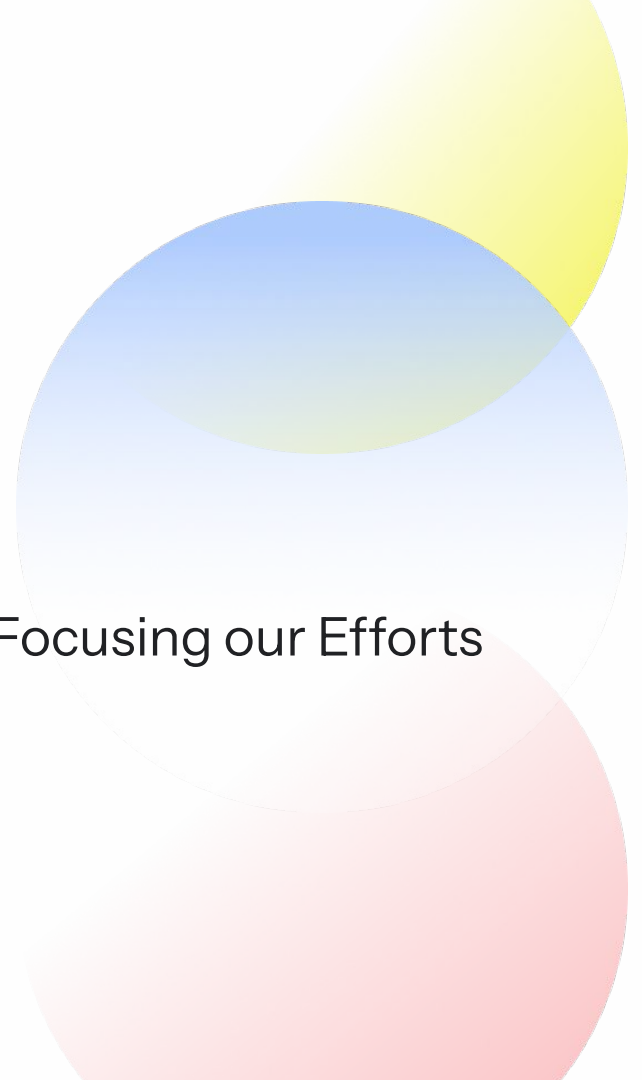# SAN DIEGO MESA COLLEGE

President's Cabinet Retreat

05/06/2025

Agenda

1. Arrival and KickOff
2. ACCJC Status & Report Writing Update
3. Mesa2030 Roadmap – Reflections
4. Break
5. Mesa2030 Roadmap – Moving Forward: Focusing our Efforts
6. Closing

PCAB Retreat

Welcome

ACCJC Status & Report Writing Update

Mesa2030 Roadmap - Reflections
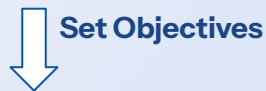
Background

Level 1 Mesa2030

10-year Master Plan
Goals: broad, long-term aspiration

Level 2 Roadmap

5-year Strategic Plan
Objectives: actionable approach in support of goals

**Set Goals
Set Objectives**

Set Objectives

Roadmap Roadmap

2021 2026 2030

Mesa 2030 Goals

EQUITY AND EXCELLENCE

Completion

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.

Community

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.

Pathways + Partnerships

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.

Stewardship

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.

Scholarship

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.
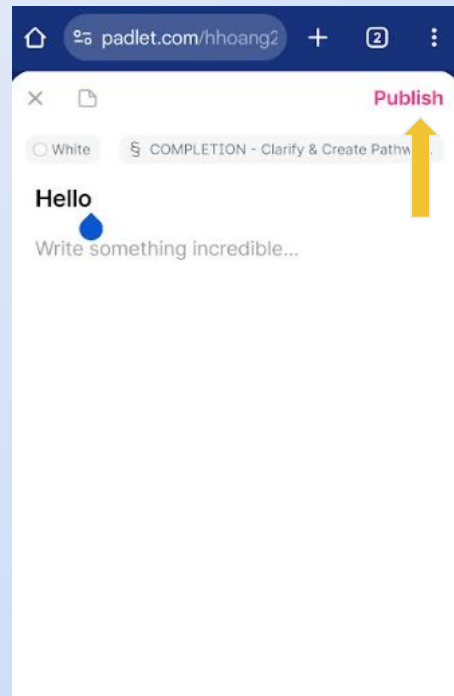
Sample: From Goals to Strategic Objectives

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 1Degree 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

Padlet Activity

Scroll Left/Right to see more Goals

Click **+** icon under the Goal to answer

Hit **Publish** when done

How does your work connect with the goals?
What are you doing that supports the goals?

Mesa2030 – By the Number

- Mesa2030 Goals:

- Strategic Objectives:

- Progress Measures:

- Activities listed in the original Roadmap:

- Activities updates received between Spring 22 & Spring 25:

Mesa2030 Snapshot – Where We Are

Count of Goals in 24/25 Program Review Data

Mesa2030 Goals	Barriers Encountered	On Track	Completed	(Blank)	Total
Completion	130	395	92	234	851
Community	75	439	80	200	794
Pathways & Partnerships	87	325	97	214	723
Stewardship	45	151	36	93	325
Scholarship	80	484	83	257	904
Total	**417**	**1794**	**388**	**998**	**3597**

(same table, but in row %)

Mesa2030 Goals	Barriers Encountered	On Track	Completed	(Blank)	Total
Completion	15%	46%	11%	27%	100%
Community	9%	55%	10%	25%	100%
Pathways & Partnerships	12%	45%	13%	30%	100%
Stewardship	14%	46%	11%	29%	100%
Scholarship	9%	54%	9%	28%	100%
Total	**12%**	**50%**	**11%**	**28%**	**100%**

Mesa2030 Snapshot – Where We Were and Where We Are
Changing Students Population

Demographic Groups	Fall 2018	Fall 2024
Under 18	6%	14%
Age 18–24	57%	53%
Adult Learners	37%	33%
Black/African American	7%	7%
Latine	38%	42%

Education Goals	Fall 2018	Fall 2024
Associate degrees	6%	14%
Bachelor's degree	55%	58%

Source: SD Mesa Student Characteristics Dashboard

Mesa2030 Snapshot – Where We Were and Where We Are

Overall and Some Sub-groups Success Rates (and Equity Gaps)

Success Rates	Fall 2018	Fall 2024	Equity Gap (PPG)
Overall	**71%**	**74%**	--
Black/African American	**60.9%** (-11.2% gap)	**67.4%** (-7.3% gap)	
Latine	**67.5%** (-6.5% gap)	**71.1%** (-5.4% gap)	
Pacific Islander/Native Hawaiian	**67.5%** (-3.9% gap)	**61.6%** (-11.4% gap)	

Source: SD Mesa Course Outcomes Dashboard

Mesa2030 Snapshot – Where We Were and Where We Are

Other Academic Metrics

Completed transfer level Math & English within the first year	2019	2023
Overall	17%	18%

Earned an award within 3 years	Cohort 15-16 (as of 2019)	Cohort 19-20 (as of 2023)
Overall	6%	10%

Transferred to 4-year within 3 years	Cohort 15-16 (as of 2020)	Cohort 18-19 (as of 2023)
Overall	28%	31%

Mesa2030 Snapshot – Where We Were and Where We Are

Employment Metrics

Median Change in Earnings	18-19	22-23
Overall	26%	30%

Attained Living Wage	18-19	22-23
Overall	32%	33%

Source: CCCCO Student Success Metrics Dashboard

Some Reflections

"Possibly wrong, definitely incomplete"

- Contextual factors matter
- Many strategic objectives
- Certain strategic objectives are broad
  - An activity could align with multiple objectives, and at the same time, not directly aligned with any objective
- Lack of clarity on the *leads* for each objective - impacting accountability
- Lack of clarity on the *how* to achieve the strategic objectives
- Lack of clarity and accountability about measures (progress, outputs, outcomes) at an activity level and at the college level
  - To what extent do we value the *semesterly activity status update* vs. *yearly KPI*?
- Lack of intentionality on SMART-E goals
- Lack of process to ensure the plan will be followed
  - Activities prioritization: what happens if what we do does not align with Mesa2030?
  - Resources prioritization: how to ensure resources are allocated to impactful activities towards the goals?
  - Reporting: accountability to ensure people are following the plan and reporting on what they are working on

Why are we seeing this? What is missing? Other thoughts?

PCAB Retreat

BREAK