



## Multi-Year Strategic Plan (2013-2016) | EXECUTIVE SUMMARY

“MESA helps find diverse, qualified individuals in STEM fields. Programs like MESA that motivate and excite students create momentum and excitement in STEM fields.”

— Yno Gonzalez, Senior Vice President, AT&T



# California MESA

## STEM ACHIEVEMENT FOR ALL STUDENTS

MESA is one of the most successful science, technology, engineering and math (STEM) programs in California, and is the model for programs in more than a dozen states. For 43 years, MESA has provided academic support and preparation for tens of thousands of educationally and economically disadvantaged students, equipping them to excel in STEM fields. MESA seeks to empower participants to achieve academic excellence, thereby increasing their chances for success in college, career and community life.

By helping these students and their families to realize their highest potential, MESA enlists the diverse resources of California's educational institutions, industry and other partners.

## MESA PROGRAM COMPONENTS

**The MESA Schools Program (MSP)** supports pre-college students throughout the state to excel in math and science and advance to higher education.

**The MESA Community College Program (MCCP)** gives academic assistance to STEM majors in community college, so they can transfer to four-year institutions.

**The MESA Engineering Program (MEP)** supports students at major California universities in attaining degrees in engineering and computer science.

*Together, these components provide an academic continuum that includes:*

- Standards-based mathematics and science curricula
- Individualized academic planning
- Study skills training
- Peer group learning and class clustering
- Exposure to college and career opportunities
- Parent- and family-involvement strategies
- Professional development
- Personal and social skills enhancement
- Transfer assistance
- Orientation services

## PLAN OVERVIEW

MESA, with its stakeholders, developed this multi-year strategic plan in response to a changing environment and a collective desire to sustain and expand the program's impact on California's students and workforce. Demand for MESA services is increasing exponentially with the emerging need for many more STEM graduates in our state workforce. At the same time, MESA must secure adequate resources to respond to these growing needs. The MESA Multi-Year Strategic Plan describes the strategies and actions MESA will undertake to meet these demands.

- Creating new program structures to better serve MESA's core constituencies (students, educators and corporate and government partners)
- Addressing the statewide workforce demand for qualified STEM professionals
- Charting growth and sustainability pathways supported by all education sectors in California
- Designing leadership and management structures and operations best suited to sustain future program success

Achievement of MESA's goals will require judicious application of existing human and financial resources, purposeful collaboration and extensive new private support to advance new initiatives.

## PLANNING STRATEGY

The strategic planning process brought MESA stakeholders throughout California together to respond to present challenges and shape the MESA program of the future.

Participants included institutional partners that support MESA's growth and development — the University of California (UC), California State University (CSU), California Community Colleges (CCC), the Association of Independent CA Colleges and Universities (AICCU), and the California Department of Education (CDE) — as well as students and families, the current advisory board, industry stakeholders and others.

Support from the S.D. Bechtel, Jr. Foundation and the Glen Price Group, and guidance from a core planning team made the process possible. MESA elicited input through different avenues, including a quantitative survey, qualitative interviews and planning workshops. The outcome has been the articulation of a shared vision and strategic framework for California MESA's future success.

STRATEGIC PRIORITY AREAS	THREE - YEAR STRATEGIC GOALS
1. MESA Overall Program	Align, consolidate and expand the California MESA program to increase the number of program graduates through seamless and cohesive inter-segmental collaboration.
2. MESA Intersegmental Oversight and Leadership	Provide intersegmental strategic leadership and guidance to CA MESA in defining and implementing its operations, resource generation and research/evaluation agendas in a manner consistent with its vision, purpose and strategic goals.
3. MESA Industry Advisory Council	Provide critical industry advice and linkages that facilitate state, regional and local industry partnerships in support of MESA student outcomes.
4. MESA Management Operations and Implementation at state, regional and local levels	<p><i>Statewide Office:</i> Provide effective management and guidance in support of successful operations and implementation.</p> <p>Focus Area A: Strengthen statewide office internal capacity.</p> <p>Focus Area B: Enhance the successful implementation of the CA MESA program.</p> <p>Focus Area C: Position MESA as the premier STEM program in the state and the nation.</p>
5. MESA Resource Generation	<p><i>Statewide Office:</i> Create the basis for CA MESA capacity and program development, through sustainable and diversified financial growth.</p> <p><i>Centers and Regional Alliances:</i> Increase Center/Regional level service delivery through local and regional resource development.</p>

# Plan Goals 2013/16

## 1 **More MESA Graduates** | *Strategic Priority Area I: Overall Program Enhancements*

Increase the number of program graduates through a strong intersegmental effort to consolidate and expand the California MESA program.

*Objectives to help achieve this priority goal include:*

- Reaffirm and standardize program eligibility criteria and identify the highest-priority student constituencies for outreach and enrollment (Objective I.A.1)
- Improve program participation rates as STEM students move among education segments along the MESA pathway (Objective I.A.4)
- Make the program's centralized database system operational to allow for improved collection of MESA student data and to track student progress over time (Objective I.A.5)
- Create formal strategic collaborations and partnerships with different STEM programs and other potential partners at campus, regional and statewide levels

## 2 **Strong Leadership & Oversight** | *Strategic Priority Area II: Intersegmental Oversight and Leadership*

Provide intersegmental strategic leadership and guidance to MESA in defining and implementing its operations, resource generation and research/evaluation agendas in a manner consistent with program vision, purpose and strategic goals.

*Objectives to help achieve this priority goal include:*

- Establish and implement an appropriate new structure for intersegmental leadership and collaboration (Objective II.A.1)
- Monitor quality and efficacy of MESA operations, resource generation and research/evaluation (Objective II.A.3)

## 3 **Industry Alliances** | *Strategic Priority Area III: Industry Advisory Council*

Provide critical industry advice and connections to expand or create state, regional and local industry partnerships that support MESA's goals. Redefine and put into operation an industry advisory council, increase the council's funding and development capacities, ensure that the council promotes and advocates for MESA, and carry out annual council development planning and oversight for sustained improvement.

*Objectives to help achieve this priority goal include:*

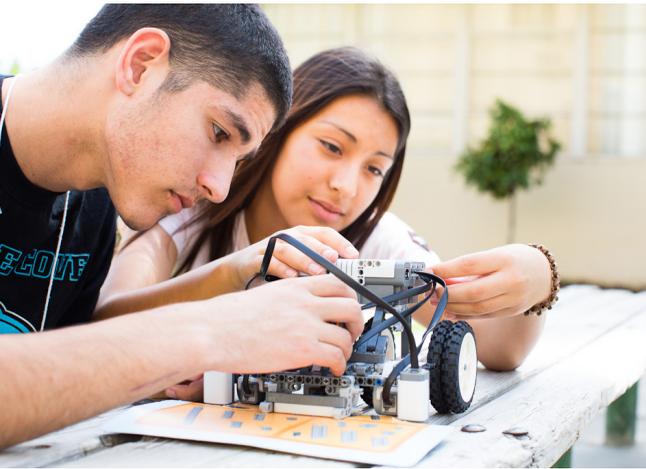
- Revisit and redefine the purpose and structure of an industry advisory council, with an emphasis on industry-MESA partnerships at the state, regional and local levels (Objective III.A.1)
- Train and orient all council members to roles and responsibilities (Objective III.A.4)
- Broaden council networks to increase funding/resource development opportunities that align with MESA priorities (Objective III.B.1)
- Identify and develop advocacy activities for council involvement (Objective III.C.1)
- Develop annual council performance goals/objectives and carry out annual council performance review (Objective III.E.1)

## 4 An Effective Core Network | *Strategic Priority Area IV: Management Operations and Implementation at State, Regional and Local Levels*

Strengthen MESA operations through internal capacity-building, establish and implement productive national and statewide partnerships, develop MESA advocates from across stakeholder communities, develop and maintain an effective database system, improve intersegmental collaboration, strengthen and expand the Regional Alliance model, research and document MESA, provide professional growth opportunities for staff, expand online access to the program, and document/disseminate the return-on-investment of MESA to education, industry and policy partners.

*Objectives to help achieve this priority goal include:*

- Redesign and implement a statewide office staffing structure across the program's central-operations domains in support of the successful implementation of the strategic plan (Objective IV.A.1)
- Identify and establish more professional development opportunities for MESA office staff across the program's central-operations domains using internal and external resources (Objective IV.A.2)
- Develop and apply a framework for successful MESA partnerships (Objective IV.B.1)
- Identify and pursue mutually advantageous statewide and national collaborations/partnerships (Objective IV.B.2)



“MESA director Jun Wang pushed me to do scholarship that led to connecting with NASA... he’s a shining star and a silent hero in my life. Because of him, I’m where I am now.”

— **Justin Bautista**, MESA alum, now an electrical engineering senior at UC Riverside with a work-study position at NASA

# Plan Goals 2013/16

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- Conduct MESA-initiated activities to raise the program's state and national profile in STEM policy development (Objective IV.C.1)
  - Explore the potential role of MESA as a national STEM leader in helping to establish MESA programs in other states (Objective IV.C.2)
  - Enlist high-profile stakeholders who can speak in support of the program (Objective IV.D.1)
  - Update database system to 2.0; integrate data from all segments and relevant external sources with MESA's statewide database (Objective IV.E.1, 2)
  - Improve the links that align the three program components into a more effective whole (Objective IV.F.1)
  - Support the capacity of all education segments to conduct timely and relevant program research and evaluation (Objective IV.H.1)
  - Expand the MESA "staff only" website to streamline internal operations (IV.J.1)
  - Use online tools to reach communities that don't have easy access to a MESA center (IV.J.2)
  - Develop and implement a communications plan that promotes MESA's successes to key partners and supports the program's advancement (Objective IV.K.1)
  - Promote MESA's new strategic direction through a rebranding campaign (Objective IV.K.2)



## Solvency and Sustainability | *Strategic Priority Area V: Resource Generation*

Stabilize and sustain the future of MESA through diversified funding sources, for financial health and growth. Provide development support to MESA Centers and Regional Alliances to improve local fund-raising outcomes. Establish the statewide office as a leader in state and national resource development efforts.

*Objectives to help achieve this priority goal include:*

- Define targets for multiple types of funding sources and generate a resource development plan (Objective V.A.1)
- Establish an annual budget and tracking system to serve as a framework for planning (Objective V.A.3)
- Provide development training to centers and Regional Alliances (Objective V.B.1)
- Develop a national MESA strategy for resource development (Objective V.C.1)
- Link program components and centers with a central resource-development database (Objective V.D.1)
- Recruit and hire regional development coordinators to support regional resource development (Objective V.D.3)

## CONCLUSION

The MESA Multi-Year Strategic Plan highlights the strengths of California's STEM preparation program, laying the groundwork for continued success and service to the state. The plans, goals and objectives, and the strategies to implement them, rely on many external factors, including the policy and funding environment, state and national priorities and the interests of industry partners. MESA will continue to review and update its plan in light of external events and trends.



“MESA is an opening to a bigger world that not every young person has at his/her disposal. MESA is literally opening a world of opportunity for each student that participates.”

— **Martha Guzman-Aceves**, MESA alum, now serving as Deputy Legislative Secretary for Environment, Energy, Water and Agriculture to California Governor Jerry Brown



## **MESA: A California Program for Mathematics, Engineering and Science Achievement**

The MESA program helps California students excel in STEM academic pathways, from elementary to graduate school. MESA seeks to bolster California's leading position in the realms of research, industry and service.

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*The MESA program is administered jointly by the following educational institutions and organizations:*

Association of Independent California Colleges and Universities (AICCU) **aiccu.edu**

California Community Colleges (CCC) **cccco.edu**

California Department of Education (CDE) **cde.ca.gov**

California State University (CSU) **calstate.edu**

University of California (UC) **universityofcalifornia.edu**