



# San Diego Mesa College

## KEY FINDINGS

2013-19 Education Master Plan





Now in its 51st year, San Diego Mesa College is at a pivotal point in its development as a community college. After many challenging years during the great recession, we are showing signs of recovery.

With an increasingly diverse student population, a focus on 'personalized' student access, success and equity, and a state-of-the art campus environment made possible by the voters of San Diego, the timing is right to put into place plans that meet the demands that come with being a regional leader in higher education.

Mesa College is pleased to share our proactive Education Master Plan that meets future challenges in the ever-evolving higher educational landscape, and at the same time address each and every student's need to fulfill their personal educational goals.

An outcome of the Education Master Plan is our Strategic Directions and Goals, which will help us "write the script" for future growth on the college's 104-acre campus. It establishes a vision for growth and addresses critical resource allocation questions for both the near- and long-term.

- How do we build and best sustain our comprehensive community college mission?
- How do we assure student access, success and equity?
- How can we foster a vibrant student life, innovative teaching, and professional growth for those that work here?
- How do we build a sense of community and advance a dynamic environment of teaching and learning?

The strategic directions provide a prescription to answer these questions and many more. It takes the best qualities that already exist on our campus and enhances them. Above all, this document establishes a sense of place for those who work and teach here, and for the students whose chosen path to a successful future is San Diego Mesa College.

Pamela T. Luster, Ed.D.  
President, San Diego Mesa College



# College



# RESPONDING TO A GROWING & CHANGING WORKFORCE

**Population:** The San Diego city population is projected to change markedly between 2010 and 2050, with significant demographic shifts occurring in terms of age and ethnicity. The population of older adults (age 50 and over) is expected to increase substantially, as are Latino and Asian populations.

**Job Growth:** The San Diego economy has shown gradual improvement in the years following the Great Recession

(2007-2009). Following a national trend, the county's unemployment rate decreased from 10.9% in 2010 and 2011 to 7.8% in 2013. Jobs in the county are expected to grow at an average of 19% by the end of the decade.

Between 2010 and 2020, significant job growth is projected in the Arts, Entertainment, and Recreation; Professional, Technical and Scientific Services; and Accommodation and Food Services

industry areas. Among the fastest-growing occupations in San Diego County are veterinary technicians, meeting, convention, and event planners, market research analysts and specialists, fitness instructors, and database administrators.

Mesa College offers academic programs leading to degrees, certificates and transfer to four-year programs in each of these areas.

## KEY FINDINGS

*As with all major pursuits at San Diego Mesa College, the campus embarked on the creation of a new Educational Master plan with college-wide and community involvement. This plan culminates more than a year of research and preparation, and sets the course for Mesa College as it begins its next 50 years. Here's what we learned about the pulse of Mesa College from more than 48 focus groups and our community constituents.*

## From the Environmental Scan...

Situated in the geographic heart of San Diego, Mesa College enrolls approximately 25,000 students each semester, the majority of which are residents of the City of San Diego. The Mesa College service area is comprised of the following communities: Clairemont, La Jolla, Mission Bay, Mission Valley, Pacific Beach, Old Town, Navajo, Grantville, Serra Mesa, and Tierrasanta.

- Historically, Mesa College drew most of its students from within its service area. But that's changing. By Fall 2012, about one in three students came from outside of the SDCCD service area.
- Since Fall 2012, approximately 11% of Mesa College students are the first in their family to attend college.



- With 12th grade enrollment expected to remain flat in San Diego County for the foreseeable future, the number of high school graduates entering the college is not expected to change dramatically over the next several years.

## From the Internal Scan...

### ► Enrollment and Full-Time Equivalent Students

During the era marked by the Great Recession (2007-2009), Mesa College saw a 9% increase in unduplicated student head count and enrollment.

### ► Mesa College Student Characteristics

- Most students resemble the "traditional college student," i.e., young adults (18 to 24 years), enrolled full-time, mostly in daytime classes, who identify transfer as their educational objective.
- The number of "non-traditional" college students is growing. One in four say they are the first in their family to attend college; and about 60 percent place into "basic skills" writing and math courses.
- Mesa's student population at Fall 2012 largely mirrors the ethnic diversity of the greater San Diego region, with Latino students comprising 30% of the student population.

### ► College Progress on Core Institutional Effectiveness Indicators

- College-wide, course success rates have increased by 3% over the past five years and persistence rates have increased by roughly 10%.



### ► The Vision for Mesa: Perspectives from College Stakeholders

Employee and student recommendations centered on the following:

- Maintain a comprehensive community college mission
- Foster innovation across the college
- Enhance partnerships with community and industry
- Cultivate an inclusive, learning centered environment
- Strengthen communication strategies
- Provide a collaborative learning environment for students
- Build a stronger internal sense of community
- Advance the college's reputation for excellence
- Streamline the ways in which we do our work

## From the External Scans...

### ► From the community forum:

Maintaining course offerings for the community should be a priority for the college. Neighbors want to know more about campus events, performing arts, athletics, want to see more of Mesa in the community, and want more communication from the campus.

### ► From the career technical forum:

Among the recommendations from 20 regional industry professionals was the development of bachelor's degrees for career technical areas.





## IMPLICATIONS FOR ACTIONS

*Results of the educational master plan research indicate that the mission of transfer and career technical education continues to be the primary focus for the college, followed by support for a strong basic skills curriculum and opportunities for lifelong learning and growth. Other implications for action include:*



- The results of the external scan revealed potential for growth in specific college programs, as well as a general pattern of growth and economic recovery for the San Diego region.
- Population projections for San Diego County point toward significant growth in the region's Latino, Asian, and older adult populations, and softening high school senior enrollment.
- The college is drawing a larger portion of its enrollment from communities in the central and southern areas of San Diego County.
- The college has made significant progress in key college-wide goal areas related to student progress and achievement over the past five years.
- Insights from students and employees provide a variety of thoughts and suggestions for the college's future, both operationally and in terms of outcomes for Mesa students.

- Community and industry partners shared their vision for the future of the college by providing specific feedback on Mesa College degree programs, course offerings, workforce preparation activities, and campus and community events.
- New strategic directions, goals, and objectives were developed and informed by the results of the external scan, internal scan, student and employee interviews and focus groups, and feedback from the community and career technical forums.



### VISION

San Diego Mesa College shall be a key force in our community to educate our students to shape the future.

### VALUES

- |                       |                |
|-----------------------|----------------|
| Access                | Integrity      |
| Accountability        | Respect        |
| Diversity             | Scholarship    |
| Equity                | Sustainability |
| Excellence            |                |
| Freedom of Expression |                |

### COLLEGE MISSION

San Diego Mesa College empowers our diverse student body to reach their educational goals and shape the future. As a comprehensive community college committed to access and success, we promote student learning and achievement leading to degrees and certificates in support of transfer education and workforce training, and lifelong learning opportunities. Faculty and staff collaborate with our students to foster scholarship, leadership, and responsibility to effect positive change within our community.

### STRATEGIC DIRECTIONS AND GOALS

Six strategic directions and corresponding goals provide a framework for ongoing college planning. (See back page.)

# STRATEGIC DIRECTIONS AND GOALS

*The San Diego Mesa College Strategic Directions\* provide a framework for planning and goal setting, for assessing overall institutional health and progress, and for establishing resource priorities.*

## **Strategic Direction 1:** *Deliver, advance, and support an inclusive teaching and learning environment that enables all students to achieve their educational goals.*

- Goal 1.1: Advance and sustain delivery of courses, programs, degrees, and certificates in support of the comprehensive community college mission
- Goal 1.2: Assure access to quality education for all students
- Goal 1.3: Provide instruction in support of the needs of the College's diverse student population
- Goal 1.4: Advance practices in support of student success
- Goal 1.5: Assess, analyze, and act upon the college-wide, research and data-informed Student Equity Plan to assure access and success for the College's diverse student population
- Goal 1.6: Allocate appropriate resources to deliver upon these commitments

## **Strategic Direction 2:** *Build and sustain a sense of community that extends across campus and constituencies, nurturing collaboration, learning, growth, and diversity.*

- Goal 2.1: Provide opportunities for faculty, staff, and students to interact outside of the classroom or workspace
- Goal 2.2: Support opportunities for interdisciplinary collaboration and collaboration between Student

Services and Instruction to better serve students

- Goal 2.3: Support opportunities for faculty, staff, and students to grow in their understanding of cultural competency as they build their stronger sense of community
- Goal 2.4: Improve communication across the college, including accessibility, organization, and content of the college website
- Goal 2.5: Assure participatory governance committee structure and transparency in decision making

## **Strategic Direction 3:** *Build and sustain pathways in support of the comprehensive community college mission.*

- Goal 3.1: Collaborate with Continuing Education, K-12, and area universities to create and sustain a seamless pathway into, through, and beyond San Diego Mesa College
- Goal 3.2: Collaborate with local industries to build relationships and assure consistency with workforce needs
- Goal 3.3: Collaborate with area organizations and businesses to build internship opportunities aligned with student educational goals

## **Strategic Direction 4:** *Support innovation in our practices.*

- Goal 4.1: Support new teaching strategies, applied learning experiences, and engagement techniques in support of student-centered learning
- Goal 4.2: Advance new technology applications in the classroom and on campus
- Goal 4.3: Modernize and integrate college information systems

- Goal 4.4: Integrate, clarify, and refine processes and decision making existing within the District-College interface to create greater efficiencies and effectiveness

## **Strategic Direction 5:** *Support personal growth and professional development of our employees.*

- Goal 5.1: Build a culture of professional development and personal growth that empowers employees to set and achieve their professional goals
- Goal 5.2: Promote professional development in teaching and learning, using technology to advance student learning, and developing engagement strategies to enhance student learning

## **Strategic Direction 6:** *Serve as stewards of our resources and advance effective practices in support of accountability.*

- Goal 6.1: Provide sustainability in terms of our facilities, technology, human resources, and fiscal resources
- Goal 6.2: Advance assessment of student learning at the course, program, service area, and institutional levels
- Goal 6.3: Assure external accountability requirements are met

\*Emerging from Current Educational Master Plan Internal and External Scans and Focus Groups May 20, 2014. Approved by Mesa College President's Cabinet, May 20, 2014.

The entire San Diego Mesa College Education Master Plan can be viewed at [www.sdmesa.edu/institutional-effectiveness](http://www.sdmesa.edu/institutional-effectiveness).

SAN DIEGO  
MESA COLLEGE



Pamela T. Luster, Ed.D., President

Office of Institutional Effectiveness  
Madeleine Hinkes, Ph.D., Acting Dean, Brianna Hays, Campus-Based Researcher

San Diego Community College District Board of Trustees: Mary Graham; Rich Grosch; Bernie Rhinerson; Maria Nieto Senour, Ph.D.; Peter Zschesche; Constance M. Carroll, Ph.D., Chancellor