stakeholders, fostering a transparent and inclusive environment that highlights institutional strengths, priorities, and opportunities for continuous improvement. The college ensures ongoing dialogue through various structured forums and publications, demonstrating a commitment to continuous quality enhancement and stakeholder engagement.

## Strategic Communication and Engagement

At Grossmont, the process of engaging stakeholders in the institution's mission and goals is multifaceted. Academic programs undergo a detailed review every six years, with findings and data-driven insights shared regularly through the [Academic Program Review Committee](#) meetings held weekly during the fall and spring terms. Results from these reviews, along with disaggregated data from [division-specific reports](#) generated biannually by the [College Planning & Institutional Effectiveness](#) (CPIE) office, are disseminated to deans to inform ongoing discussions and planning from an equity perspective.

[Student Services](#) also undergoes a program review cycle [every six years](#) to ensure programs are aligned with strategic goals and student needs. This review includes a collaborative peer assessment to support service enhancements, reflecting on performance data and feedback to strengthen campus planning and resource allocation. These evaluations foster enhancing service design and interventions aimed at improving key student success metrics such as enrollment, retention, and completion.

The approach to both areas provides integrated strategic planning with program reviews and objectives, which are strategically communicated through relevant governance and council meetings to engage stakeholders effectively.



### **Performance Metrics and Public Reporting**

Grossmont utilizes its [Annual Planning Forum meetings](#) to review and discuss [Key Performance Indicators](#) (KPIs). These meetings focus on progress toward meeting [KPI goals](#) (currently for 2022-2028), such as [increasing course success rates and closing equity gaps](#). The discussions ([sample feedback spring 2023](#)) are enriched with data on course success, retention, degrees granted, and licensure examination pass rates, with special attention to shifts in enrollment patterns and the impact of increased online enrollment post-pandemic. In addition, Grossmont's KPIs are available on the public website and as links within Nuventive for easy access during departmental planning activities.

### **Stakeholder Involvement and Transparency**

Further aligning with best practices, Grossmont enhances stakeholder understanding and participation through the publication of an [AUP Newsletter](#), which reports on progress towards institutional goals and presentations to the Board, such as those on [Diversity, Equity, Inclusion, and Accessibility initiatives](#).

These efforts are complemented by the [Budget Committee](#), which plays a pivotal role in ensuring fiscal transparency and aligning budget allocations with college-wide planning and strategic priorities. This committee actively engages with the [College Council](#) to recommend and oversee budget development and management, providing ongoing oversight regarding budget changes and information at the State and District levels.

In addition, the [Facilities Committee](#) reviews and makes recommendations to the [Planning and Resources Council](#) regarding the Facilities Master Plan, facilities maintenance and renovation, general facility use, grounds, custodial issues, campus access and traffic patterns, state-scheduled maintenance projects, and ADA compliance. The [Faculty Staffing Prioritization Committee](#) also contributes to stakeholder involvement and transparency by prioritizing faculty staffing requests made by departments during the annual unit planning process.

### **Community and Industry Engagement**

Externally, Grossmont maintains active engagement with local communities and industry partners. For example, the [Foundation for Grossmont & Cuyamaca Colleges](#) strives to form community partnerships that benefit our business community, college initiatives, and students' future success; the [East County Education Alliance](#) promotes two years of free college for full-time students who maintain a 2.0 GPA; and we partner with the East County Chamber of Commerce for an annual [Career Expo and Job Fair](#). Grossmont's efforts are directed towards ensuring that its educational services remain responsive to community needs and workforce demands, a strategy that supports local economic growth and strengthens the college's role in regional development.

In sum, by employing a diversified and strategic communication plan, Grossmont effectively shares its achievements and areas for ongoing improvement with a broad spectrum of stakeholders. These practices foster a culture of transparency and accountability and align with the institution's commitment to enhancing the educational experience and operational effectiveness through continuous, data-informed improvements.