2022/2023 Strategic Priority:
Operational Excellence

Grossmont College

2022-2028 Strategic Plan

Strategic Goals 2022-2028

2022/2023 Strategic Priority & IEPI Focus

Educational Excellence	Completion Culture	Innovation & Effectiveness	Operational Excellence	Community Collaboration
Ensure learning and timely completion of students' educational goals.	Ensure excellence in educational outcomes by providing programs, resources, and services that empower students to achieve their educational goals.	Ensure student success and institutional effectiveness by embracing and adopting innovative practices and technologies.	Maximize student learning and success by improving organizational processes, promoting safety and wellness, and creating college-wide opportunities for professional development.	Collaborate with community partners to provide educational opportunities that best serve the needs of our students and our community.

Operational Excellence

- *"A philosophy of the workplace where **problem-solving, teamwork,** and leadership results in the **continuous improvement** in an organization. The process involves **focusing on the [students'] needs**, keeping **employees positive** and **empowered**, and continually improving the current activities in the workplace."*

Operational Excellence

Q: Why Now?
A: Alignment of Initiatives with Student Equity at the Center

● **CCCCO Vision for Success**
- *Eliminate racial equity gaps*
- *Increase completion rates*
- *Provide pathways to jobs w/living wages)*

● **Our Vision, Mission, & Values**
- *Advance our anti-racism/equity efforts*
- *Create clear/accessible pathways*
- *Continuous Improvement*

● **Our 2022-2026 Strategic Goals**
- *Educational Excellence; Operational Excellence*

● **Accreditation**
- *Need sustained, substantive, collegial dialog about student outcomes, student equity, academic quality, institutional effectiveness . . .*

● **Guided Pathways**
- *Implement system (CCCCO) priorities w/fidelity*
- *Prioritize teaching & learning*
- *Promote KPI informed continuous improvement.*

● **Student Equity**
- *Dismantle systemic/structural barriers that lead to inequitable outcomes*

● **Report Streamlining**
- *Streamline institutional efforts to improve student outcomes*
- *Step out of silos*

● **IEPI Operational Excellence**
- *Enhance Institutional Effectiveness*

Operational Excellence

Q: Why Now?

A: Roadmap needed to delineate
Operational vs.
Participatory Governance
Processes

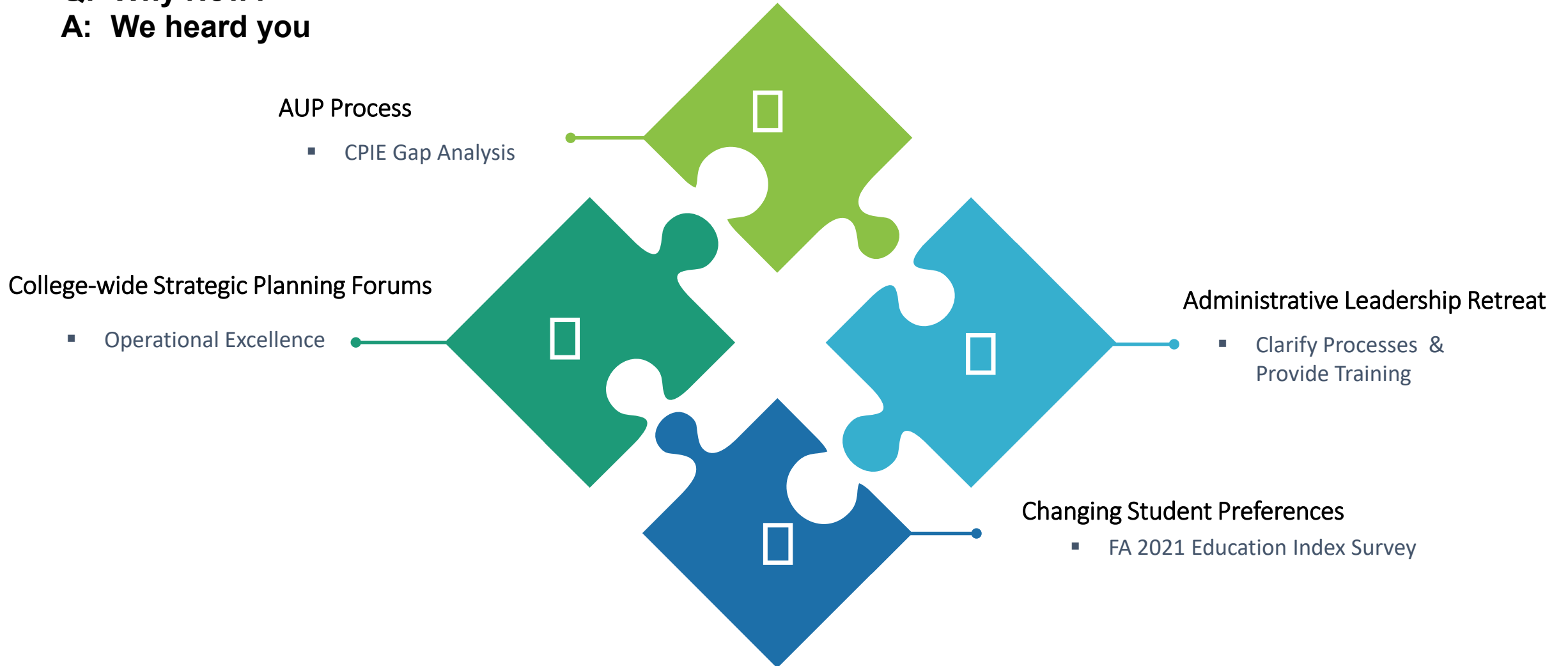Our FA 2022 IEPI work picks up where our
last IEPI grant left off.

_____

Operational Excellence

Q: Why Now?
A: We heard you

AUP Process

- CPIE Gap Analysis

College-wide Strategic Planning Forums

- Operational Excellence

Administrative Leadership Retreat

- Clarify Processes & Provide Training

Changing Student Preferences

- FA 2021 Education Index Survey

Annual Unit Plan Gap Analysis

Fall 2021

Issue	Clarify Processes
1	For large equipment needs (e.g., 3D ultrasound machine for CVT)
2	For hiring (e.g., Strategic vs. Regular hires)
3	For division and/or institutional requests (Teaching & Learning Center)
4	For addressing innovation requests

Summary of Need

- Clarify budget request processes (on- versus off-cycle requests as well)

- Develop process manuals to maximize operational efficiency

Sample Impact on Student Experience

Issue #1 – impacts career readiness

Issues #2-4– impact student engagement and equity

2021/2022 College-wide Planning Forum Feedback

Operational Excellence

- "Need operational manuals for: everyday operations, budget processes, job functions, tools (technology), hiring, onboarding"
- "Need baseline review of current processes"
- "Eradicate ineffective practices"
- "Ensure funding aligns with desired outcomes"
- Analyze staffing levels

Impact on Students & Equity

- Takes time away from responding to students
- New administrators are without funds of knowledge necessary to succeed which leads to diminished focus on student achievement

We can't tackle everything at once . . .

- We need to prioritize our operational needs and create an action plan that addresses one or two areas of need over the six-year strategic cycle

- Our priorities should be determined by these Guided Pathway commitments:
  - Engage in institutional change that improves student outcomes and closes achievement gaps;
  - Identify and eliminate student friction points;
  - Assume everything can and should change;
  - Work together to change student outcomes.

IEPI Peer Response Team Visits: Place a hold on your calendars

- Monday, October 24th

- Monday, November 28th

- Optional Spring visit

Detailed Area of Focus: Prep for PRT Team

Area(s) of Focus on Original LOI: Operational Excellence

A. Management of systems, processes, and resources efficiently and effectively
B. Strengthening of college collaboration, communication, and continuous learning
C. Impact on helping students achieve their goals (duplication of efforts and inconsistent practices have affected productivity)
D. Feedback from Strategic Planning Forums: Many of the college's processes need to be clarified, revised, and/or streamlined in order to empower classified staff, administrators, and faculty to maximize student success
E. An evaluation of the college's integrated annual planning process has identified a need for improving current participatory governance processes related to budget planning and resource allocation.

More Detailed Area(s) of Focus

We must determine best practices in operational excellence as well as prioritizing which systems/processes in need of improvement:

- How do we conduct a baseline review of current processes?
- How do we eliminate/redesign ineffective processes/policies?
- How can we identify processes/policies that create friction points for students? For employees? (friction points: those variables that slow down student and/or employee retention and engagement)
- In what ways can we clarify our resource allocation processes?
- How do we enhance continuous learning focused on essential training for employees?
- How do we navigate operational improvements within a two-college district?

National Assessment of Collegiate Campus Climates (NACCC) Staff Survey

WHAT: Racial Climate Survey

WHO: Administrators and Classified Staff

WHEN: September 27 to October 25

NOTES:

- Student Survey was already administered in Fall 2020

- Faculty Survey is tentatively scheduled for Fall 2023