



Mesa

Mesa College Strategic Plan Roadmap to Mesa2030 2021-2026

Mesa College Strategic Plan

Roadmap to Mesa2030

2021-2026



The following pages represent the priorities of Mesa College for the first 5 years of the Mesa2030 plan. Included are Strategic Objectives and Collegewide Progress Measures organized around the 5 goals outlined in the Mesa2030 Comprehensive Master Plan. The Strategic Objectives will be supported by our annual planning and resource allocation processes, including connection to department and unit plans and larger campus efforts. Mesa Pathways, Equity, Strong Workforce, professional learning, are examples but not limited to these efforts. The Office of Institutional Effectiveness will develop a dashboard, updated annually, using the Progress Measures identified in this document. An Equity Gap Analysis will be conducted for all metrics across: race/ethnicity, gender, CCPG/Pel Status, AB540 Status, LGBTQ+ identity, DSPS Status, and any other characteristic identified by the equity planning process. The Planning and Institutional Effectiveness Committee will use the dashboard to assess the Colleges' progress toward achieving the Mesa2030 goals and share a report with the campus each Spring.

Cycle of Integrated Planning

A collegewide focus on students is maintained and reinforced by ongoing assessment of student access, equity, and success.

Mesa College Mission is the foundation of all planning processes because it describes the intended student population and the services that the College provides to the community

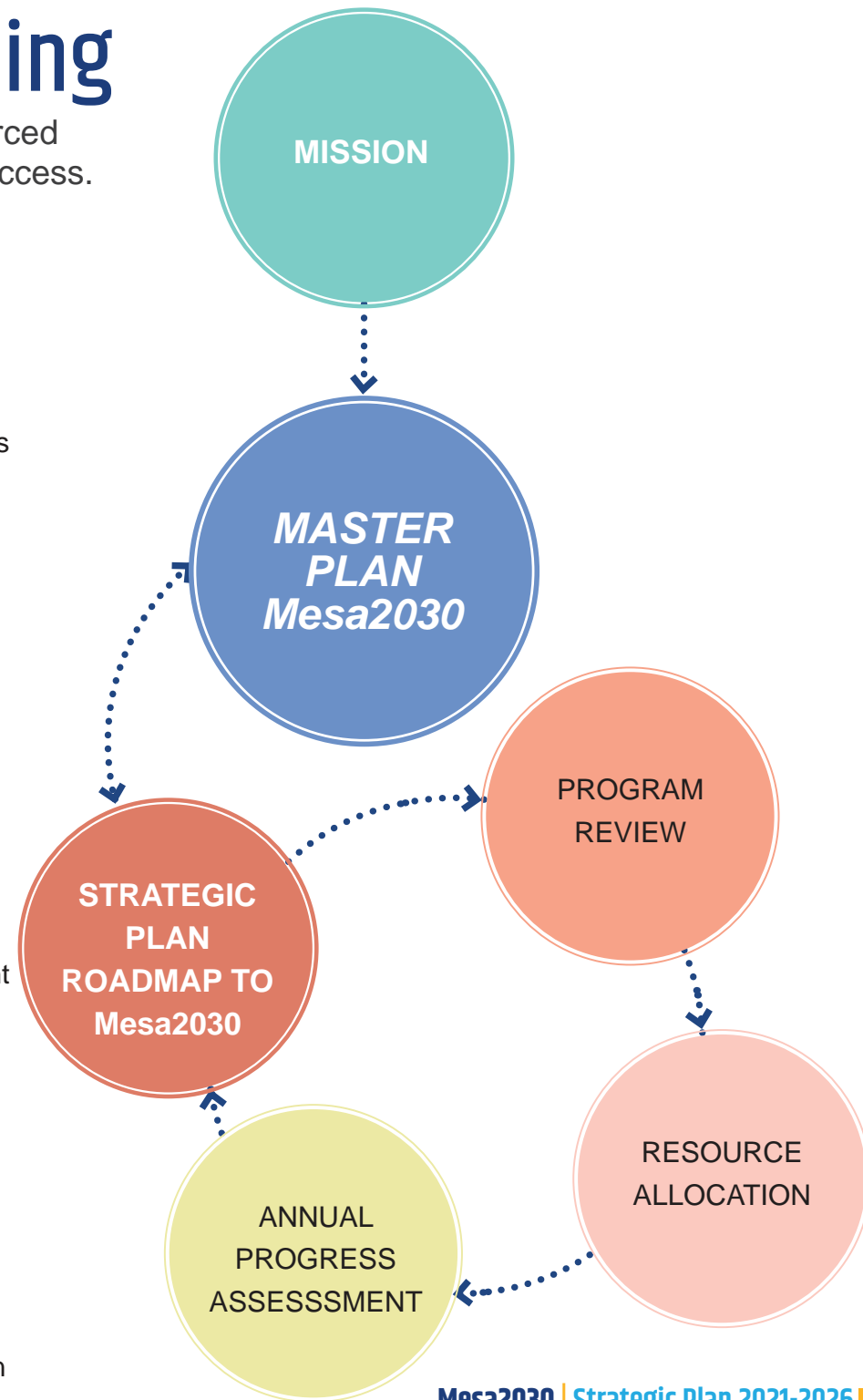
➤ **Master Plan: Mesa2030** is the College's ten-year educational and facilities master plan. The development of this document includes an analysis of the College's effectiveness in meeting its mission, projected demographics and economic changes, and feedback from College constituencies. This data is foundational for the development of two long-term guides for future College decisions: Mesa2030 Goals and Facilities Planning Principles.

➤ **Strategic Plan: Roadmap to Mesa2030**, the College's five-year plan, presents Strategic Objectives that describe how the College intends to achieve the Mesa2030 Goals. An annual assessment of progress on achieving the Strategic Objectives contributes to the development of the College's subsequent Master Plan and Strategic Plan.

➤ **Program Reviews** are unit-level plans for instructional programs, student services, and administrative units that include action plans that describe how the unit will contribute to the College's achievement of its Strategic Objectives.

➤ **Resource Allocation** ensures that Mesa2030 Goals and Strategic Objectives guide the allocation of human, physical, and fiscal resources.

➤ **Annual Progress Assessment** consolidates and documents the year's progress toward achievement of Mesa2030 Goals and Strategic Objectives. This assessment guides the College's actions in the coming year and the development of the next Strategic Plan.



Mesa2030 GOALS

Mesa College's meta-goal is supported by five subgoals that more fully describe how the College intends to actualize its vision of being the leading college of equity and excellence

Mesa2030 Goals are a call to action that describe what the College intends to accomplish over the coming decade. All other College-wide planning, including unit-level planning in program review, will describe how departments and units will do their part to achieve the Mesa2030 Goals. This integration of short-term planning with long-term planning ensures that the College will direct the investment of its human, physical, and fiscal resources to strategies that promise to advance the Mesa2030 Goals.

Mesa College has a single long-term goal - to take the next steps in being the leading College of equity and excellence. This meta-goal affirms that Mesa College's top priority is to improve the quality of students' experiences by delivering a learning environment characterized by equity and excellence. For Mesa College, equity is beyond access; it is about equity in student's experiences. In the coming decade, this commitment to equity and excellence will be explicitly and intentionally focused on students' race/ethnicity. The College intends to start by removing barriers for Black/African American students, and as those efforts succeed, the changes will benefit all students.



Strategic Objectives

Mesa College Vision:
To be the leading College
of Equity and Excellence



Completion

Mesa2030 Goal

Mesa College will institutionalize (or Mesa-nize) practices that clarify pathways to timely completion for students, with the priority on those practices that create parity in outcomes across racial/ethnic groups and all disproportionately impacted groups.

Strategic Objectives

- Develop pathways that provide students with clarity about degree, certificate, and transfer requirements.
- Develop cross-functional teams that support student success and include integrated career and transfer counseling.
- Design and promote programs and services that intentionally target a reduction in equity gaps in completion outcomes.
- Support students' access to resources to mitigate the impact caused by technological and basic needs insecurity.

College-wide Progress Measures

- Transfer-level Mathematics and English Year 1 Degree Completion Rates within 2, 3, and 4 years
- Transfer Rates within 2, 3, and 4 years
- Bachelor's degrees (volume)
- Associate degrees (volume)
- Credit certificates (volume)
- 9 or more career education units (volume)
- Time to completion
- # Units to completion
- Basic Needs Direct Support Usage

Strategic Objectives

Mesa College Vision:
To be the leading College
of Equity and Excellence



Pathways and Partnerships

Mesa2030 Goal

Mesa College will leverage pathways and partnerships within its internal and external communities to eliminate barriers and provide support for students entering Mesa College, through to completion, and beyond to transfer and employment.

Strategic Objectives

- Develop and implement frameworks to create communities that can provide more targeted delivery of educational resources and support services.
- Expand partnerships with K-12 institutions to enhance program offerings and increase access for minoritized students.
- Increase community engagement, experiential learning, integrated career planning, and workforce training to prepare students for future careers.
- Expand intersegmental pathways to create a seamless transition between Mesa and k-12, non-credit, Universities, and careers.
- Develop and implement technologies, including website redesign, that will make pathways information available to students so that they can effectively utilize this information in their educational and career planning.

College-wide Progress Measures

- Transfer-level Mathematics and English Year
- College & Career Access Pathway (CCAP) enrollment
- College & Career Access Pathway (CCAP) successful course completion
- Transfer Rates within 2, 3, and 4 years
- Transfer Volume
- Livable wage job placement
- Unit Completion in Term 1
- Unit Completion in Year 1
- Fall to Spring Retention

Strategic Objectives

Mesa College Vision:
To be the leading College
of Equity and Excellence



Community

Mesa2030 Goal

Mesa College will build a community culture that utilizes antiracist practices to cultivate collaboration, inclusion, diversity, equity, and personal growth so that all students, employees, and members of our external community are valued.

Strategic Objectives

- Use technology to improve communication and accessibility across campus.
- Develop activities, spaces, and programs that support a sense of belonging with a focus on antiracism, historically minoritized groups*, and inclusion.
- Build a culture of communication that is evidence based, race conscious, institutionally focused, systemically aware, and equity advancing.
- Remove barriers to equitable participation by developing, incentivizing and creating structures for all employees to engage in and design professional learning.
- Increase opportunities to be an asset and resource to the external community.

College-wide Progress Measures

- Retention and promotion of employees
- Proportionate student engagement in High Impact Practices (tutoring, counseling, peer mentoring, Ed. Planning)
- Improvement in racial campus climate as measured by Mesa Graduate Survey, NACCC, and SDCCD Campus Climate survey
- Improvement in “Committee Culture” construct within the governance survey

**includes but not limited to sexual orientation, gender identity, religion, (dis)ability, and class*

Strategic Objectives

Mesa College Vision:
To be the leading College
of Equity and Excellence



Stewardship

Mesa2030 Goal

Mesa College will develop and sustain processes that prioritize environmental justice and sustainability, reduce Mesa College's carbon footprint, and allocate its human, physical, technological, and fiscal resources around the goal of increasing student access, success, and parity in outcomes across racial/ethnic groups and all disproportionately impacted groups.

Strategic Objectives

- In collaboration with students, develop a climate action plan aligned with state and city goals that includes a timeline to reduce Mesa College's carbon footprint, focuses on climate literacy and student action, and mitigates Mesa's impact on climate change.
- Support processes and initiatives that prioritize environmental sustainability and reduce Mesa College's impact on climate change.
- Increase student access and schedule efficiency by coordinating schedules among departments/ disciplines.
- Establish a college-wide practice and schedule that addresses routine maintenance and renewal of equipment, facilities and technology to ensure access to adequate resources and better serve students.
- Increased campus understanding, communication of and transparency in budget and resource allocation.
- Develop a proactive hiring plan that includes a review of advertising, screening, and interviewing with a goal of establishing a diverse and competent workforce that is reflective of the student population and the local community.

College-wide Progress Measures

- FTES/FTEF productivity
- Space utilization
- Improvement in Mesa's structural budget deficits
- Environmental Certifications for Buildings
- Employee Demographics by constituency group
- Global Climate Change Institutional Capacity Assessment
- Calculation of Carbon footprint

Strategic Objectives

Mesa College Vision:
To be the leading College
of Equity and Excellence



Scholarship

Mesa2030 Goal

Mesa College will prioritize equity and excellence by fostering innovation and high-quality, culturally relevant teaching/learning experiences with the priority on those practices that create parity in outcomes across racial/ethnic groups and all disproportionately impacted groups.

Strategic Objectives

- Expand and prioritize professional learning experiences for all employees that create parity in outcomes across racial/ethnic groups and all disproportionately impacted groups.
- Evaluate and improve Diversity, Equity, and Inclusion practices in classroom environments, campus activities, departments, schools, and administrative units.
- Assess impact of prerequisites and corequisites on student success and revise curriculum, as needed.
- Expand the use of innovative and high-quality teaching, learning, and support practices that achieve equitable outcomes and increase student success.
- Reduce costs associated with instructional materials to support the elimination of equity gaps.

College-wide Progress Measures

- Successful course completion
- Transfer-level Mathematics and English Year 1
- # of Faculty, Classified Professionals, and Administrators engaged in professional learning around culturally relevant teaching/learning, DEI Trainings
- Pre/post assessment of Professional Learning impacts on successful course completion
- [DEI Audits of Classroom/ Departments, Offices, Programs, Schools, Administration](#)

Appendices

[Metric Mapping](#)

[DEI Action Plan Crosswalk](#)

Mesa2030 | [Strategic Plan 2021-2026](#) 

Approvals and Updates

Drafted February 23, 2021

Updated March 3, 2021

Updated March 10, 2021

Updated March 17, 2021

Approved by PIEC for Recommendation to PCAB March 23, 2021

1st read at Academic Senate April 5th, 2021

1st read at Classified Senate March 25, 2021

1st read at Pcab April 6, 2021

1st read at Associated Students April 7, 2021

Updated April 21, 2021 by SPTF

2nd Read- Approved PIEC April 27, 2021

2nd Read Associated Students - April 28

2nd Read- Academic Senate- Approved- May 3, 2021

Updated - Associated Students Green Caucus - May 11, 2021

Associated Students - Approved- May 12, 2021

2nd Read Classified Senate - Approved - May 13, 2021

Approved by President's Cabinet May 18, 2021