



VISION 2030

Focus on the Future

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Mission and Core Values

Our mission and core values reflect our commitment to serve our students, our community, and each other.

Our ultimate goal is the success of our students and McLennan Community College. Students are central to the mission of the College. We will always be mindful of the effect our actions have on our students, colleagues, and community. We will strive to build a community of people who love their work and seek to serve both students and each other.

Each employee of the college accepts responsibility to live out these values and beliefs in all interactions with students and with each other. Our relationships with others will reflect our commitment to respect, civility, and collegiality. We will support building bridges rather than barriers. We will have an attitude of service toward our students and our fellow employees. We will work to ensure our operations are efficient and effective.

MISSION STATEMENT

Our mission is to educate our students – improving their lives and enriching our community.

CORE VALUES

PEOPLE MATTER – We will be honest, humble, respectful, and gracious to our students and to each other. We best serve our students, colleagues, and community when we work as a team.

INCLUSIVENESS MATTERS – We will seek to appreciate and understand our students and each other, actively seeking different viewpoints. We will work to create a civil, welcoming environment where our diverse community of students and employees learn, teach, and work together.

INTEGRITY MATTERS – We will work with the highest level of integrity, taking responsibility for all of our actions. We will tell the truth and seek to be fair in our decision-making and actions.

COMMUNICATION MATTERS – We will be open, collegial, and courageous in our communications with students and with our colleagues. We will listen before we speak. We will communicate decisions and the reasons for them.

EXCELLENCE MATTERS – We will strive for excellence in all that we do. We will actively plan for the future, seeking new and innovative ways to accomplish our mission.

Planning at McLennan Community College

McLennan Community College (MCC) engages in ongoing, comprehensive, and integrated research-based planning and evaluation processes that focus on institutional quality and effectiveness and incorporates a systematic review of institutional goals and outcomes consistent with its mission “to educate our students--improving their lives and enriching our community.”

Academic Planning

MCC systematically assesses its educational programs in an effort to continuously improve student success in both its academic and technical/workforce programs. The courses in these programs are credit courses approved by the Texas Higher Education Coordinating Board (THECB) for transfer or are technical/workforce credit programs, such as Associate of Applied Science (AAS) degree or certificate programs.

The assessment of education programs at MCC is accomplished through: (1) the Annual Unit Level Planning Process, which establishes a foundation for the planning process linked to the Annual Assessment of College Effectiveness/Student Learning Outcomes (ACE/SLO) Process; and, (2) Annual Program Reviews. Throughout this connected process, MCC identifies expected outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of needing or achieving improvement based on analysis of the results.

Institutional budgetary support for assessment programs throughout MCC is strong as evidenced by performance indicator findings in the College's three-year strategic plan, 2019-2022. Planning proceeds the annual budgetary process and the budget is guided by that planning and evaluative process.

Administrative Planning

While departments and offices within administrative support services use different tools (from spreadsheets to database management systems, such as Microsoft Access) to track progress in meeting weekly, monthly, semester, and annual goals, all are expected to commit to and engage with continuous improvement based on setting goals, gathering data, analyzing results, and learning from successes and failures. The expected outcome in all administrative and student support service areas is to meet and exceed performance goals set in annual Unit Level Plans to support MCC's vision of "helping all students succeed at the highest level possible." Each unit's goals are linked to the four strategic directive/goal areas of the College's strategic plan, which allows employees to engage and realize in their daily work the institution's strategic vision and mission "to educate our students---improving their lives and enriching our community."

Vision for the Future – Our Strategic Plan

Our mission is to educate our students -- improving their lives and enriching our community. In 2019, Waco is experiencing an economic rebirth through business investment and tourism. McLennan Community College supports that rebirth through our students – most of whom remain in the area after graduation. While education is our focus, we also impact Waco and McLennan County through partnerships, cultural events, sports, and community service. We are looking to the future as we help provide the workforce for continued growth.

During the recent economic recovery, the United States added more than 11 million jobs. The vast majority of those jobs require more than a high school education. There are 1.1 million fewer jobs for people with only a high school diploma than there were prior to the 2008 recession.¹ Community colleges, particularly McLennan, are critical to meeting the need for a more highly-educated workforce. As the largest metro area in Texas not served directly by a four-year public university, Waco's rate of post-secondary attainment remains very low at 21%.² Meeting the needs of our community (as well as achieving the goals of 60x30TX, the Texas higher education strategic plan) requires us to do more than we ever have in the past.

To meet the needs of Waco and McLennan County, our efforts are centered on four strategic goals, each with a set of strategic priorities:

- I. Help all students succeed at the highest level possible*
- II. Take care of our people*
- III. Impact the community*
- IV. Develop resources to fund success*



¹ See [America's Divided Recovery](#)

² <https://statisticalatlas.com/state/Texas/Educational-Attainment#figure/metro-area>

Strategic Goals

I. Help all students succeed at the highest level possible

Recognizing that students come to us for many reasons and from many backgrounds, we will do our best to make sure they all succeed (by whatever definition of success the student holds). That said, our primary purpose is to educate, and that is most often measured by certificates and degrees awarded. For students starting their career, an MCC credential can open the door out of poverty to increased financial security, professional satisfaction, and an enriched life in and for our community. For those returning to school, it can help with advancement or changing industries.

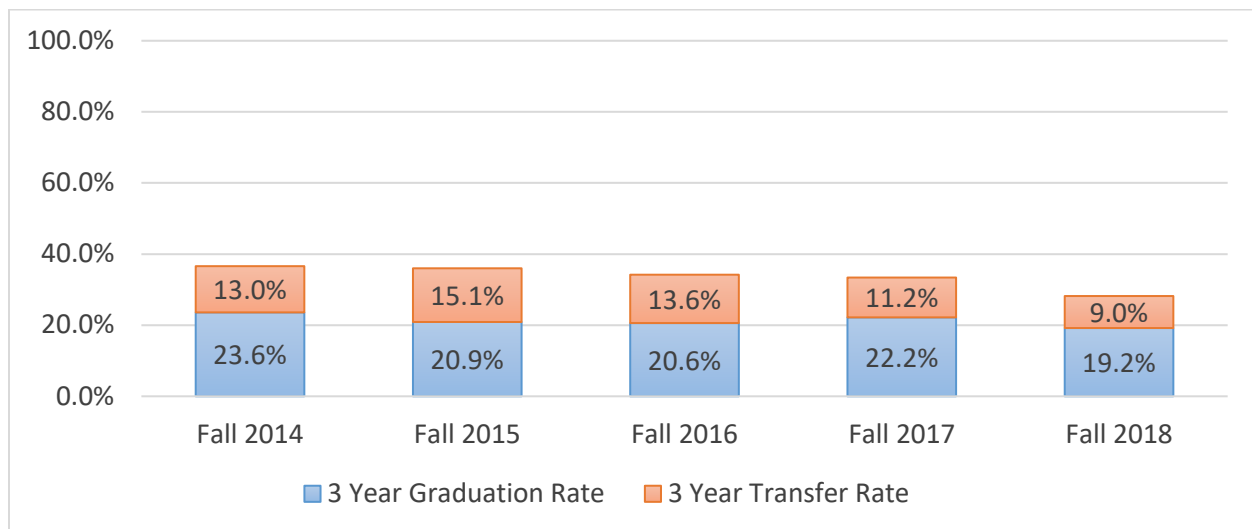


Figure 1: Three Year Graduation and Transfer Rates

Currently, about 35 percent of first time in college students graduate or transfer by the end of their third year. We must do better. By 2030, our overall goal is to raise that rate to at least 60 percent – doubling the number of students who graduate in a timely manner.³ This will require rethinking everything we do and every service we provide to ensure students have the systemic and institutional supports they need to succeed.

Success takes many forms, and is not always measured by the attainment of a degree. Many of our students are here to master additional skills to allow them to advance at work. We must continue to provide and expand workforce training opportunities. We will provide students high-quality educational opportunities usually not available in the first two years of college, such as undergraduate research and international experiences. Our partnerships with industry to upgrade the skills of the existing workforce are also critical to the success of the community.

³ Since most of our students are part time, a three year window for graduation or transfer is still timely.

Strategic Priorities

Improve Student Learning Outcomes

Our primary mission is to educate our students. Currently, our students, the public, and employers are now demanding more evidence to show that students have learned what we say they have learned. It is not enough to show that students have passed a class. We must be able to articulate what they are supposed to learn and how well they have mastered the material. To meet these demands and be good stewards of the resources we have, we will work to develop standard and effective ways to measure student learning outcomes for each discipline. This includes not only the six state-mandated core learning outcomes, but also discipline- and course-specific learning outcomes. Our core values of Excellence and Integrity require that we continue to improve in all areas, including this one.



Decrease Drop Rate

For students to persist from term to term and eventually graduate, they must successfully complete courses. In Fall 2017, more than ten percent of the 1,467 first time in college students (FTIC) earned zero credits. Of those, just under five percent withdrew from all of their courses. Overall, students complete about 75% of their courses at MCC successfully but this can vary widely by gender, ethnicity, and academic preparedness.⁴ Data from other colleges shows that implementing a drop rate reduction program (in conjunction with other success initiatives) can both reduce the number of students dropping courses and increase the number who successfully complete (i.e., not just converting drops into Ds or Fs). To accomplish this, we will

- work with faculty to spread best practices into all classrooms, including diverse perspectives, clear expectations, and personal connections to students;
- review and update all of our academic and co-curricular support programs under the umbrella of our Pathways project;
- invest in robust and effective early alert and predictive modeling efforts;
- provide students with flexible and focused scheduling options appropriate to the disciplines, including online courses, blended/hybrid courses, night and weekend courses, and eight week course scheduling.

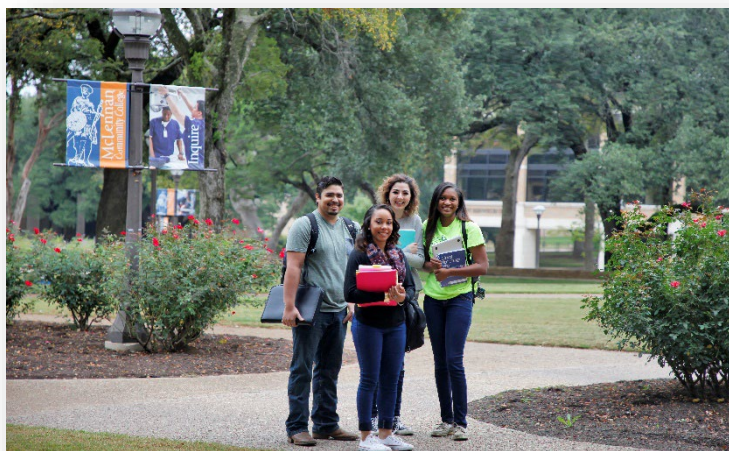
⁴ Defined as a grade of A, B, C, or CR (credit).

Continue developmental education reform

Following the lead of the Texas state legislature in their passage of HB 2223, the college will continue to evaluate and reconsider its developmental education offerings to ensure that students move to credit-bearing courses as soon as reasonably possible. The Mathematics and Integrated Reading and Writing Departments will work closely with the Center for Academic Excellence to consider the best ways to meet the needs of our most underprepared students. For the Fall 2016 class, 49% finished their developmental sequence within the first year (up from 37% in Fall 2010). Mathematics had an even greater increase moving from 6% for the Fall 2010 class to 40% for Fall 2016. Just under 50% completed all their developmental requirements in one year. Our goal is to raise this number to at least 75% of all students with an identified developmental need.

Increase student engagement on campus

In order to help students succeed, we must listen to what students have to say. Historically, we have done this in an ad hoc fashion. We will create a student advisory board to solicit more feedback from students on a regular basis on all of our initiatives. Ideally, this will lead to students feeling more invested in campus. When students feel at home on our campus and connected to the faculty, staff, and each other, their success rates will rise. To increase student



engagement and connections across our campus, we will work to communicate more effectively with students about all student-related events on campus. The programming will be produced not only to give students something to do, but in order to engage intentionally with students at key moments in the year and thus increase their sense of community and engagement.

II. Take care of our people

From the faculty and staff on the front lines teaching and assisting students to those who keep the buildings and grounds looking so beautiful and everyone in between, McLennan could not function without people. The very first of the updated list of Core Values is that *People matter*. Without our people – both students and employees – there is no College. The message from the listening sessions in 2017 and 2018 was clear – students are central to all that we do, and we must all be supported in that work.



Strategic Priorities

Address pressing personal issues of students

There are many factors beyond the classroom that keep students from succeeding – family issues, transportation, health care, mental health support, and others. Data from the recent Trellis survey of our students revealed that a significant number continue to struggle with financial and food insecurity.⁵ McLennan has been proactive in working to meet these needs over the past eight years, with the addition of Success Coaches, a food pantry, and the emergency fund. However, we will continue to work to address the issues outside of the classroom that impact student learning. We will work to connect our students with existing community resources.

One large factor the College can help to control is the cost to students. In addition to controlling tuition and fees, we are committed to reducing the costs of learning resources (textbooks and other materials).⁶ Faculty across campus are already working on multiple strategies to find or develop high-quality materials at a lower cost. We will evaluate these strategies and implement those that most benefit students and are appropriate to the discipline, with the goal of reducing the average cost of learning materials to less than \$50 per course.

⁵ The full survey report is available [online](#).

⁶ The last tuition and fees increase was in 2012.

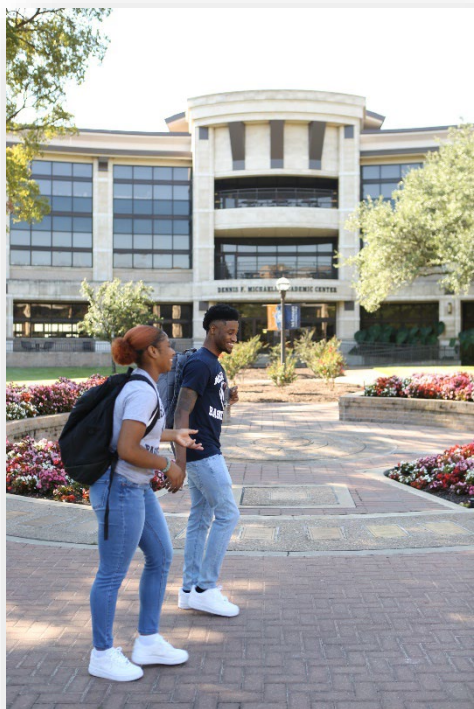
Over the last five years, the College's dual credit enrollment has increased by more than 50%. Because we offer a discounted tuition rate for dual credit (and free tuition for high school students on free and reduced lunch), dual credit is an affordable way for students to earn college credit. We will work with our ISD partners to increase the number of college-ready students with at least 12 hours of dual credit by high school graduation. This will also improve access to college for traditionally underserved populations in high school.

[Incorporate our values across campus](#)

We believe that our revised values – People, Inclusiveness, Communication, Excellence, and Integrity – must be central to everything we say and do. During the listening sessions and development of the strategic plan, Communication was often identified as an area that needs improvement. We will continue to work to communicate more effectively with all groups on campus, both in communicating information out and in listening to feedback, providing time as we manage change to communicate with one another. The Leadership Team has already started a process of upward evaluations in their divisions; we will investigate 360° evaluations for all employees.

[Update the staff compensation system](#)

In FY 2019 we began the process of updating the staff compensation system with updated job descriptions and a salary adjustment. In FY 2020 and FY 2021 we will complete the salary adjustment program. To ensure that we are living up to our values, we will incorporate the values into the employee evaluation process, and revise that process so that it impacts salary increases.



[Improve communication and collaboration across campus](#)

A large part of taking care of people means providing them with the information they need and providing them space for active listening. Further, they need direct access to those with decision-making authority. We commit in this plan to continue monthly hour-long conversations with the President and any other campus leaders she wishes to invite for “coffee and conversations.” The first two of these meetings have already occurred to good reviews. We will also listen to employees through daily conversations and employee surveys (such as the Chronicle's Great Colleges to Work For survey). Through the College Success Team, we will engage more employees to work together to improve student success.

III. Impact the community

McLennan Community College has served the McLennan County community for over 50 years after citizens of the county voted to establish the college in 1965. McLennan County Junior College became McLennan Community College in 1966. It was the first public two-year college in Texas to use “community” in its name. From September 1966 with 858 students on James Connally Air Force Base to August 2018 with 8,955 students, MCC has been impacting the community through education, sporting events, and cultural events.

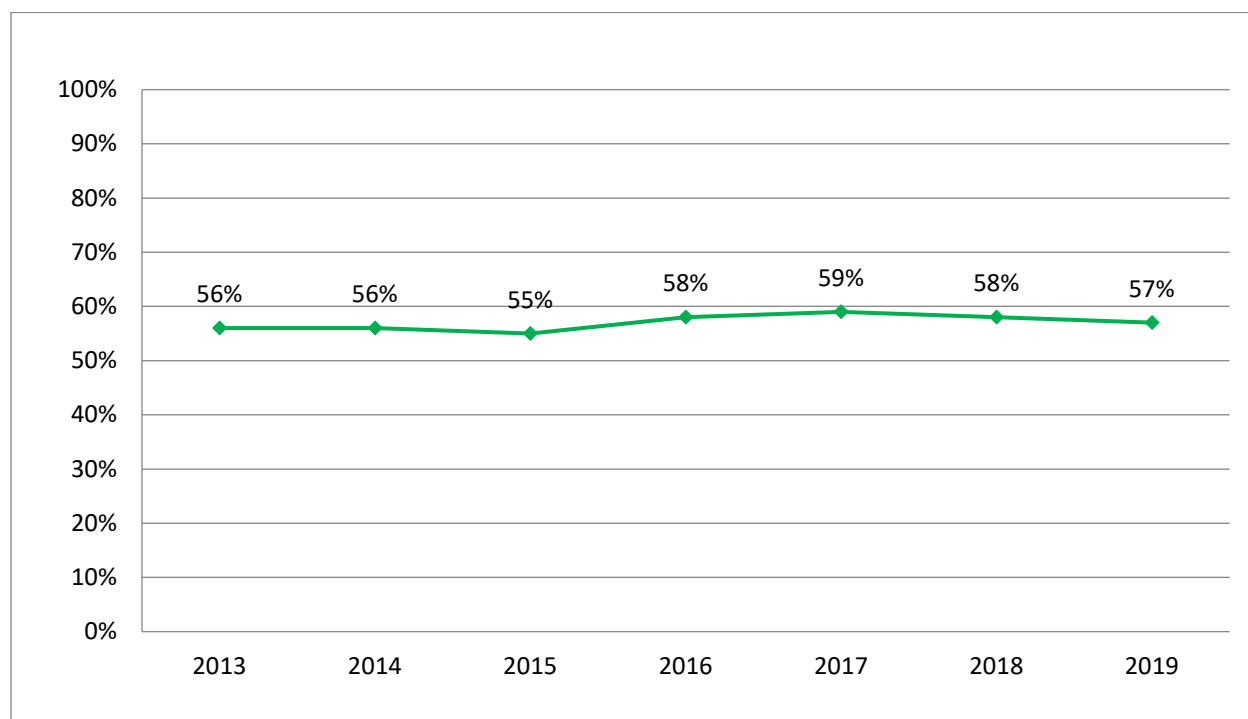


Figure 2: College Matriculation Rates of McLennan County High School Graduates

The Waco metropolitan area is the largest metro area in the state not served directly by a four year public college or university. That puts the burden of public education in Waco primarily on MCC and our main University Center partners (Tarleton State University and Texas Tech University). Because of the level of poverty in Waco proper, it is critical for MCC to keep costs low and access open to students who have no other choices.⁷ Across McLennan County, less than 60% of graduating high school seniors immediately matriculate into higher education in Texas.⁸ In order to serve our community and to reach the goals of 60x30TX, we must increase the college-going rate of our local high school graduates.

⁷ Twenty-seven percent of the population inside the Waco city limits live in poverty. <https://www.census.gov/quickfacts/fact/table/wacocitytexas/POP060210>

⁸ This does not capture those who attend out of state higher education institutions.

Strategic Priorities

Increase engagement with local ISD partners

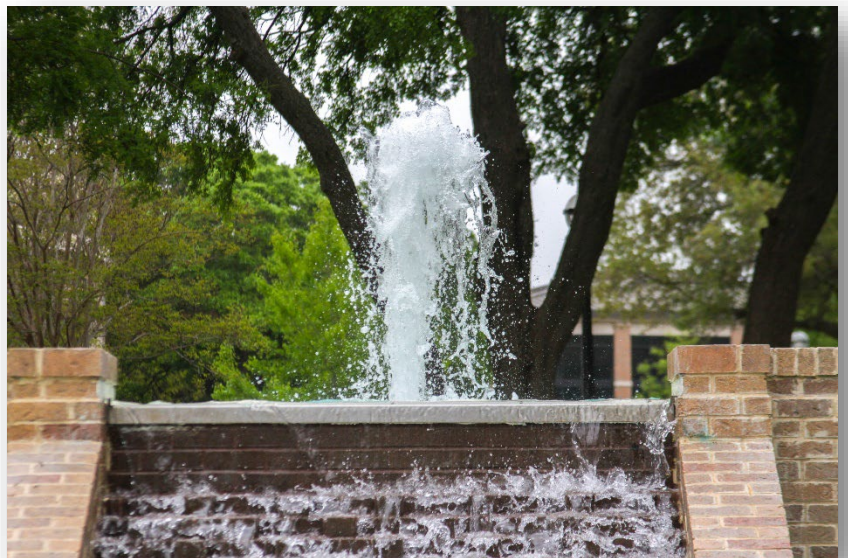
While many students graduate ready for college, more than 60% of our First Time in College (FTIC) students come to us with one or more developmental needs. These students are required to take developmental coursework before they can attempt college-level classes and are most likely unable to take dual credit classes. We will continue to engage deeply with our ISD partners to ensure we are meeting their students' needs. We will also continue to collaborate on curriculum reform and to ensure that more students are ready for college when they graduate (whether they come to McLennan Community College or not).

Increase engagement with local business and industry

Many if not most of McLennan's students stay in Waco after they finish their education. We will partner with local industry, Chambers of Commerce, and other business groups to ensure MCC graduates are well-prepared to enter the workforce. In addition to traditional advisory groups, we will work to increase the number of local internships for students and externships for faculty. We will also work to market the skills and abilities of our students to prospective employers and to listen to the needs of employers.

Increase awareness of McLennan Community College

Despite having been in existence for more than fifty years, McLennan is often forgotten as an educational institution in our community. We will actively engage our community and community leaders through advisory committees and other groups to make them aware of all that we do for our students and for McLennan County. A key part of this is to bring additional community leaders to campus so they can see first-hand the facilities and our students and carry that news back to their constituents. We will also listen to them as they express the needs of the community to us.



IV. Develop resources to fund success

The College's revenues come from three primary sources: tuition and fees (enrollment), local property taxes, and state funding. The percentage of funding provided by the state has dropped from around 80% in 1980 to about 22% today (see Figure 3), forcing the College to place more of the burden on students and local taxpayers. With the legislature possibly moving to cap the amount of revenue community colleges can raise from local property taxes, the funding burden may fall more and more on tuition and fees – on the students. In order to provide the resources needed to fund operations and ensure student success, the College will need to recruit and retain additional students.

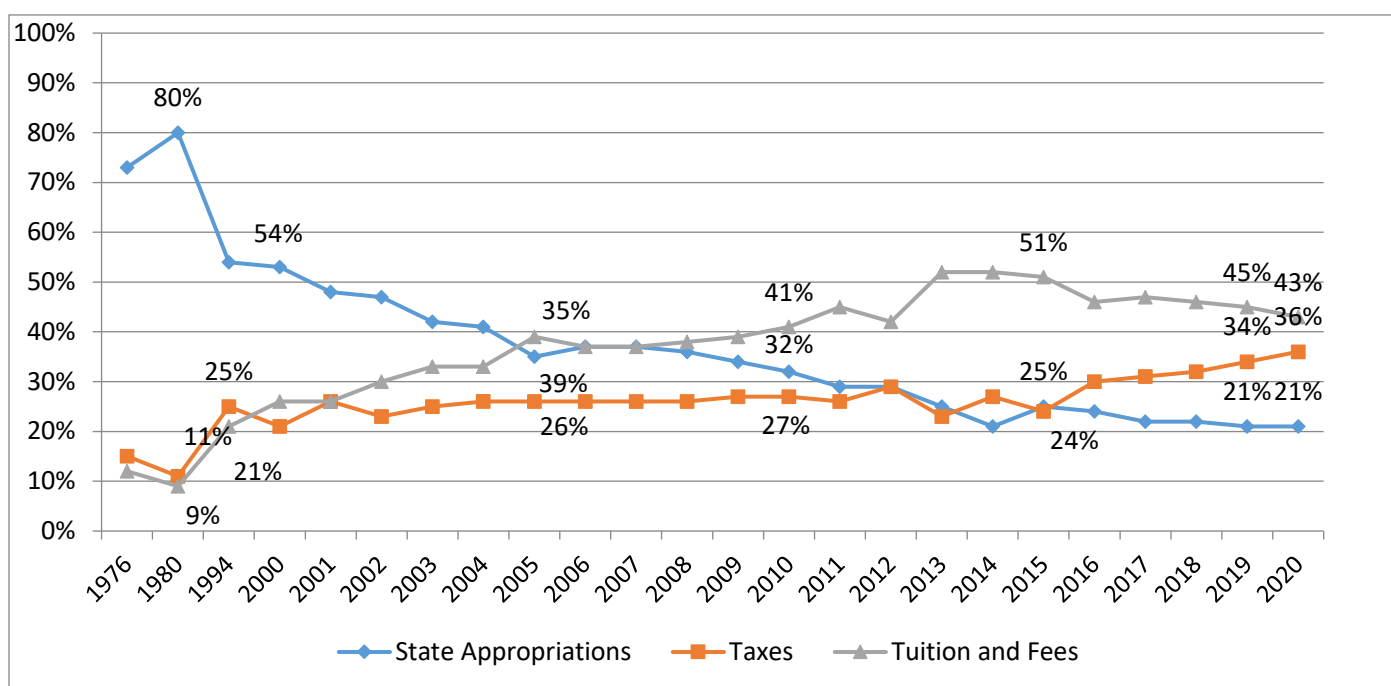


Figure 3: Historical Revenue Percentages by Source

Strategic Priorities

Implement an enrollment management strategy

Enrollment has rebounded from a low of 8,329 in Fall 2013 to 8,955 in Fall 2018. However, this is primarily due to the major increase in the number of dual credit students, who tend to take fewer hours than traditional college students. The number of returning students (non-dual credit and not new) has been declining over the last five years as graduation and transfer rates have increased. In order to reverse this trend and to provide enough resources to fund the strategic plan, the College will implement a new enrollment management strategy focused on recruiting new and non-traditional students, as well as reaching out to students who are close

to finishing their degrees. This will include implementation of a new customer relationship management (CRM) software to streamline and focus our communications with prospective and current students. The CRM will enable us to increase overall enrollment and enroll more students from traditionally underrepresented groups.

[Implement fundraising initiatives](#)

McLennan provides a large number of scholarships to students.⁹ Some of these are funded by the MCC Foundation, while others are directly funded from College budget (approximately \$700,000 in 2018-19). To reduce the budget impact of these scholarships on the college budget, we will conduct fundraising initiatives to endow as many scholarships as possible, focusing first on the Presidential, Honors College, and McLennan scholarships. We will work to develop additional funded scholarships for part-time, non-traditional, and returning students, and for more students to benefit from travel courses, and we will partner with Waco Foundation to maximize the use of the MAC Grant.

[Create a process improvement group](#)

With the help of the College Success Team and the McLennan Colleague User Group (MCUG), we will start a process improvement group to provide change assistance, consulting, and project management across campus for offices with persistently challenging issues. Effort will

be made to ensure that those involved are widely respected and trusted for their ability to see problems clearly and to provide workable solutions whenever possible. Updating and improving processes will save resources across campus, including the most valuable resource – employee time and attention. We will consider one major process or office each semester, quantifying the savings in both dollars and time.

[Create an innovation fund](#)

One of our core values is Excellence, and a large part of Excellence is innovation. The

challenges we face require new ideas and new approaches. To help find and implement those new ideas, we will create an internal "innovation grant" fund for new ideas and improvements to existing processes. Faculty and staff will be able to apply for these funds and use them for small (one-time) technology purchases, training, or other materials that may improve teaching, learning, or operational efficiency.

[Develop additional focused professional development programs](#)



⁹ Including the Top 10%, Presidential, Honors College, First Generation, Music/Talent, Staff Dependent, and others.

Like all modern organizations, McLennan Community College has more needs than we do resources. Further, the most valuable of those resources are the time and attention of our people. With all of the challenges we face, one of the best ways we have of pursuing Excellence is to provide our people the tools they need to succeed. The College has a long history of excellence in professional development, with resources for training provided by an endowed fund. Going forward, we will work to create new focused training programs using proven courses (such as Getting Things Done or Seven Habits of Highly Effective People) to help employees be more efficient and effective.

[Implement a marketing campaign](#)

With a new vision for the future and a new strategic plan, we will implement a new marketing campaign both internally and externally. Internally, we must communicate successes (and lessons learned from things that don't succeed) and celebrate our accomplishments. Externally, we will leverage the new CRM software (as part of our enrollment management strategy) to reach out to future students and former students who did not complete or who need to retrain for a new job. We will also market the College as an employer of choice to Waco and other areas to attract a high quality and diverse applicant pool for job openings at the College.



Implementation

To ensure the outlined strategic goals and priorities are achieved over the next ten years, MCC will establish institutional objectives as strategic guides to *Focus on the Future*. MCC will review and update the institutional objectives every three years to ensure the institution is *Focusing on the Future* while keeping current strengths, weaknesses, opportunities, and challenges in mind. Updates to the institutional objectives and metrics to track progress towards the objectives and plan achievements will be recommended by a task force of campus employees for approval by the Leadership Team and Board of Trustees. The approved institutional objectives and metrics will be made public through three addendums to this document; Addendum 1. 2019-2022 Institutional Objectives, Addendum 2. 2022-2025 Institutional Objectives, and Addendum 3. 2025-2029 Institutional Objectives.

Additionally, the Leadership Team will develop Annual Priorities based on the institutional objectives to ensure the objectives are met and to provide specific areas of focus for the next academic year. The Annual Priorities will be approved by the Board of Trustees prior to the start of each academic year.

Addendums can be reviewed on the Office of Institutional Research & Effectiveness website at www.mclennan.edu/data

Summary

Our mission is to educate students – improving their lives and enriching our community. While times and challenges change, that mission to educate does not. To meet the changing needs of McLennan County, we will focus on our values:

PEOPLE MATTER
INCLUSIVENESS MATTERS
COMMUNICATION MATTERS
EXCELLENCE MATTERS
INTEGRITY MATTERS

and our four strategic goals:

- I. *Help all students succeed at the highest level possible*
- II. *Take care of our people*
- III. *Impact the community*
- IV. *Develop resources to fund success*

