

Vision Statement

McLennan Community College's rich tradition of excellence and innovation reflects its commitment to national leadership in:

- *Student learning and success through faculty excellence, innovative instructional methodologies, and classroom technology;*
- *Access to educational opportunities at the 2-year level and beyond via strategic enrollment management and partnerships with 4-year institutions;*
- *Efficient and responsible use of resources through a commitment to ethical oversight, sustainability, and environmental stewardship;*
- *Data-driven decision making via the utilization of valid and reliable data; and*
- *Community enrichment through partnerships, program development, community service, and continuing education opportunities.*

Mission Statement

McLennan Community College exists to provide open admission access to outstanding educational opportunities for a diverse student population. The college accomplishes this by providing workforce and transfer programs, student services, and continuing education that enrich the community. The college engages and strengthens its community through strong leadership, sustainability efforts, best practices, community service, and integrity.

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McLennan Community College provides access to excellent workforce and transfer programs, student services, and continuing education that promotes student success including proficiency in identified student learning outcomes, successful course completion, graduation, employment, and transfer to a senior institution. The college engages and strengthens its community through successful educational attainment, strong leadership, sustainability efforts, best practices, community service, and integrity.

Core Values

All choices, decisions and actions of McLennan Community College and the individuals associated with it arise from and are consistent with the following core values.

1. **Excellence** requires a commitment to allocating the time, effort, and resources to ensure superior achievement.
2. **Integrity** is exhibited through principled leadership that continues to earn the public's trust and to achieve the highest levels of honesty and ethical behavior.
3. **Innovation** is to promote and affirm the spirit of invention and creativity.
4. **Inclusion** assures opportunity for accessible education to diverse learners by addressing financial, environmental, social, and academic barriers.
5. **Stewardship, Sustainability, and Accountability** requires an efficient and effective use of human, physical, and financial assets. Allocation of these resources is based on the commitment to the efficient and effective use of the environment.
6. **Collaboration** is essential in partnering to develop educational, technical, industrial, and cultural support to improve the quality of life in the community.

Strategic Goals and Objectives

Educational Services

Goal 1: Promote student educational opportunities and meet community needs through enrollment growth and retention while maintaining excellent programs and services.

Objectives:

- 1.1 Continue enrollment growth.
- 1.2 Increase retention rates for all students.
- 1.3 Improve and simplify student services.

- 1.4 Increase student awareness of programs, services, policies, and campus events.
- 1.5 Promote and strengthen partnerships and collaboration with area high schools.
- 1.6 Promote outreach, recruitment, and retention efforts for ethnically and economically diverse groups throughout the community.

Key Performance Indicators:

Achieve 3% enrollment growth per year for fall and spring semesters.

Achieve 2% enrollment growth per year for summer semesters.

Maintain the percent of Anglo, African American, and Hispanic students within 5% of proportions associated with MCC's service area.

Retain 80% of students from fall to spring by end of 5-year plan.

Increase percentage of local-area high school graduates attending MCC during the fall semester following graduation from 29% to 40% by the end of the 5-year plan.

Increase fall-to-spring retention rates among recent local-area high school graduates attending MCC from 85% to 90%.

Increase the number of students receiving Pell grants by 5% per year throughout the 5-year Plan.

Goal 2: Promote academic excellence and a culture of integrity.

Objectives:

- 2.1 Improve the quality of distance learning, transfer offerings, workforce programs and degrees, general education degrees, and dual credit courses.
- 2.2 Promote excellent academic achievement through quality instruction and a strong network of support services.
- 2.3 Support faculty in the fulfillment of their charge to communicate their knowledge and expertise in a challenging and engaging style.
- 2.4 Increase the percentage of students, who within a year of completing a program, certificate, or degree, obtain a related job or pursue additional higher education.
- 2.5 Encourage students, faculty, and staff to be accountable to the College's commitment to academic honesty.

Key Performance Indicators:

Decrease course attrition rates among online courses by 10% by the end of the 5-year Plan.

Ensure at least 80% of students demonstrate competence for each student learning outcome within a given program.

Increase percentage of graduates who enroll in educational institutions or are employed by 2% by the end of the 5-year plan.

Maintain a 90% or higher placement rate for all workforce education programs.

Increase the number of developmental students who meet remedial obligations within 2 years by 10% by the end of the 5-year plan.

Increase Community College Survey of Student Engagement (CCSSE) scores for active and collaborative learning significantly above MCC's comparison group.

Increase CCSSE scores for student effort significantly above MCC's comparison group.

Increase CCSSE scores for academic challenge significantly above MCC's comparison group.

Increase CCSSE scores for student-faculty interaction significantly above MCC's comparison group.

Ensure at least 60% of course sections are taught by full-time faculty.

Goal 3: Expand University Center initiative to increase access to educational opportunities.**Objectives:**

3.1 Increase awareness of the University Center and its partners.

3.2 Continue to strategically grow and develop 4-year and beyond degree opportunities.

3.3 Improve access to campus services and facilities for University Center Students.

Key Performance Indicators:

Increase enrollment in University Center programs from approximately 900 to 2,000 or more by the end of the 5-year plan.

Increase the percentage of students who transfer to a senior institution from 21% to 30% by the end of the 5-year plan.

Personnel Development

Goal 4: Promote excellence and integrity among all faculty, administrators, professional and support staff.

Objectives:

- 4.1 Promote teaching excellence.
- 4.2 Promote communication and cooperation within and across all campus areas.
- 4.3 Promote high quality service to all constituents.
- 4.4 Increase professional development opportunities.
- 4.5 Effectively supervise staff and faculty.
- 4.6 Effectively manage programs and services.
- 4.7 Promote communication between administration and the Board of Trustees, regional, state, and local advisory boards and councils.
- 4.8 Promote an environment of ethical responsibility and personal accountability.

Key Performance Indicators:

Increase the number of employees participating in training and professional development activities by 10% per year.

Conduct annual evaluation of all staff and administrators.

Ensure at least 85% of students participating in annual satisfaction survey will rate the quality of education as good or excellent.

Ensure satisfaction ratings of 75% or higher for all administrative and support services.

Educational Environment

Goal 5: Enhance and sustain resources to support the college's mission.

Objectives:

- 5.1 Provide and develop personnel services to promote educational, physical, cultural and intellectual growth among MCC employees.
- 5.2 Develop financial resources and opportunities via the MCC Foundation, outside granting agencies, local donors, and other avenues to meet current and future needs.

- 5.3 Promote innovative leadership that demonstrates a commitment to environmental awareness and sustainability.
- 5.4 Expand technological accessibility for students, faculty, staff, and community.
- 5.5 Promote innovative methods in facilities management that ensures functionality, aesthetics, and safety.

Key Performance Indicators:

Increase the College's fund balance by 5% per year.

Increase the percent of employees participating in wellness by 5% per year.

Equip all classrooms with instructional technology by the end of the 5-year plan.

Increase student access to computers, the Internet, and learning resources as measured by CCSSE and the annual institutional student satisfaction survey.

Goal 6: Enrich community life through artistic and cultural activities, entertainment offerings, athletic events, community service, and other opportunities.

Objectives:

- 6.1 Promote college-sponsored cultural, athletic, and entertainment events.
- 6.2 Promote service opportunities to address community needs and provide avenues for student engagement and learning.
- 6.3 Promote opportunities for information exchanges between international students and local students.
- 6.4 Promote opportunities for continuing education in a wide range of avocational and vocational areas.

Key Performance Indicators:

Increase attendance by students, faculty, and staff at college-sponsored cultural, athletic, and entertainment events by 10% within five years.

Host/sponsor at least 10 community service projects each year throughout the 5-year plan.

Increase international student enrollment from approximately 45 to 150 by the end of the 5-year plan.

Increase CE enrollment by at least 5% per year throughout the 5-year plan.

Goal 7: Build and sustain partnerships with health and social service entities, cultural institutions, businesses, industries, and other institutions of learning to enhance access to educational opportunities.

Objectives:

- 7.1 Strengthen partnerships with leaders in the health industry to meet the local need for qualified health care professionals.
- 7.2 Strengthen partnerships with leaders in the emergency services industries to meet the local need for qualified emergency services professionals.
- 7.3 Strengthen partnerships with leaders in business (e.g., accounting, computer information systems, office occupations, real estate, etc.) to meet the local need for business professionals.
- 7.4 Strengthen partnerships with leaders in human services (e.g., child development, cosmetology, long-term care administration, interpreter training, etc.) to meet the local need for qualified human service professionals.
- 7.5 Increase and strengthen community businesses via contract training and other educational opportunities.
- 7.6 Promote development of entrepreneurial opportunities for small businesses within the College's service area.
- 7.7 Promote partnerships with local area colleges and universities.

Key Performance Indicators:

Increase the number of registered nursing graduates from MCC by 30% by the end of the 5-year plan.

Increase the number of graduates in health sciences other than nursing by 20% by the end of the 5-year plan.

Increase the number of emergency services graduates from MCC by 25% by the end of the 5-year plan.

Increase the number of human services graduates from MCC by 25% by the end of the 5-year plan.

Increase the number of businesses served by the MCC Small Business Development Center by 25% by the end of the 5-year plan.

Increase the number of contract training hours provided to businesses by 25% by the end of the 5-year plan.