

## **Section B**

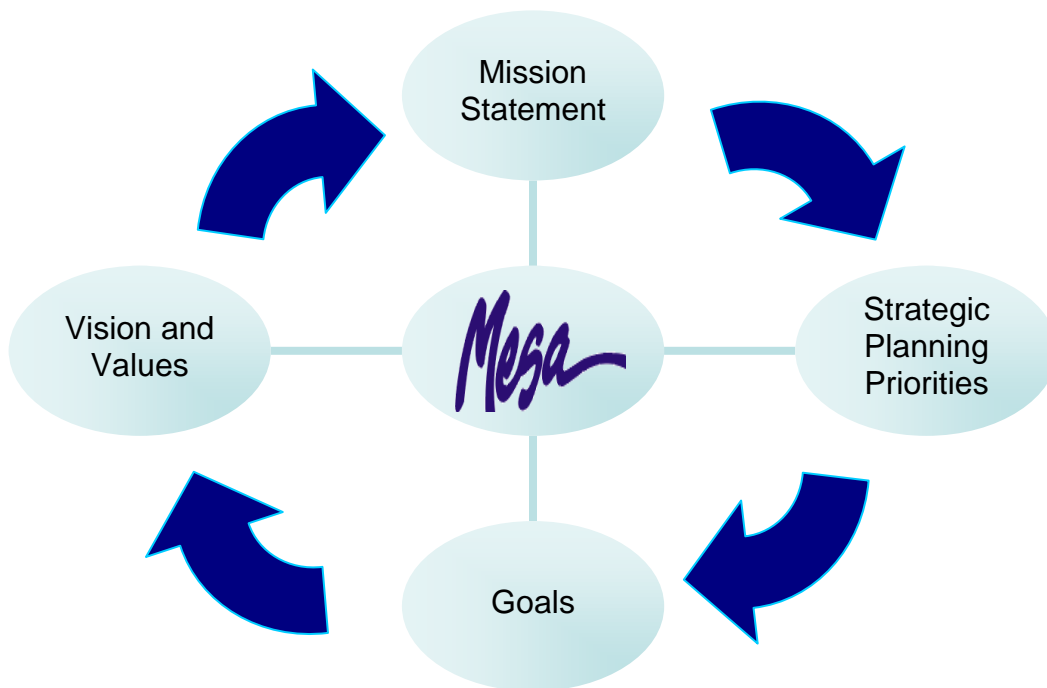
# **MISSION, STRATEGIC PLANNING PRIORITIES, AND COLLEGE GOALS**



## MESA COLLEGE MISSION, STRATEGIC PLANNING PRIORITIES, AND GOALS

The Mesa College mission statement, strategic planning priorities and goals work together.

- The **mission**, closely aligned with that of the California community colleges, describes the college's intent to serve the various constituencies it serves. It also incorporates the college's **vision and values**, thereby sets the stage by expressing the beliefs of the college
- The **strategic planning priorities**, intended to be important and enduring in scope, describe how the college carries out that mission to ensure relevancy in meeting the educational needs of the San Diego region. Each of the four strategic planning priorities is grounded in the mission statement.
- The **goals**, of shorter term duration, indicate the specific work to be accomplished in order to meet the strategic planning priorities.



**Diagram #6: Mission, Strategic Planning Priorities and Goals**

## **SAN DIEGO MESA COLLEGE MISSION STATEMENT**

The Mission Statement is reviewed biannually and, if necessary, updated. The last review and updating occurred in the 2005-06 academic year. During 2007-08, another review and updating occurred. This task is delegated to the Academic Affairs Committee who makes recommendations to the President's Cabinet. After approval by the Cabinet, the revised Mission Statement is forwarded to the Board of Trustees of the San Diego Community College District for their approval.

## **San Diego Mesa College**

A member of the California Community College system and a campus of the San Diego Community College District

### **Vision, Values, Mission Statement and Goals**

#### **Vision**

San Diego Mesa College is committed to providing excellent educational programs and services to its students and the community. These educational programs and the campus environment play an important role in the enrichment of our students academically, vocationally, and personally, as well as being successful and vibrant members of our society. San Diego Mesa College encourages students and staff to become successful and vibrant members of our society.

#### **Values**

The College is committed to providing the highest quality of education and services designed to promote access, retention, and student success. Through participatory governance, all segments of the college engage in ongoing dialogue about quality, learning assessment, and implementation of institutional changes to improve student success. This success is supported by the College's Student Learning Outcomes at the Associate Degree level and includes critical thinking; communication, self-awareness and interpersonal skills; personal actions and civic responsibility; global awareness; and technological awareness.

The College recognizes integrity as a foundation of student education and development, fair treatment and equity throughout the college's actions, and respect and trust at all levels of our campus.

Through participatory governance, Mesa College provides an excellent and nurturing work environment to encourage and facilitate employee development and self-esteem. San Diego Mesa College also values diversity and recognizes the contributions of all employees toward ensuring student success.

#### **Mission Statement and Goals**

San Diego Mesa College is a member of the California Community College system and a campus of the San Diego Community College District. Mesa

College is committed to providing excellent educational programs and services to its students and the community.

San Diego Mesa College cultivates relationships to assess the needs of its total community in order to offer programs for the benefit of a diverse student body, including new and continuing, as well as those wishing to re-enter the educational process. These community relationships, such as high school outreach and partnerships with business and industry, as well as transfer preparation to four-year institutions, provide grounds for a multilateral investment in our students as they move along the continuum from academics to career.

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The primary mission of San Diego Mesa College is to provide:

- Programs which lead to an Associate Degree or Certificate,
- Lower division curricula in arts and sciences with an emphasis on courses which transfer to baccalaureate institutions,
- Programs in career and technical education, and
- Programs that promote regional economic development.

To further this mission, educational programs and services offered by San Diego Mesa College include:

**General Education, Associate Degree Majors, and Transfer Education:**

Courses and programs which contribute to the broad education of career, technical and transfer students. Included are critical thinking, writing, and oral communication skills; the ability to use and understand quantitative analysis; awareness of the arts and humanities; understanding of diversity, personal and civic responsibility, and of the physical, social, and behavioral sciences as they affect one's participation in the diverse local and global community.

**Basic Skills:**

Courses and programs which prepare students, including native and non-native speakers of English, for college level reading, writing, speaking, and mathematics, as well as other programs designed to enable those with special learning needs to reach their educational goals.

**Student Services:**

Admission, orientation, assessment, advising and counseling, tutorial, and other services which assist students in the matriculation process; including helping students select programs and courses that help satisfy their transfer and/or career goals and offering services that promote access, retention and student success.

**Co-curricular Activities:**

Courses, programs and activities that further the students' learning experience through the practical implementation of curriculum-based methods, theories, and concepts resulting in the enrichment of both students' development and campus life.

**Economic and Career Development:**

Courses, as well as degree and certificate programs, that advance California's economic growth and global competitiveness through education, training, and services that contribute to continuous work force improvement.

San Diego Mesa College uses its Mission Statement as a guide to continue its regular cycle of analysis and evaluation of its character, purpose, programs and resource allocation. Thus, the Mission Statement is the primary force to institutional planning, leading to enhanced student learning.

Through participatory governance, Mesa College is proud to provide an excellent and nurturing work environment to encourage and facilitate employee development and self-esteem. San Diego Mesa College also values diversity and recognizes the contributions of all employees toward ensuring student success.



# **Mesa College Strategic Planning, Priorities and Goals**



**I. STRENGTHENING COLLEGE SUPPORT INFRASTRUCTURE**

**Mission Statement:** “San Diego Mesa College ... has a vital role in higher education with a commitment to provide excellent educational programs and services to its students and the community.”

<b>Mesa Strategic Planning Priorities</b>	<b>Mesa College Goals for 2007-08</b>	<b>Lead Responsibility</b>
<p><b>1</b> Modernize enrollment management.</p>	<p>Develop enrollment management strategies and plans designed to ensure Mesa meets enrollment targets. Develop practical applications to manage college programs. Develop real-time enrollment management data and analysis tools.</p>	<p>Vice President, Instruction [lead] Vice President, Student Services Campus-Based Researcher</p>
<p><b>2</b> Develop innovative student access and promotional strategies.</p>	<p>Design innovative marketing and outreach strategies for targeted service areas: Under-represented students Non-credit adult education students High Schools Working adults Military education</p>	<p>Vice President, Student Services [lead] Vice President, Instruction Public Information Officer Marketing Committee</p>
<p><b>3</b> Optimize Mesa’s technological competitive advantage.</p>	<p>Maintain and improve technological support for: Instruction Student Services Administrative Services Distance Education</p>	<p>Dean, LRC and Technology [lead] Vice President for Administrative Services Information Technology Committee</p>

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<p align="center"><b>4</b></p> <p>Institutionalize the college’s strategic planning processes.</p>	<p>Develop a well established Strategic Planning Process that builds on existing practices by:</p> <ul style="list-style-type: none"> <li>Establishing clear goals and objectives for Mesa’s Divisions that incorporate college and district-wide goals.</li> <li>Strengthening an ongoing process that links planning and budgeting.</li> <li>Integrating Mesa’s goals and objectives into district-wide strategic planning activities</li> </ul>	<p>President [lead] All VPs</p>
	<p>Ensure a culture of evidence in all planning processes through:</p> <ul style="list-style-type: none"> <li>Developing a research agenda</li> <li>Creating a “data book” on Mesa statistics</li> <li>Developing clear indicators of college performance</li> </ul>	<p>Dean, Instructional Services, Resource Development &amp; Research [lead] Program Review Committee Research Committee</p>
	<p>Develop a transparent capital construction planning process for:</p> <ul style="list-style-type: none"> <li>Proposition S projects</li> <li>Five-year deferred maintenance projects</li> <li>Proposed future bond projects and other capital construction projects.</li> </ul>	<p>Vice President, Administrative Services [lead] Facilities Committee Budget Committee</p>
	<p>Develop a transparent dissemination process for capital construction projects including all college constituencies:</p> <ul style="list-style-type: none"> <li>Faculty and Staff</li> <li>Students</li> <li>Community Stakeholders</li> <li>Organizational Partners</li> </ul>	

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<p align="center"><b>5</b></p> <p>Pursue alternative revenue streams.</p>	<p>Enhance the college's capacity for resource and grant development by working closely with:</p> <ul style="list-style-type: none"> <li>District office staff</li> <li>Community Partners</li> <li>Business</li> <li>Industry</li> <li>Foundation</li> </ul>	<p>Vice President, Administrative Services [lead]                      Dean, Instructional Services, Resource Development &amp; Research</p>
<p align="center"><b>6</b></p> <p>Strengthen emergency preparedness</p>	<p>Develop a Mesa College disaster preparedness plan in concert with district.                      Develop contingency plans for health emergencies such as a pandemic.</p>	<p>President                      Vice President, Administrative Services [lead]                      Vice President, Student Services</p>

**II. STRENGTHENING COLLEGE PARTNERSHIPS AND COLLABORATIVES**

**Mission Statement:** “San Diego Mesa College cultivates relationships with the total community, offering programs for the benefit of college students of all backgrounds and ages, including those wishing to re-enter the educational process.”

<b>Mesa Strategic Planning Priorities</b>	<b>Mesa College Goals for 2007-08</b>	<b>Lead Responsibility</b>
<p align="center"><b>7</b></p> <p>Strengthen linkages for K-16 student learning and career pathways.</p>	<p>Strengthen collaboratives and partnerships including:</p> <ul style="list-style-type: none"> <li>K-14 Alliances</li> <li>Intersegmental Partnerships</li> <li>Business and Industry Partnerships</li> <li>Community Partnerships</li> </ul>	<p>President Vice President, Student Services Vice President, Instruction Outreach</p>
<p align="center"><b>8</b></p> <p>Strengthen campus partnerships with business and community.</p>	<p>Promote the concept of “Campus as Community” by:</p> <ul style="list-style-type: none"> <li>Involving the campus in community activities</li> <li>Service learning</li> <li>Increasing use of campus facilities to host community organizations and events</li> <li>Hosting forums on current regional issues</li> </ul>	<p>President Vice President, Student Services Vice President, Instruction Director of EOPS, Student Support Services, and College Outreach. EOPS/Campus Outreach Coordinator</p>

**III. SUPPORTING PROFESSIONAL/LEADERSHIP DEVELOPMENT**

**Mission Statement:** “Through participatory governance, all segments of the college promote excellence in college programs and governance, engage in on-going dialog about quality, assess how well learning is occurring, and implement institutional changes to improve student success.”

<b>Mesa Strategic Planning Priorities</b>	<b>Mesa College Goals for 2007-08</b>	<b>Lead Responsibility</b>
<p><b>9</b> Promote a dynamic professional climate.</p>	<p>Strengthen human resource processes including:                      Refinement of selection process for all staff.                      Enhancement of the college’s organizational structure.                      Continuing to increase the number of fulltime faculty and staff positions                      Informed awareness of the organizational, faculty and staffing needs of the college.                      Informed awareness about workforce diversity in all areas.                      Provide ongoing professional development activities for all employees.</p>	<p>Vice President, Instruction                       Vice President, Student Services</p>

**IV. EMPHASIZING INSTRUCTIONAL SUPPORT/STUDENT SUCCESS**

**Mission Statement:** “The College is committed to providing education and services that promote access, retention, and student success.”

<b>Mesa Strategic Planning Priorities</b>	<b>Mesa College Goals for 2007-08</b>	<b>Lead Responsibility</b>
<p style="text-align: center;"><b>10</b></p> <p>Promote innovative instructional methods.</p>	<p>Establish programs directed at:                      New pedagogies                      Innovative technological applications                      A variety of student learning styles</p>	<p>Vice President, Instruction</p>
<p style="text-align: center;"><b>11</b></p> <p>Enhance credit and non-credit linkages across the district</p>	<p>Identify individual non-credit disciplines with direct relevance to credit programs.                      Establish non-credit to credit articulation agreements</p>	<p>Vice President, Instruction</p>
<p style="text-align: center;"><b>12</b></p> <p>Strengthen student learning objectives in academic programs and student support services.</p>	<p>Construct and assess student learning outcomes for:                      Degree, program, and course level                      Student support services</p>	<p>Vice President, Instruction</p>