MCLENNAN COMMUNITY COLLEGE

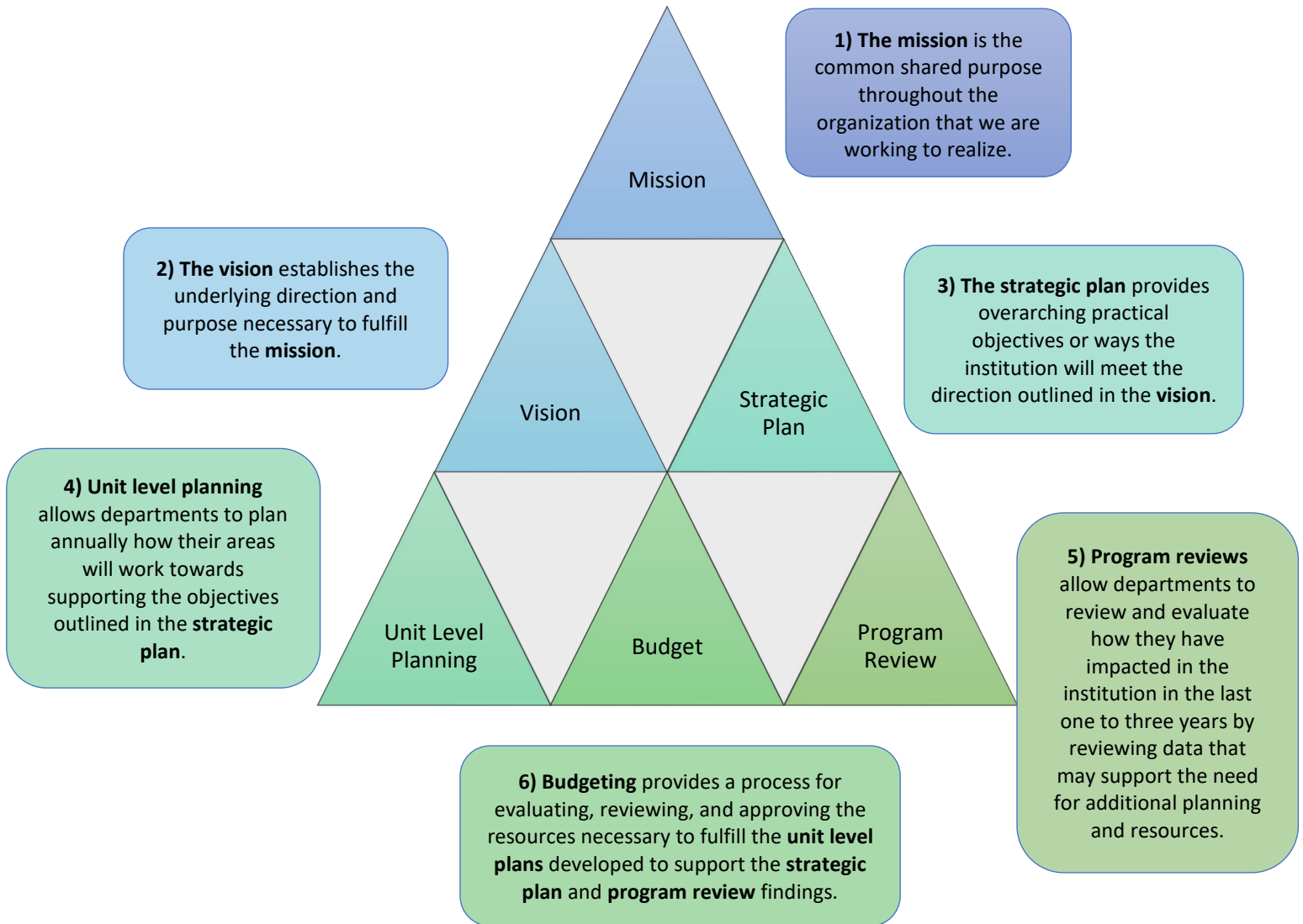CAMPUS PLANNING AND ASSESSMENT
ROADMAP

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McLennan Community College

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CURRENT INSTITUTIONAL PLANNING AND ASSESSMENT

Within Institutional Planning and Assessment at MCC, there are six key processes that work together in support of our College: Mission, Vision, Strategic Plan, Unit Level Planning, Budgeting, and Program Review.

Mission

1) The mission is the common shared purpose throughout the organization that we are working to realize.

2) The vision establishes the underlying direction and purpose necessary to fulfill the **mission**.

Vision

Strategic Plan

3) The strategic plan provides overarching practical objectives or ways the institution will meet the direction outlined in the **vision**.

4) Unit level planning allows departments to plan annually how their areas will work towards supporting the objectives outlined in the **strategic plan**.

Unit Level Planning

Budget

Program Review

5) Program reviews allow departments to review and evaluate how they have impacted in the institution in the last one to three years by reviewing data that may support the need for additional planning and resources.

6) Budgeting provides a process for evaluating, reviewing, and approving the resources necessary to fulfill the **unit level plans** developed to support the **strategic plan** and **program review** findings.

Within the Planning Pyramid are three supporting chambers that enhance the planning and assessment process at MCC.

- The **Core Values** remind the organization to be mindful of the effect our actions have on our students, colleagues, and community.
- **Assessing College Effectiveness (ACE)/Student Learning Outcomes (SLO)** is a college-wide and ongoing effort to improve our overall instructional practices to best meet our commitment to our students in providing a high-quality education.
- Non-instructional areas may have various **Key Performance Indicators (KPIs)** they work towards for their internal goal and process improvements that help administrative unites provide high-quality services and experiences.
- **External Agencies**, such as the Texas Higher Education Coordinating Board, Department of Education, Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), and numerous program specific agencies, may both influence and support some departmental objectives that, in turn, have influence on multiple aspects of the institution.
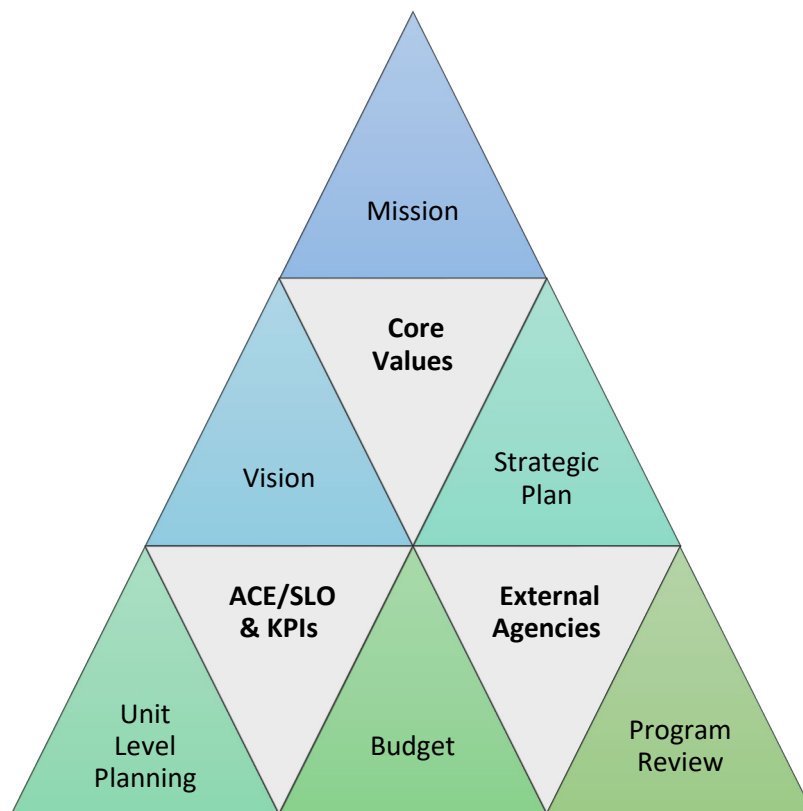
If you remove any one of the six main processes[1], the entire planning pyramid will collapse, leading to institutional distress. The three inner chambers[2] provide additional support and

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[1] Mission, Vision, Strategic Plan, Unit Level Planning, Budgeting, and Program Review
[2] Core Values, ACE/SLO, and External Agencies

guidance to the planning pyramid, and each, if removed, will lead to instability within the planning process. However, when all nine areas[1 & 2] work together, they form a foundationally sound planning and assessment system of interrelated processes.

INSTITUTIONAL PLANNING AND ASSESSMENT REVISION

Main Objective

Revamp Institutional Planning and Assessment at McLennan Community College within a two to three-year plan.

GOAL

The previous section outlined the six key processes and the three supporting chambers that create the institutional planning pyramid. However, many departments view the process and chambers as a hassle or a required "checkbox", creating a disjointed and unsupported campus planning process/system. The issue is not the process or the systems in place, rather it is a lack of understanding the functional integration of those processes. How these processes support each other and how to effectively use them in decision making.

The Office of Institutional Research and Effectiveness aims to change the understanding and trajectory of institutional planning.

To effectively change the understanding and trajectory of institutional planning, the Office of Institutional Research and Effectiveness plans to:

- Revise Vision 2030 with Board, Leadership, and institutional feedback and input

- Gain institutional input and support in the 2025-2030 Strategic Plan

- Educate departments how to effectively and efficiently utilize:
  - Unit Level Planning
  - Program Review
  - ACE/SLO

- Work with budget heads to strengthen the planning process to better support institutional budgeting and budget planning/revisions

- Seek continual input and feedback from the Board, Leadership, employees, and other stakeholders to revise procedures, as needed, to fit the overarching needs of the institution.

CENTRAL TO SUCCESS

Institutional planning and assessment are central to success for several reasons:

- Goal Achievement: Planning helps departments and employees set specific goals and objectives, and provides a roadmap to achieve these goals by outlining the necessary steps and resources required.

- Resource Optimization: Effective planning can help departments to appropriately identify and utilize resources optimally. It can help to prevent unnecessary resource consumption, duplication, and ensure resources are allocated where they are most needed.

- Efficiency and Productivity: Planning allows for the efficient allocation of resources such as time, money, and manpower. By identifying priorities, strategies and timelines, it can help streamline and maximize productivity.

- Decision Making: Planning provides a basis for informed decision-making. By evaluating different plans and options, while considering potential outcomes, it can support in making choices that best align with organizational priorities.

- Coordination and Collaboration: Planning facilitates coordination among team members and between departments. It ensures that everyone is working towards common objectives and encourages collaboration that supports innovation.

- Adaptability and Flexibility: While planning provides a structured approach, it also allows for adaptability. Plans can be adjusted as circumstances change or new information becomes available, enabling the institution to be proactive during evolving situations.

- Long-Term Sustainability: Planning encourages a focus on long-term sustainability rather than short-term gains. It allows departments to consider the broader impact of their actions and make decisions that support long-term viability and success for all.

VISION

A Vision articulates a future organizational plan, while also serving to provide direction and purpose in the present. A vision often reflects core values, guides strategic development, and informs decision-making. Additionally, a strong and well-developed vision can gather employees and other constituents around a common goal/purpose, fostering commitment and success.

However, many within the College are not aware Vision 2030 is in existence. In order to have an effective vision, all must share a common understanding of where the Board, Leadership, departments and employees see the institution in the coming years. We must, therefore, hear their voices and consider their thoughts prior to setting a trajectory for the College to follow.

STRATEGIC PLAN

A Strategic Plan provides additional detail and supporting metrics for how the vision of the organization will be realized. Strategic Plans should allow for all areas of an organization to see how they can support and work towards the common goals of the institution. By allowing departments and employees to have input in the strategic planning process, they not only understand where the College is heading, but how they will participate in the work to achieve their destination and goals.

UNIT LEVEL PLANNING

Each unit develops an annual plan that includes specific goals and strategies for the unit. It is recommended that the process be completed during a scheduled "planning" day at the beginning of each academic year with all members of the unit involved in the planning process.

PROGRAM REVIEW

The process ensures that the College conducts a systematic review each year of its educational programs. The review is comprehensive and includes areas such as student outcomes, program viability, and quality.

SACSCOC

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) requires institutions to establish clear and functional assessment of administrative and instructional departments.

- Standard 7.1: The institution engages in ongoing, comprehensive, and integrated research-based planning and evaluation processes that (a) focus on institutional quality and effectiveness and (b) incorporate a systematic review of institutional goals and outcomes consistent with its mission.
- Standard 7.3: The institution identifies expected outcomes of its administrative support services and demonstrates the extent to which the outcomes are achieved.

TIMELINE

It is imperative that all employees have input in the planning of the Vision and Strategic Plan, and understand the entire planning process. In doing this, employees will not only know where the organization is headed, but they also have ownership in the developed plans.

PHASE 1 – SPRING 2024

Listening Sessions

In Spring 2024, the Office of Institutional Research and Effectiveness will coordinate campus-wide employee listening sessions. The listening sessions will allow facilitators an opportunity to collect information from employees on topics such as where the institution is headed in the next five years and how they may see it getting to that destination.

These listening sessions will help to develop a revised institutional vision. A vision should articulate future organizational plans and serve to provide direction and purpose. However, the current Vision 2030 document was adopted in 2018 – prior to the 2020 global pandemic and overhaul of Texas Community College funding with the passing of House Bill 8 in 2023. Additionally, many within the organization are not aware Vision 2030 exists. In order to have an effective vision, we must understand where the Board, Leadership, departments and employees see the College in the coming years. We must hear their voices and consider their thoughts before setting a trajectory for the College to follow.

PHASE 2 – SUMMER 2024

Analysis
From feedback gathered in listening sessions, the Office of Institutional Research and Effectiveness will conduct analysis to identify common themes or direction the institution noted during Spring listening sessions. The common themes and directions will be shared with the Board of Trustees for additional feedback and input.

PHASE 3 – FALL 2024

Information Gathering
The Office of Institutional Research and Effectiveness will review the common themes and direction identified and gather additional input and feedback from institutional leaders and employees.

Analysis

From additional feedback gathered, the Office of Institutional Research and Effectiveness will work with the Leadership Team to finalize an overarching Institutional Vision to present to the Board of Trustees at the November 2024 Board Meeting.

PHASE 4 – SPRING 2025

Finalize Vision

By the January 2025 Board Meeting, the Office of Institutional Research and Effectiveness will have a finalized Vision for the Board of Trustees to review and provide feedback.

Strategic Planning

Once a final Vision is agreed upon, the Office of Institutional Research and Effectiveness will seek institutional support, input, and feedback in developing an institutional strategic plan for the 2025-2030 time period. Input will be solicited from departmental leaders and employees to ensure employee understanding, input, and buy-in to the planning process.

PHASE 5 – SUMMER 2025

Finalize Strategic Plan

During a Summer 2025 Board Meeting, the Office of Institutional Research and Effectiveness will present the Board of Trustees with a complete Vision that will guide the institution from September 1, 2025 to August 31, 2030. At the same time, a 2025-30 Strategic Plan with defined objectives, measure, and metrics will be presented for adoption.

PHASE 6 – FALL 2025

Implementation

September 1, 2025, the revised Vision and the 2025-30 Strategic Plan will officially begin.

Unit Level Planning Retraining

Beginning Fall 2025, the Office of Institutional Research and Effectiveness will schedule trainings with all Unit Level Planning users and retrain them on how to effectively and efficiently build departmental plans. The training will teach users to:

- Use the findings and results of the prior academic year's Unit Level Plan to conduct a review of their department
- Engage department members to create a collaborative and supported departmental plan
- Build a Unit Level Plan that shows clear direction and support of the Vision and Strategic Plan, while working to address strengths and challenges identified during the last year

In assisting and enabling them build stronger plans it will allow departments to not only illustrate how they support the plan, but will also provide them clear direction for the upcoming year.

PHASE 7 - SPRING 2026

Program Review Retraining

In Spring 2026, the Office of Institutional Research and Effectiveness will relaunch the program review process for all departments on campus. For decades academic units have been required to complete an annual program review process and more recently three-year in-depth program reviews. More recently, administrative units across campus were asked to complete an in-depth program review of their areas. This was met with hesitation as they were not aware of what should be included or trained on how to accurately access their departments for the program review process. Beginning in Spring 2026, the Office of Institutional Research and Effectiveness will:

- Implement a two-year program review process and cycle for all departments on campus, academic and administrative
- Educate departments on the importance of a program review and how it supports their Unit Level Plan and the institutional Strategic Plan
- Train users how to conduct their own program review and how to maintain their plan as part of their assessment annual cycle
- Train users how to present their Program Review to tell their departmental story

PHASE 8 – SUMMER 2026

By Summer of 2026 a new assessment process on campus will be fully trained and ready to implement!

Establish the Assessment Review Committee (ARC)

The Assessment Review Committee (ARC) will be a group of collaborative assessment leaders on campus who will assist in engaging departments and users in the College's Assessment Cycle. ARC will serve as a committee that will review and provide feedback on campus Unit Level Plans and Program Review progress.

FUTURE POSSIBILITIES

- Reimagine and redesign how the budget process integrates into the assessment and planning cycle