Appendix

Pillar	Programs	Activities and Objectives	BSI Goals Supported	Ultimate Outcome
1. Build Campus Infrastructure for Coordination	Institutional Resource Allocation Framework	Budget alignment processes tied to equity outcomes and impact	All Goals	Continuous improvement, aligned equity efforts, resource efficiency
	Office of Institutional Effectiveness	Disaggregated data systems for tracking equity outcomes	All Goals	Continuous improvement, aligned equity efforts, resource efficiency
	BSI Steering Committee / Harambee	Cross-campus coordination framework for aligning Black student success activities	All Goals	Continuous improvement, aligned equity efforts, resource efficiency
	LOFT Professional Development (Equity Pedagogy)	Faculty and staff training hub for inclusive and antiracist teaching	All Goals	Continuous improvement, aligned equity efforts, resource efficiency
2. Target Structural Barriers	Office of Institutional Effectiveness	Disaggregated data systems for tracking equity outcomes	All Goals	Continuous improvement, aligned equity efforts, resource efficiency
	Data Tracking on Drops Before Census	Institutional data infrastructure to track drop patterns and causes	A1	Increased retention, fewer drops, improved financial stability
	Childcare Support Programs	On-campus childcare access and financial assistance	E4	Increased retention, fewer drops, improved financial stability
	Black Student Meet and Greet	Community-building event programming for cultural connection	A1, E3	Increased retention, fewer drops, improved financial stability
	Family Resource Center	Comprehensive support for parenting students including referrals and resources	E4	Increased retention, fewer drops, improved financial stability
	Scholarships for Black Students	Centralized scholarship system with equity-focused criteria	E4	Increased retention, fewer drops, improved financial stability
	Laptop Lending Program	Tech lending library with intake forms and fulfillment process	A1	Increased retention, fewer drops, improved financial stability
	Black Counselor Hot Spots	Pop-up academic planning and support services in affinity spaces	A1, A4	Timely course enrollment, degree progress, and transfer readiness
	Wellness Check-in Calls	Personalized outreach system with resource connection	A1	Increased retention, fewer drops, improved financial stability

	Emergency Grants Program	Online request workflow for rapid distribution of micro-grants	E4	Increased retention, fewer drops, improved financial stability
3. Academic Achievement Initiatives	Student Education Plans (SEPs)	Degree audit tools and counselor systems for tailored student plans	A2, A3	Timely course enrollment, degree progress, and transfer readiness
	Follow-up System (Flags & Outreach)	Faculty-initiated alert and early intervention platform	A1, E3	Timely course enrollment, degree progress, and transfer readiness
	CRUISE Summer Bridge Program	Peer navigator infrastructure and first-year experience program coordination	A1, A3	Timely course enrollment, degree progress, and transfer readiness
	MT2C Embedded Tutoring	Timely, in-class, culturally responsive tutoring infrastructure	A1, E1, E2, E3	Improved belonging, retention, and persistence
	Black Counselor Hot Spots	Pop-up academic planning and support services in affinity spaces	A1, A4	Timely course enrollment, degree progress, and transfer readiness
	Dedicated Counseling Appointments	Equity-focused academic planning integrated into counseling schedules	A2, A3, A4, E1, E2	Timely course enrollment, degree progress, and transfer readiness
	Umoja Learning Community	Year-long, culturally grounded cohort model with peer, faculty, and counselor mentorship	A1, A3, E1, E2, E3	Improved belonging, retention, and persistence
	Countdown to Completion Workshops	Graduation, transfer, and certificate readiness workshops	A3	Timely course enrollment, degree progress, and transfer readiness
4. Foster Belonging	Umoja Learning Community	Year-long, culturally grounded cohort model with peer, faculty, and counselor mentorship	A1, A3, E1, E2, E3	Improved belonging, retention, and persistence
	LOFT Professional Development (Equity Pedagogy)	Faculty and staff training hub for inclusive and antiracist teaching	All Goals	Continuous improvement, aligned equity efforts, resource efficiency
	CRUISE Summer Bridge Program	Peer navigator infrastructure and first-year experience program coordination	A1, A3	Timely course enrollment, degree progress, and transfer readiness
	Black Employee Success Team (BEST)	Affinity-based employee network with structured engagement and support	E3	Improved belonging, retention, and persistence
	A2MEND Charter and Activities	Mentorship, leadership development, and transfer preparation for Black male students	A3	Improved belonging, retention, and persistence
	Mesa College New Faculty Institute (NFI)	Structured year-long onboarding for equity-minded instructional practice	A1, A3, E1, E2, E3	Improved instructional equity, faculty preparedness, and Black student engagement and success

	Culturally Responsive Mental Health Services	Counselors/Psychologists/Therapists trained in culturally affirming practices	E3, E4	Improved belonging, retention, and persistence
	MT2C Embedded Tutoring	Timely, in-class, culturally responsive tutoring infrastructure	A1, E1, E2, E3	Improved belonging, retention, and persistence
	Black Studies Department Curriculum	Culturally relevant coursework on Black history, culture, and social issues	A3, E3	Improved belonging, retention, and persistence
	Rite of Passage Graduation	Ceremonial planning infrastructure to affirm Black student achievements	A3	Improved belonging, retention, and persistence
	Black Student Union Events	Student-led event coordination and outreach structure	A1, E3	Improved belonging, retention, and persistence
	Black Student Success Week	Institutional event planning and funding for annual equity events	E3	Improved belonging, retention, and persistence
	Open Mic and Hip-Hop Dance Events	Arts-based cultural programming and student engagement	A1, E3	Improved belonging, retention, and persistence
5. Educational Pathways to Equity*	Mesa Impactship Program	Paid internship coordination with mentoring and DEI employer partnerships	Supplemental Goal	Higher career readiness, transfer, and wage attainment
	Career Peer Mentorship	Peer-to-peer advising model with equity training	Supplemental Goal	Higher career readiness, transfer, and wage attainment
	Work-Based Learning (WBL)	Equity-driven employer engagement and experiential learning infrastructure	Supplemental Goal	Higher career readiness, transfer, and wage attainment
	Black Professionals Day	Career networking and cultural identity-based employer engagement	Supplemental Goal	Higher career readiness, transfer, and wage attainment

* While not a pillar of the Strategic Plan for BSI Academic and Academic Equity Goals, San Diego Mesa College is committed to equitable student outcomes, including living-wage employment. The goals and commitments identified here are addressed in the "Building Educational Pathways to Equity" section of the plan.