Mission

Purposes	Describes the College's aspirations for student access, equity, and success

Includes:
- Educational purposes
- Intended student population
- Types of degrees and other credentials
- College's commitment to student learning and student achievement

Links to Other Plans   Serves as the basis for all College planning

In compliance with   ACCJC Standard I.A.1. 2., 3., 4.

Process   The Planning and Institutional Effectiveness Committee reviews the current mission and will either recommend changes to the mission or will affirm the current mission.

The Academic Senate, Classified Senate, Associated Student Government, and President's Cabinet provide feedback on the Planning and Institutional Effectiveness Committee's recommendation, including suggested revisions as warranted.

Planning and Institutional Effectiveness reviews suggested edits and considers a final draft for approval.

Data   *Is there a role for data in the process of reviewing the mission?*

Timeline   2018 and every two years thereafter

Would it be an improvement to link the mission review process to some other planning process timeline or College-wide timeline, such as prior to the development of the next long-term plan or short-term plan?

Initiated by   Planning and Institutional Effectiveness Committee

Drafted by   Planning and Institutional Effectiveness Committee

Recommended to   President and President's Cabinet
Chancellor and Board of Trustees

LONG-TERM PLAN

Purposes Chart the College's long-term course toward accomplishing its Mission, which describes the College's aspirations for student access, equity, and success

Engage constituent groups in a dialogue about the future

Identify current and anticipate future challenges and opportunities in the College's instructional and student services programs, site, and facilities

Connect educational needs to site and facilities improvements

Project the College's growth over the next decade

Inform the public of the College's intentions about instructional programs, support services, and facilities improvements

Links to Other Plans Establish the long-term goals that will serve as the foundation for all short-term plans for the next decade

In compliance with California Code of Regulations Title 5 § 51008
ACCJC Standard I.B.9.
ACCJC Eligibility Requirement 19.

Process The College compares its performance and its existing conditions to its mission. Based on that comparison, the College identifies its current strengths and weaknesses. The College projects its future challenges and needs through the analysis of quantitative and qualitative data.

Analyze:
- State and national trends in higher education;
- Current campus challenges and opportunities;
- Current challenges and opportunities external to the college; and
- Ten-year projections of demographic changes.

Based on these analyses:
- Project the College's overall growth for the coming decade;
- Identify current and anticipated challenges and opportunities; and

- Develop long-term goals that convey the College's response to these identified challenges and opportunities

Based on these analyses and projections, develop a facilities master plan that will add or remodel the facilities needed to support current and anticipated changes in the College's programs and services.

Data   Quantitative and qualitative data are analyzed to identify internal and external causes of current or anticipated challenges and opportunities.

Timeline   2020 and every ten years thereafter

Initiated by   President's Cabinet

Drafted by   Master Planning Task Force

Recommended to   Planning and Institutional Effectiveness Committee
                        President and President's Cabinet
                        Chancellor and Board of Trustees

Title of the long-term plan:

Comprehensive Master Plan?	*Educational and Facilities Master Plan?*
Master Plan?	*MESA 2030?*
Strategic Master Plan?	

Title of the long-term goals:

College-wide Goals?	*Institutional Goals?*
Master Planning Goals?	*MESA Goals?*
2030 Goals?	*Strategic Goals?*

SHORT-TERM PLAN

Purposes   Develops objectives that describe how the College intends to accomplish the goals identified in its Long-term Plan

Unites constituent groups around the College's priorities for the next x# of years

Links to Other Plans   Uses the College's long-term goals to develop short-term objectives

In compliance with   ACCJC Standard I.B.9.

Process   The Planning and Institutional Effectiveness Committee develops multiple short-term objectives that describe specifically how the College intends to achieve its long-term goals.

The Planning and Institutional Effectiveness Committee develops short-term objectives that are:

S = Specific, significant
M = Measurable, meaningful
A = Agreed upon, attainable, achievable, action-oriented
R = Realistic, relevant, reasonable, rewarding, results-oriented
T = Time-based, timely, tangible

The short-term plan also includes for each objective:

- Responsible party/parties
- Timeline for completion
- Projection of additional resources if needed
- Method of assessing successful achievement of the objective

The short-term plan drafted by the Planning and Institutional Effectiveness Committee is reviewed, revised as needed, and approved by Academic Senate, Classified Senate, Associated Student Government, and President's Cabinet.

Data   A method of assessing the achievement of each short-term objective is developed with the short-term objective.

Timeline   2020 and every three years thereafter *Five years?*

Initiated by   Planning and Institutional Effectiveness Committee

Drafted by   Planning and Institutional Effectiveness Committee
(Or a Short-term Plan Task Force that is convened as needed?)

Recommended to   Planning and Institutional Effectiveness Committee
President and President's Cabinet
Chancellor and Board of Trustees

Title of the short-term plan:
    Strategic Plan?   *Institutional Action Plan?*   *Annual Plan?*

Title of the short-term objectives:
    College-wide Objectives?   *Institutional Objectives?*
    Strategic Plan Objectives?   *MESA Objectives?*

SD Mesa
Short-term Plan Sample Format

Long-term Goal: *Insert a Long-term Goal from the Master Plan here.*	

Short-term Objective 1.1
The specific strategies to be implemented to work toward achievement of the Long-term Goals. Short-term Objectives are specific, measurable, attainable, realistic, and tangible.

Assessment of Short-term Objective 1.1:
Identify the specific way that this Short-term Objective will be assessed during a semester or year.

Responsible Party	Target Completion Date	Estimated Resources if any	Progress	Implications for Next Year's Actions
Identify the group or office responsible to launch and oversee completion of the Objective	*Set a target date for completing this Objective*	*Estimate of new resources that may be needed in order to complete the Objective*	*Responsible party submits a brief statement of progress/completion at the end of the target date, semester, or year and a brief report of the assessment. This information is included in the Annual College Progress Report on the Master Plan.*	*PIEC completes this column during the development of the Annual College Report on the Master Plan.* *If the objective was achieved, include in this column a new objective derived from the same long-term goal.* *If the objective was not achieved, include in this column a revised objective or target completion date.*

PROGRAM REVIEW

Purposes	Evaluates the effectiveness of programs and services in supporting student access, equity, and success
	Analyzes department-specific student performance data to identify programmatic areas of concerns
	Develops plans to address identified concerns and improve programs and services
	Unites departments around the College's long-term goals and short-term objectives
Links to Other Plans	Describes department-level contributions to the achievement of long-term goals and short-term objectives
In compliance with	ACCJC Standards I.B.5., I.B.9., II,B,16., II.B.3., II.C.1.
Process	Program review is completed on a four-year cycle, a comprehensive review in the first year followed by annual updates in the subsequent three years. Refer to the Program Review website for the steps in preparing and reviewing program reviews.
	What is/should be the role of the College's long-term goals and short-term objectives in program review?
Data	Department-specific data are available, including data on student success and equity, enrollment, FTES, program outcomes, and external dashboards.
Timeline	Four-year cycle, with one comprehensive program review followed by three annual updates
Initiated by	Planning and Institutional Effectiveness Committee
Recommended to	?

RESOURCE ALLOCATION

Purposes   Directs resources to support/fund the College's priorities expressed in its long-term goals and short-term objectives

Unites constituent groups around the College's fiscal priorities for the coming year

Links to Other Plans   Support for long-term goals and short-term objectives is a primary criterion in the ranking of resource requests

In compliance with   ACCJC Standard I.B.9.
ACCJC Standard III.D.2.

Process   Resources are requested through the program review process in four categories: faculty, staff, supplies and equipment, and facilities improvement. Each request is linked to program goals and outcomes. Requests are ranked by one of four committees:

- Faculty Hiring Priorities
- Classified Hiring Priorities
- Budget Allocation and Recommendation Committee
- Facilities Planning Committee

The Committees use a rubric to establish funding priorities that are presented to the Planning and Institutional Effectiveness Committee and the President's Cabinet. The President has the final say on which requests are funded.

What is the role of the College's long-term goals and short-term objectives in establishing funding priorities?

Data   ?

Timeline   Annually

Initiated by   Vice President of Administrative Services

Recommended to   Planning and Institutional Effectiveness Committee
President's Cabinet
President

PLAN IMPLEMENTATION

Purposes   Responsible party takes the necessary steps to complete the short-term objectives

Translates the College's short-term objectives into actions

Links to Other Plans   The short-term plan includes objectives and assigns individuals and groups the responsibility for achieving those short-term objectives

In compliance with   ACCJC Eligibility Requirement I9.
ACCJC Standard IV.A.1.

Process   The responsible party takes the necessary steps to achieve short-term objectives, including:

- Manage the timelines for completion
- Develop appropriate processes
- Identify and address funding needs through the resource allocation process
- Provide data and other types of evidence to assess the levels of success following plan implementation
- Document the outcomes to contribute to the preparation of the *Annual College Progress Report on the Master Plan*

Should we include this component in the Mesa Integrated Planning Cycle or is it assumed?

Data   Quantitative and qualitative data appropriate to assess the levels of success in achieving the short-term objective

Timeline   Annually

Initiated by   Planning and Institutional Effectiveness Committee by the assignment or responsible parties in the short-term plan

Recommended to   Planning and Institutional Effectiveness Committee

PLAN ASSESSMENT

Purposes   Provides data-informed evidence of the College's progress toward achievement of its stated short-term objectives, long-term goals, and departmental goals

Links to Other Plans The short-term plan includes objectives that are designed to contribute to achievement of the College's long-term goals

In compliance with ACCJC Eligibility Requirement I9.
ACCJC Standard I.B.4., I.B.9. I.C.3. II.C.2.

Process   Assessment type and process are tailored to the short-term objectives and departmental goals.

Data   Assessment data are tailored to the short-term objectives and departmental goals.

Timeline   Annually

Initiated by   Responsible party/parties

Recommended to   Planning and Institutional Effectiveness for the *Annual College Progress Report on the Master Plan*

Overall: What are your suggestions for this page?

PROGRESS REPORT

Purposes   Informs internal and external communities about the College's progress in achieving its long-term goals and short-term objectives

Invites constituent groups to celebrate the College's achievements in moving toward achievement of its long-term goals and short-term objectives

Links to Other Plans   Describes progress in achieving short-term objectives and long-term goals

In compliance with   ACCJC Eligibility Requirement I9.
ACCJC Standard I.C.3.

Process   Responsible parties submit reports on the year's accomplishments related to their assigned short-term objectives to the Planning and Institutional Effectiveness Committee.

The Planning and Institutional Effectiveness Committee complies the progress reports into a College-wide progress report and distributes the draft *Annual College Progress Report on the Master Plan* to the Academic Senate, Classified Senate, Associated Student Government, and Presidents' Cabinet for feedback.

The Planning and Institutional Effectiveness Committee makes changes as warranted by the feedback and submits the final *Annual College Progress Report on the Master Plan* to the President.

Data   Quantitative and qualitative data appropriate to the short-term objectives and long-term goals

Timeline   Annually

Initiated by   Planning and Institutional Effectiveness Committee

Recommended to   President and President's Cabinet

Title of the Progress Report:
   Annual College Progress Report on the Master Plan?
   Mesa 2030 Progress Report?
   Mesa 2030 Record of Progress 2021?