

# 2026-2030 Strategic Plan

## Roadmap to Mesa2030



# Mesa2030 and Institutional Alignment

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.

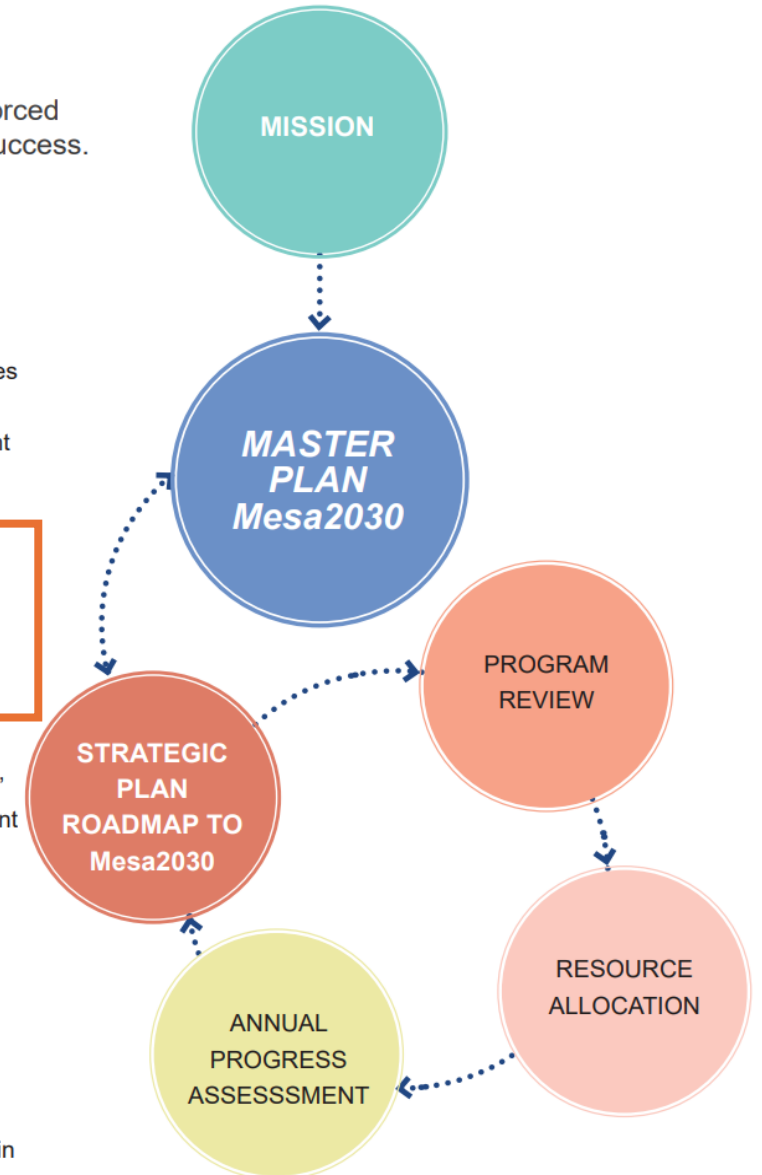
**Resource Allocation** ensures that Mesa2030 Goals and Strategic Objectives guide the allocation of human, physical, and fiscal resources.

**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 | Strategic Plan 2026-2030

**Roadmap 2**

**FOCUS  
CLARITY**



# 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) (Intro) 13				PATHWAYS & PARTNERSHIPS (DRAFT) (Intro) 13			
Mission Goal	Outcomes	Strategic Objectives	Key Steps	Mission Goal	Outcomes	Strategic Objectives	Key Steps
How College will leverage pathways and partnerships with its internal and external communities to eliminate barriers and provide support for students entering Hesa College through its completion, and beyond to transfer and employment.	Student Success Path Success	1. Increase student success rates 2. Increase student retention rates 3. Increase student graduation rates 4. Increase student transfer rates 5. Increase student employment rates 6. Increase student satisfaction rates 7. Increase student leadership rates 8. Increase student civic engagement rates 9. Increase student community service rates 10. Increase student volunteerism rates	1. Increase student success rates 2. Increase student retention rates 3. Increase student graduation rates 4. Increase student transfer rates 5. Increase student employment rates 6. Increase student satisfaction rates 7. Increase student leadership rates 8. Increase student civic engagement rates 9. Increase student community service rates 10. Increase student volunteerism rates	How College will leverage pathways and partnerships with its internal and external communities to increase student success, visibility and reputation, and support the way through employment.	All Students have a pathway (Ed Plan) Visibility & Reputation is good choice Successful CTE Employment (High) Supported along the way through employment	1. Increase student success rates 2. Increase student retention rates 3. Increase student graduation rates 4. Increase student transfer rates 5. Increase student employment rates 6. Increase student satisfaction rates 7. Increase student leadership rates 8. Increase student civic engagement rates 9. Increase student community service rates 10. Increase student volunteerism rates	1. Increase student success rates 2. Increase student retention rates 3. Increase student graduation rates 4. Increase student transfer rates 5. Increase student employment rates 6. Increase student satisfaction rates 7. Increase student leadership rates 8. Increase student civic engagement rates 9. Increase student community service rates 10. Increase student volunteerism rates





# 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



<b>Phase 1: Spring 25 Reflection and Learning</b>	<b>Phase 2: Summer 25 Design and Framing</b>	<b>Phase 3: Fall 25 Co-development</b>	<b>Phase 4: Spring 26 Refinement and Approval</b>
<ul style="list-style-type: none"><li>Reviewed Roadmap 1 outcomes &amp; lessons learned</li><li>Identified key successes and improvement areas</li></ul>	<ul style="list-style-type: none"><li>Translated reflections into design structure</li><li>Developed planning principles and framework</li></ul>	<ul style="list-style-type: none"><li>Cross-college workgroups developed the plan</li><li>Iterative development with broad input</li></ul>	<ul style="list-style-type: none"><li>Final synthesis, alignment, and validation</li><li>IE and PIE: integrated refinement and alignment</li><li>Final review by operation leads;</li><li>Approval through governance process and Exec</li></ul>
<b>Engagement and Participation</b>	<b>Engagement and Participation</b>	<b>Engagement and Participation</b>	<b>Engagement and Participation</b>
<ul style="list-style-type: none"><li>PIE discussions</li><li>PCAB Retreat</li></ul>	<ul style="list-style-type: none"><li>3 summer design workshops</li></ul>	<ul style="list-style-type: none"><li>Fall convocation sessions</li><li>3 Taskforce workshops</li><li>PIE discussions</li></ul>	<ul style="list-style-type: none"><li>Spring convocation sessions</li><li>Final taskforce workshop</li><li>PIE, IE, Admins: synthesis, alignment, refinement</li><li>Governance review and approval</li></ul>



# COMPLETION

**Focus:**

**Focused populations**

## Mesa2030 Goal

Mesa College will institutionalize (or Mesa-nize) 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

**What does success look like?**

Increase CTE employment and living-wage outcomes

Increase student momentum toward completion

## Measures

*Momentum indicators (leading)*

*End Outcomes (lagging)*

Course success rates (CSE) for general and for core

Retention rate from first to second primary term

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

**How do we track progress?**

Student success rates (CSE) for general and for core

Retention rate from first to second primary term

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

Employment, Living Wage, Change in earnings

Award and transfer volume and rates



# 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

## Focus: Adult learners (Latine students) & Black students

### 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.

### 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

## Focus: Adult learners (Latine students) & Black students

### 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.

### 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

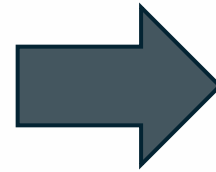


Consistent measures and clearer reporting expectations

# 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!

