Grossmont College
2022-2028 Strategic Plan Goals & Objectives
April 15, 2022 (DRAFT)

Vision: 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.

Mission: 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.

Strategic Goals & Objectives	Vision/Mission	The Student's Journey				
		Connection Completion of onboarding process (including application for financial aid)	**Entry** Selection of ACP and Completion of Math & English in 1st year	**Progress** Course Retention/Success, Persistence, & Unit Completion	**Completion** Degree & Certificate Rates	**Employment/ Transfer** Employment in Field of Study, Living Wage & Transfer Rates
Educational Excellence Ensure learning and timely completion of students' educational goals. • Increase equitable access • Increase course success rates and close equity gaps • Increase term and annual persistence rates • Increase completion rates	●	●	●	●	●	

Completion Culture* Ensure excellence in educational outcomes by providing programs, resources, and services that empower students to achieve their educational goals. ▪ Remove barriers that interfere with completion of degrees/certificates, particularly for racially marginalized students ▪ Increase 3-year graduation rates and close equity gaps ▪ Increase career and transfer outcomes that lead to livable wages for all students	●			●	●	●
Innovation & Effectiveness Ensure student success and institutional effectiveness by embracing and adopting innovative practices and technologies. ▪ Implement technology needed for students to monitor their own successes/progress toward their goals ▪ Scale-up successful programs and services ▪ Examine disaggregated data using an intersectional lens	●		●	●	●	
Operational Excellence Maximize student learning and success by improving organizational processes, promoting safety and wellness, and creating college-wide opportunities for professional development. ▪ Improve systems, processes, and resource allocation to maximize organizational effectiveness	●	●	●	●	●	●

▪ Strengthen college-wide collaboration and communication ▪ Increase opportunities for professional development and continuous learning on equitable and anti-racist best practices					
Community Collaboration Collaborate with community partners to provide educational opportunities that best serve the needs of our students and our community. ▪ Increase community partnerships with K-12 districts and regional businesses. ▪ Increase experiential learning opportunities for students ▪ Strengthen community engagement	●		●	●	●