

2026-2030 Strategic Plan

Roadmap to Mesa2030



Mesa2030 and Institutional Alignment

Mesa2030 | Strategic Plan 2026–2030

Roadmap 2

FOCUS
CLARITY

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

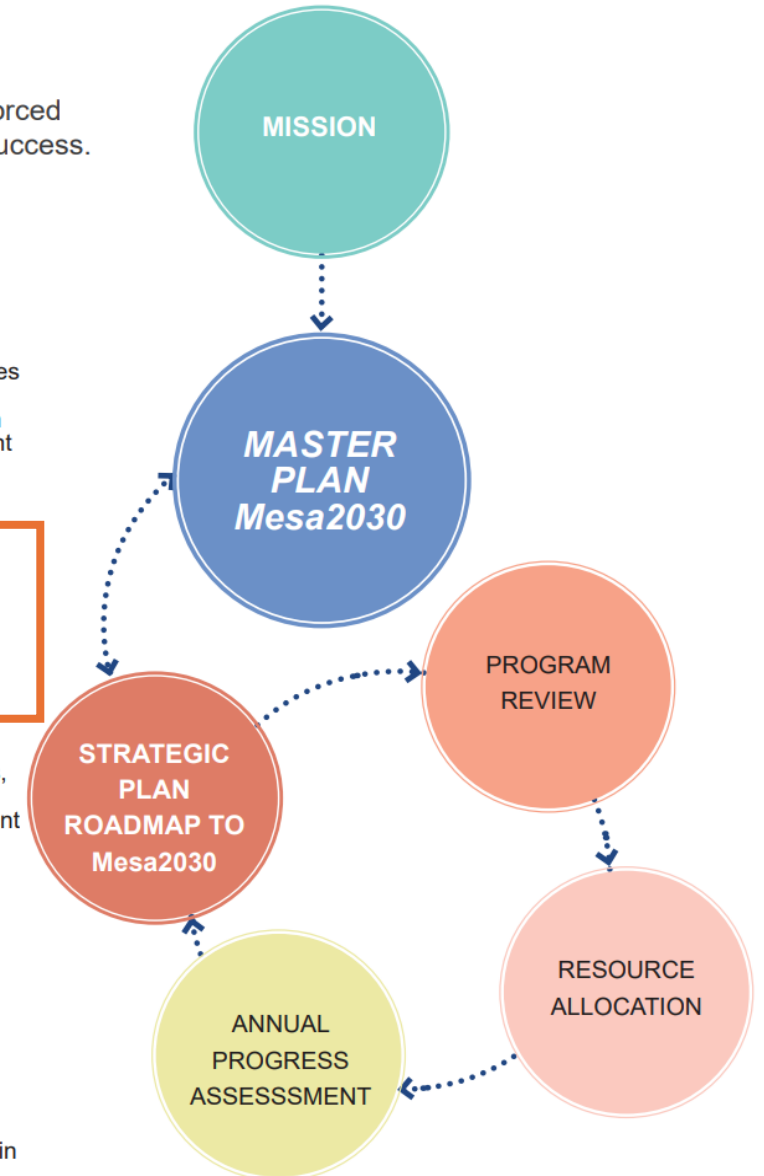
→ **Master Plan: Mesa2030** is the College's ten-year educational and facilities master plan. The development of this document includes an analysis of the College's effectiveness in meeting its mission, projected demographics and economic changes, and feedback from College constituencies. This data is 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 | Long-term Goals (2021 to 2030)

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.

Agenda



Roadmap 2
– Strategic Plan



Roadmap 2
– Implementation Approach



Mission Alignment Cycle

STEWARDSHIP (DRAFT) Version 1.0				PATHWAYS & PARTNERSHIPS (DRAFT) Version 1.0			
Mission Goal	Outcomes	Strategic Objectives	Next Steps	Mission Goal	Outcomes	Strategic Objectives	Next Steps
Waco College will develop and deliver a pathway to success for all students.	Student Success	Develop and deliver a pathway to success for all students.		Waco College will develop and deliver a pathway to success for all students.	Student Success	Develop and deliver a pathway to success for all students.	
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I – STRATEGIC PLAN



Context

Informed by

- **Institutional priorities:** Equity Plan, BSI Plan, Adult Learners Plan, Enrollment Management plan, CTE metrics, SDCCD Strategic Plan
- **Internal data and reflection:** Roadmap 1 outcomes and lesson learned
- **External context:** ACCJC, Vision 2030, national trends and anticipated federal regulations
- **Evidence-based practice:** integrate internal priorities, external context, and accountability to guided aligned action across college (Lattimore et al., 2012)



Plan Development

Broad Input
and Inclusivity

Expert Refinement
and Operational Feasibility



Phase 1: Spring 25 Reflection and Learning	Phase 2: Summer 25 Design and Framing	Phase 3: Fall 25 Co-development	Phase 4: Spring 26 Refinement and Approval
- Reviewed Roadmap 1 outcomes & lessons learned - Identified key successes and improvement areas	- Translated reflections into design structure - Developed planning principles and framework	- Cross-college workgroups developed the plan - Iterative development with broad input	- Final synthesis, alignment, and validation - IE and PIE: integrated refinement and alignment - Final review by operation leads; - Approval through governance process and Exec
Engagement and Participation	Engagement and Participation	Engagement and Participation	Engagement and Participation
- PIE discussions - PCAB Retreat	3 summer design workshops	- Fall convocation sessions 3 Taskforce workshops - PIE discussions	- Spring convocation sessions - Final taskforce workshop - PIE, IE, Admins: synthesis, alignment, refinement - Governance review and approval



COMPLETION

Focus: Focused populations

Mesa2030 Goal

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

Long -term goals (2020 -2030)

Outcomes

- Increase overall student completion
- Increase CTE employment and living-wage outcomes
- Increase student momentum toward completion

What does success look like?

Measures

Momentum indicators (leading)

End Outcomes (lagging)

- | | |
|--|---|
| Course success rates (C-IDR) | Completion rates |
| Retention rates (first semester to second primary term) | Transfer completion |
| Completion of transfer level math and/or English in year 1 | Award and transfer volume and rates |
| | Employment, living wage, change in earnings |

How do we track progress?



COMPLETION

Focus: Adult learners (Latine students) & Black students

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.

Outcomes

Increase overall student completion

Reduce percent of equity gaps in completion

Increase CTE employment and living -wage outcomes

Increase student momentum toward completion

Measures

Momentum indicators (leading)

Course success rates for DI groups and first year students

Retention rate (first primary term to second primary term)

Completion of transfer -level Math and/or English in Year 1

End Outcomes (lagging)

Time to completion

Number of units to completion

Award and Transfer volume and rates

Employment, Living Wage, Change in earnings



PATHWAYS & 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.

Focus: Adult learners (Latine students) & Black students

Outcomes

Increase equitable access to Mesa

Increase the percent of students with a declared program of study within first term

Increase student utilization of support services

Improve student experience navigating pathways and support

Increase and strengthen partnerships with external communities

Measures

Momentum indicators (leading)

Percent of students with ed plan by end of first term

Use of student services

Headcount overall, dual -enrolled, first -time students, internships, work -based learning

Enrollment

Total and disaggregated number of students receiving Pell and Promise grants

Number of active external partnerships supporting student pathways

End Outcomes (lagging)

Time to completion

Number of units to completion

Award and Transfer volume and rates

Employment, Living Wage, Change in earnings



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.

Focus: Adult learners (Latine students) & Black students

Outcomes

Increase student achievement of learning outcomes

Increase adoption of culturally relevant and evidence -based teaching and learning practices

Measures

Momentum indicators (leading)

Participation rate in professional development on best practices

End Outcomes (lagging)

Overall and disaggregated percent of students achieving learning outcomes

Adoption of high impact practices from employees



COMMUNITY

Focus: Adult learners (Latine students) & Black students

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.

Outcomes

Increase student and employee sense of belonging across students and employees

Increase perception of equitable and inclusive campus experiences across all groups

Increase participation and engagement in shared governance and campus -wide activities

Measures

Momentum indicators (leading)

Participation and experience indices in governance and college activities

Periodic surveys on belonging, communication, visibility, and engagement

End Outcomes (lagging)

Sense of belonging (students, employees)

Perception of equity and inclusion (students, employees)



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.

Focus: Adult learners (Latine students) & Black students

Outcomes

Reduce campus environmental impact

Increase alignment and strategic use of resources aligned with Roadmap 2 outcomes

Improved operational effectiveness, efficiencies, and data -informed decision -making to support continuous improvement

Strengthen the sustainability and growth of campus programs and initiatives

Measures

Momentum indicators (leading)

Resource efficiency and sustainability operations (e.g., energy, water, systems use)

Alignment of planning, resources, and activities with Roadmap 2

Operational effectiveness and efficiency (employee -reported)

External engagement and resource development (active external partners, donors, and grant opportunities pursued)

End Outcomes (lagging)

Buildings that meet sustainability standards

Environmental sustainability survey metrics

Total external funding secured (\$)



II – IMPLEMENTATION APPROACH



From Insights to Adjustments

Insights from Roadmap 1



Limited clarity in ownership and accountability



Limited alignment between goals, activities, and outcomes



Broad college-wide strategies make it difficult to align work across areas



Inconsistent use of measures and unclear reporting expectations

Adjustments in Roadmap 2



Defined ownership and accountability



Clear alignment between goals, activities, and outcomes across all levels



Clear outcomes and divisional priorities to guide alignment across areas

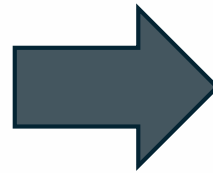


Consistent measures and clearer reporting expectations

From Roadmap 1 to Roadmap 2

Roadmap 1 (2021-2025)

- Broad 10-year goals
- Limited clarity on progress
- Activities loosely aligned



Roadmap 2 (2026-2030)

- **Continuity:** Same 10-year goals
- **Clarity:** Defined 5-year outcomes
- **Alignment:** Aligned activities through outcomes & measures

Planning and Alignment Framework



From Lattimore et al. (2012):

- Exceptional performance requires aligned planning systems that connect goals, implementation, assessment, and improvement
- Effective colleges translate strategy into action by linking institutional priorities to unit-level planning and resource decisions



III – MISSION ALIGNMENT



Mission Alignment Cycle



Mission Review

- ▶ Re-examines mission as part of long-range planning (Mesa 2030, Mesa 2040...)
- ▶ Occurs in Year 9 of the 10-year cycle
- ▶ Next Review: 2029



Mission Check-In

- ▶ Ensures continued relevance and alignment
- ▶ Occur in Year 4 of the 10-year cycle

*The mission's value depends on how it is communicated and reinforced across the institution over time
(Lake & Mrozinski, 2011)*

PCAB Action Requested

Approval of:



Roadmap 2
– Strategic Plan



Roadmap 2
– Implementation Approach



Mission Alignment Cycle

Next Step:



Participate in PCAB Retreat (May 5)
→ Working session on priorities and strategies



Thank You!

