








McLennan Community College

Program Demand Gap Analysis:
Environmental Scan and Review
of Academic Programs

Main Report
January 2026

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Lightcast provides colleges and universities with labor market data that helps create better outcomes for students, businesses, and communities. Our data, which cover more than 99% of the U.S. workforce, are compiled from a wide variety of government sources, job postings, and online profiles and résumés. Hundreds of institutions use Lightcast to align programs with regional needs, drive enrollment, connect students with in-demand careers, track their alumni's employment outcomes, and demonstrate their institution's economic impact on their region. Visit lightcast.io/solutions/education to learn more or connect with us.



Executive Summary

McLennan Community College (MCC) is a public, two-year postsecondary educational institution in Texas. To further its goal of providing the region with well-trained and well-educated residents, MCC continually pursues improvement in various forms. An up-to-date understanding of the regional economy and the demand for skilled labor is vital to the planning efforts of the college as it seeks to adapt its program offerings to the requirements of an ever-changing workforce. MCC partnered with Lightcast, a leading provider of labor market data, to complete a program demand gap analysis, which assesses regional job openings against educational program completions.



INTRODUCTION

For the purposes of the program demand gap analysis, MCC serves a region, called the McLennan County Junior College District, which is comprised of two counties in Texas: Falls and McLennan. This report outlines the region’s economy and uses the region’s average annual projected job openings between 2024 and 2034 as a measurement of labor market demand. When job openings are compared to the region’s supply of educational program completions, the analysis determines how well MCC’s program offerings satisfy regional workforce demand. In addition, this report offers recommendations for new program development. In its entirety, the analysis is a starting point for MCC as the college continues to develop programs using data-based decision-making strategies. The following figures and table display key findings of the analyses.

Figure 1: Map of the McLennan County Junior College District



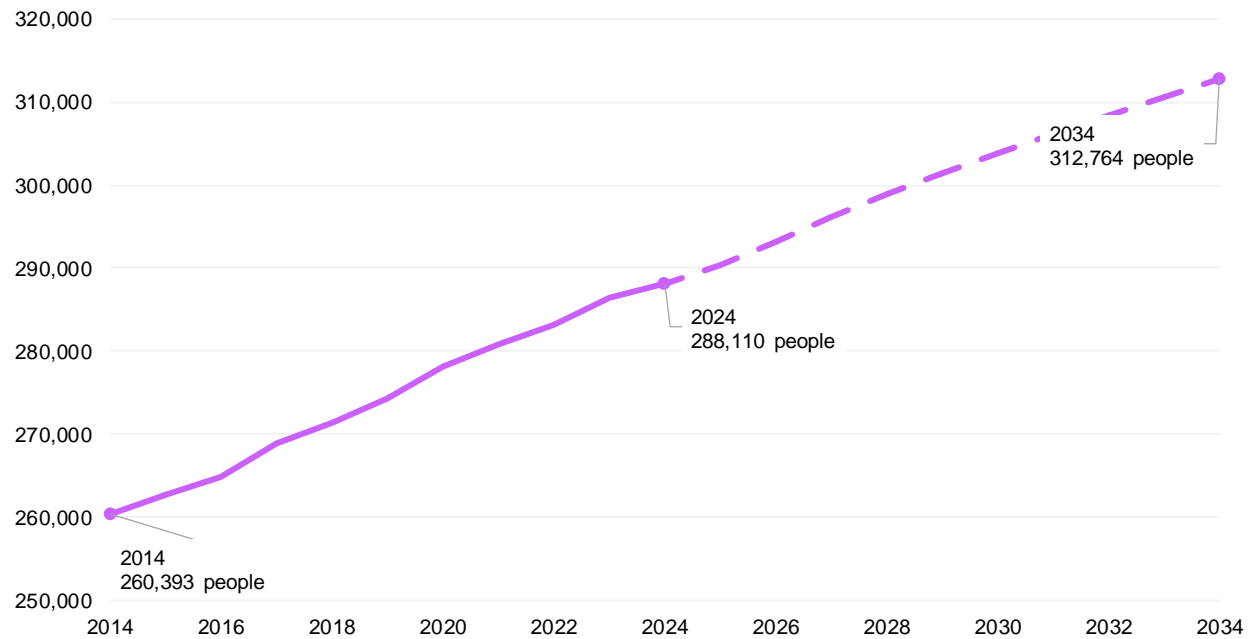
Region definition provided by McLennan Community College.



POPULATION AND JOBS PROJECTIONS

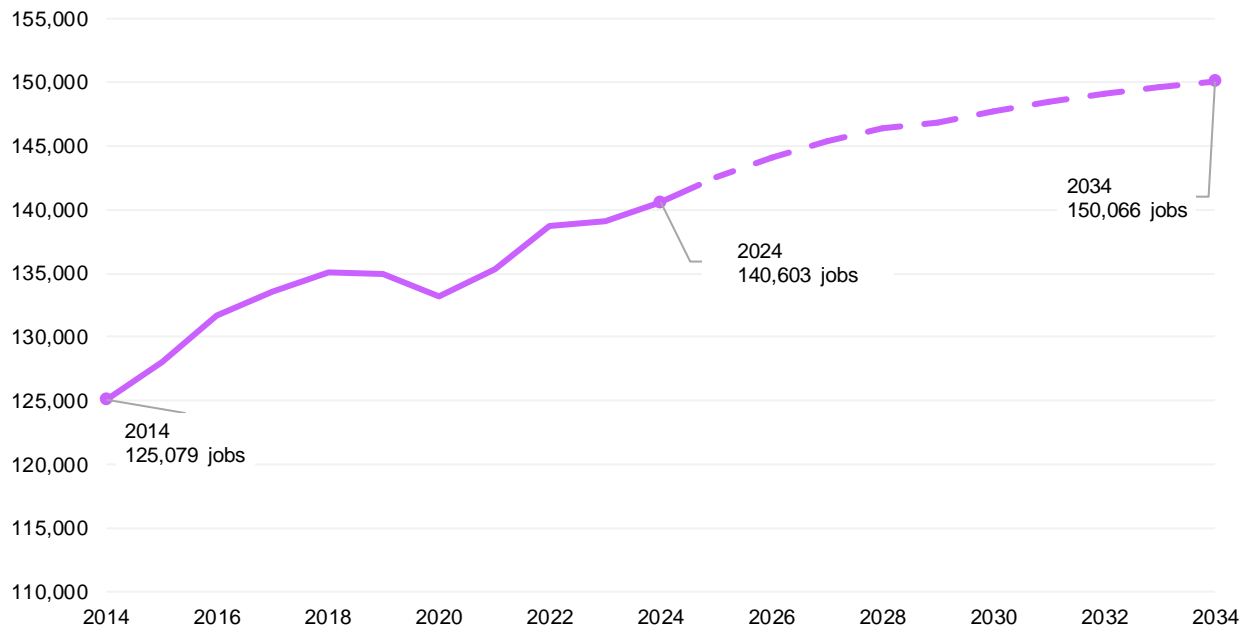
In 2014, 260,390 people lived in the McLennan County Junior College District, and 312,760 people are projected to live in the region by 2034 (Figure 2). As shown in Figure 3, the McLennan County Junior College District supported 125,080 jobs in 2014. By 2024, that number increased to 140,600 jobs for an increase of 12.4%. The impact of the Covid-19 pandemic is clearly illustrated in Figure 3 by the loss of jobs from 2019 to 2020. However, jobs in the McLennan County Junior College District recovered well from 2020 to 2021 and are projected to continue growing over the next ten years at a similar pace to the rate of growth before the pandemic.

Figure 2: Historical and Projected Population in the McLennan County Junior College District, 2014 to 2034



Source: Lightcast demographics data, U.S. Census Bureau, U.S. Health Department.

Figure 3: Historical and Projected Jobs in the McLennan County Junior College District, 2014 to 2034

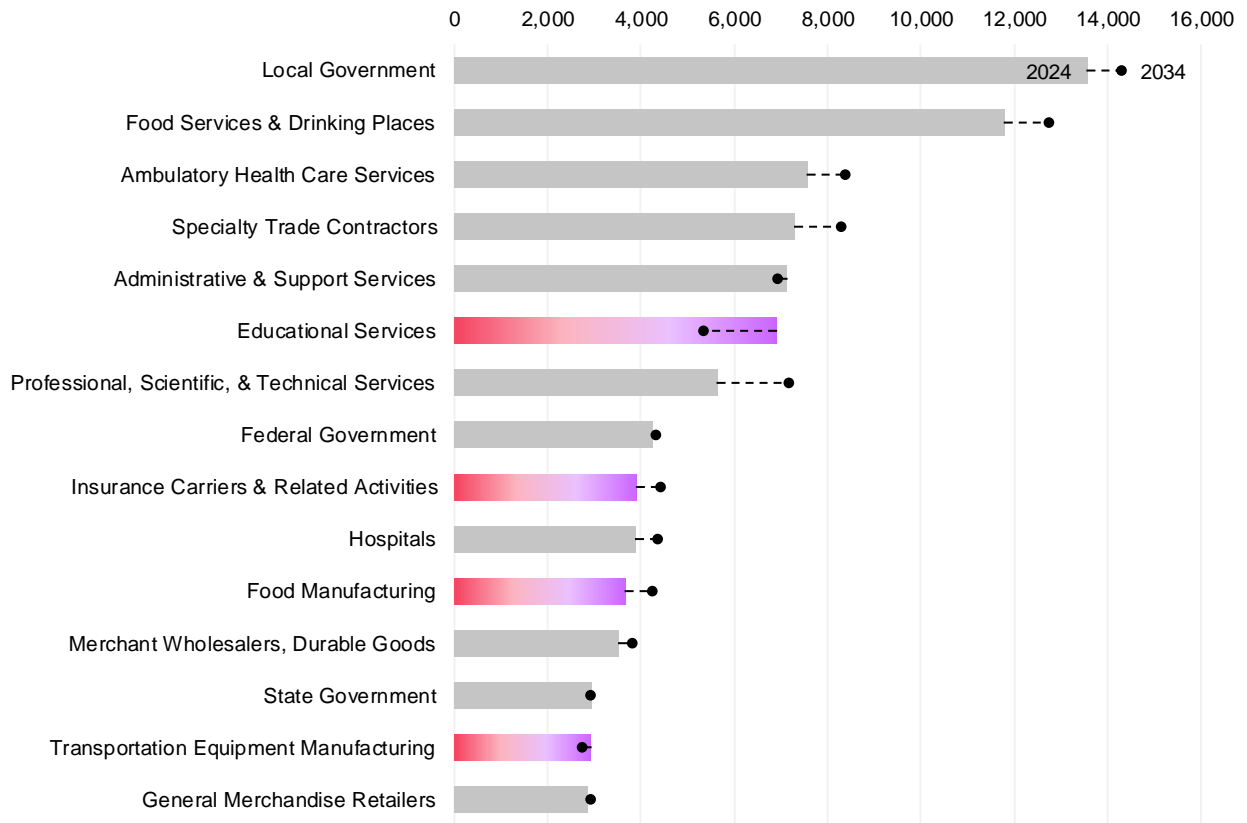


Source: Employees & Self-Employed 2025.4.

INDUSTRY COMPOSITION

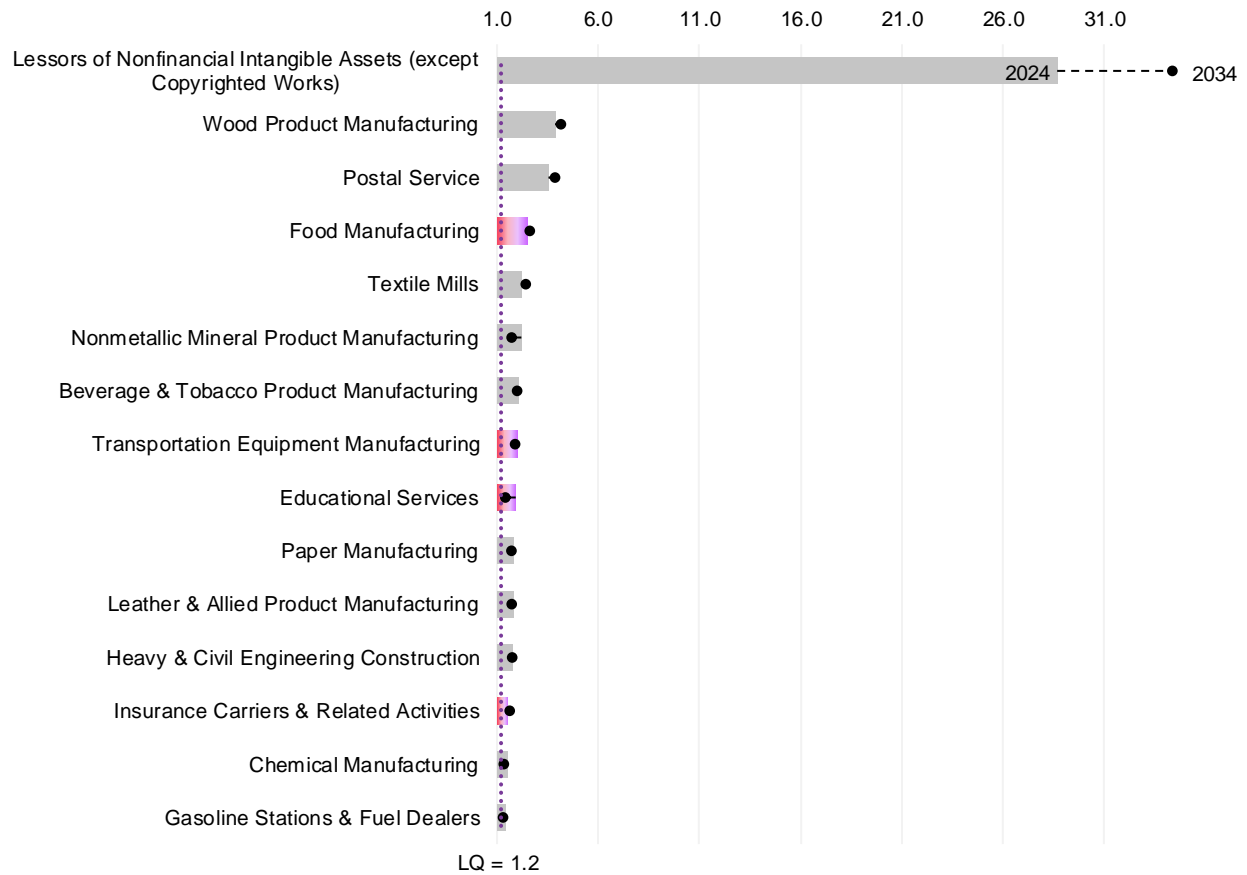
Figure 4 displays the top industry subsectors in terms of employment in the McLennan County Junior College District, and Figure 5 shows the top industry subsectors in terms of employment concentrations, referred to as location quotients (LQs). High LQs (usually anything greater than 1.2) are an indication that the region has a comparative advantage or specialization in certain industry subsectors relative to the rest of the nation or potentially to other regions.

Figure 4: Top Industry Subsectors in the McLennan County Junior College District by Jobs



Highlighted bars are key industry subsectors. See “Occupations Within Key Industry Subsectors” for more information.
 Source: Employees & Self-Employed 2025.4.

Figure 5: Top Industry Subsectors in the McLennan County Junior College District by Employment Concentration (LQ)



Highlighted bars are key industry subsectors. See “Occupations Within Key Industry Subsectors” for more information.
 Source: Employees & Self-Employed 2025.4.

Note the highlighted bars in the figures. Across all of the McLennan County Junior College District’s industry subsectors, four are within the top 15 in terms of jobs that also have relatively high LQs. The appearance of these industry subsectors provides an indication of their strength in the region’s economy and offers the college insight into potential employment opportunities for its students. These industry subsectors, ranked by 2024 jobs, are:

- Educational Services;
- Insurance Carriers & Related Activities;
- Food Manufacturing; and
- Transportation Equipment Manufacturing.

SOCIOECONOMIC INDICATORS

The data in Table 1 show several of the region's socioeconomic indicators. Household income, reported as a median annual value, includes the income of all individuals in a household, 15 years and over, whether they are related to the householder or not. Per capita income is calculated as the mean income for every person in the area divided by the aggregate income of the total population.

Table 1: Income, Unemployment, and Poverty Characteristics for the McLennan County Junior College District by County with State and National Comparisons

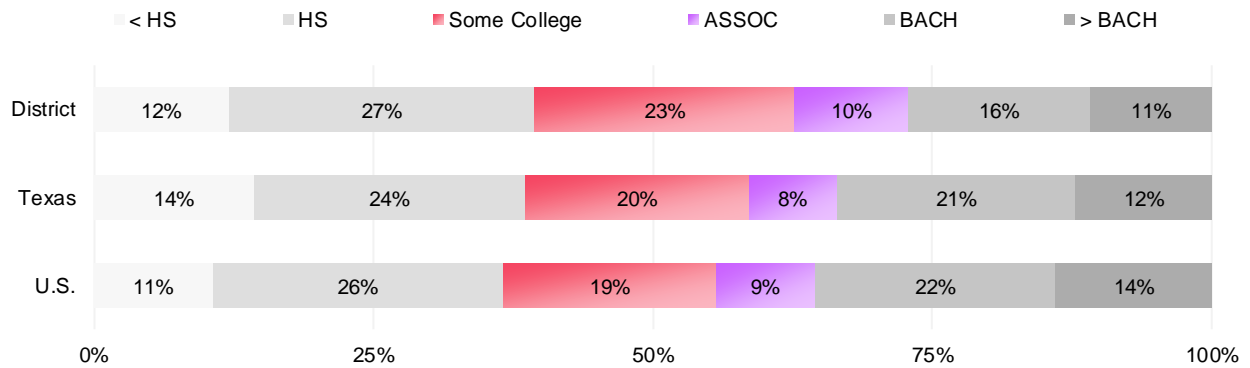
COUNTY	MEDIAN HOUSEHOLD INCOME	UNEMPLOYMENT RATE	PER CAPITA INCOME	POVERTY ALL PEOPLE
United States	\$78,538	5.2%	\$43,289	12.4%
Texas	\$76,292	5.1%	\$39,446	13.8%
McLennan County	\$63,888	4.5%	\$33,019	17.1%
Falls County	\$55,372	7.2%	\$29,535	14.6%

Source: American Community Survey 2023 five-year estimates from the U.S. Census Bureau Data.

EDUCATIONAL ATTAINMENT

Figure 6 displays the highest educational attainments of the McLennan County Junior College District, Texas, and U.S. adults, without reference to gender and the major race and ethnic groups. Educational attainment data are useful for targeting specific population groups with less than or greater than average education levels.

Figure 6: Highest Educational Attainments of Adults in the McLennan County Junior College District, Texas, and the U.S.



Numbers may not sum due to rounding.

Source: Lightcast demographics data and U.S. Census Bureau, American Community Survey.



PROGRAM DEMAND GAP ANALYSIS

The program demand gap analysis provides results across all of MCC's non-credit, certificate, and degree level programs, which have been classified by their formal CIP code.¹ The analysis connects the college's program completers with the availability of regional job openings. For MCC's non-credit programs, the analysis is similar in that it connects the college's completers with the availability of regional job openings but without the additional reference to non-credit program completions from other postsecondary educational institutions in the McLennan County Junior College District. Furthermore, the analysis focuses on the gaps and surpluses in the programs by award level. A gap or surplus larger than 50 is considered beyond normal labor market fluctuations and therefore an area of consideration for program development.



RECOMMENDATIONS

<p>Opportunities for Growth <i>Should we expand these program opportunities?</i></p> <p>Business Administration & Management, General (CERT, ASSOC) Business/Commerce, General (CERT, ASSOC) Criminal Justice/Safety Studies (CERT, T-T) Criminal Justice/Police Science (ASSOC) Corrections (ASSOC)</p>	<p>Focus on Program Quality <i>How do we maintain high program quality & success?</i></p> <p>Truck & Bus Driver/Commercial Vehicle Operator & Instructor (NON-CREDIT) Licensed Practical/Vocational Nurse Training (CERT) Fire Science/Fire-fighting (CERT) Registered Nursing/Registered Nurse (ASSOC)</p>
<p>Low Activity Programs <i>Should we reevaluate these programs?</i></p> <p>Clinical/Medical Laboratory Technician (CERT) Massage Therapy/Therapeutic Massage (CERT) Sign Language Interpretation & Translation (ASSOC)</p>	<p>Communicate with Industry Partners <i>Are students finding employment outside the region?</i></p> <p>Emergency Medical Technology/Technician (EMT Paramedic) (CERT) Psychology, General (T-T) Biology/Biological Sciences, General (T-T)</p>

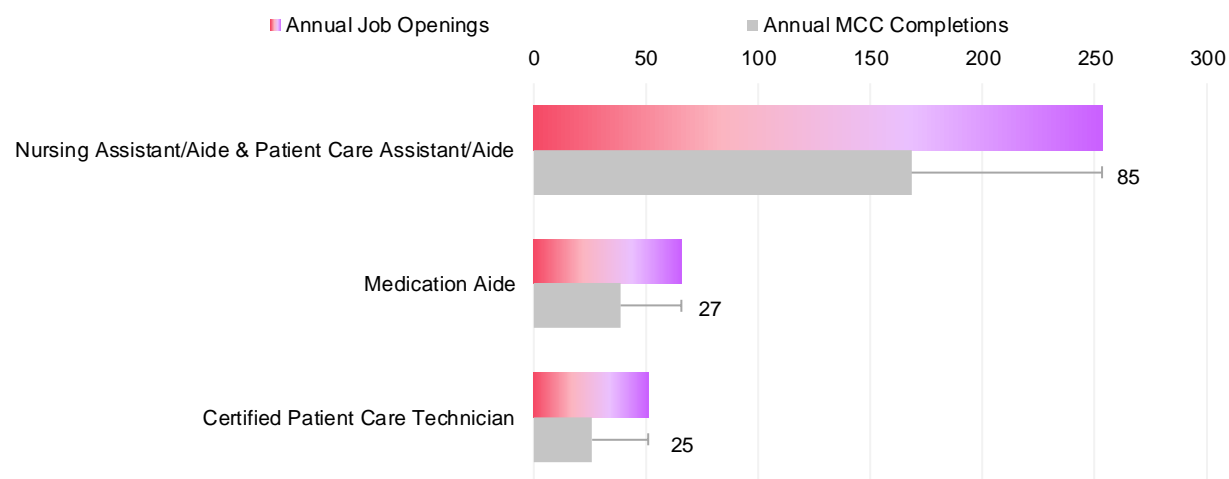
Source: Lightcast program demand gap model

¹ CIP refers to the Classification of Instructional Program and was originally developed by the U.S. Department of Education's National Center for Education Statistics (NCES).

NON-CREDIT LEVEL ANALYSIS

Seven of MCC’s non-credit programs are analyzed in this study by their six-digit CIP codes. The non-credit programs can be designed for self-enrichment; however, MCC offers them with workforce skills in mind. Using a customized non-credit program-to-occupation map, the programs are analyzed using similar methods to the program demand gap analysis. One non-credit program has a significant gap above the 50-openings level of significance (Figure 7). No programs at this level have a significant surplus of completions.

Figure 7: MCC’s Non-Credit Programs with a Gap



Non-credit programs are grouped by their six-digit CIP code.

Source: Lightcast program demand gap model.

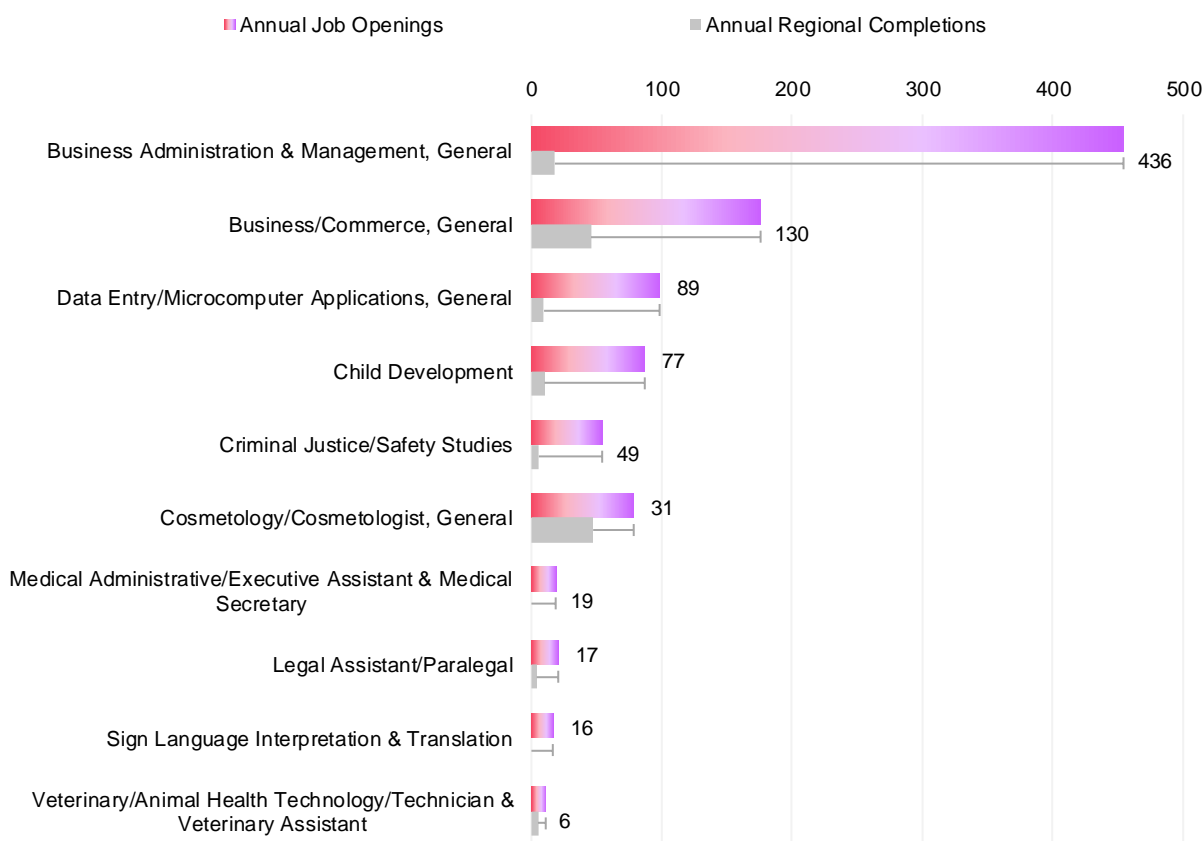
The three largest non-credit programs offered by MCC in terms of average annual completions are Truck & Bus Driver/Commercial Vehicle Operator & Instructor, Nursing Assistant/Aide & Patient Care Assistant/Aide, and Medication Aide. Truck & Bus Driving, has a surplus of 11 completers and commands a wage above the living wage for the region. Given the wide application of trucking as an industry as well as the ability of truckers to find work in a wide range of industries, this program is well positioned. The latter two programs train for support positions within the healthcare industry and as such have similar mappings with a number of overlapping occupations. Keeping this in mind we see that Nursing Assistant/Aide has a significant gap of 85, while the Medication Aide program has a gap that is not significant. While both of these programs have gaps, neither commands a wage above the living wage in the region (\$21.67);² in fact, both of these programs have median hourly wages below \$15.00. Due to this dichotomy of demand and offered wages it is likely that this gap will remain until wages rise to incentivize students to pursue these opportunities.

² Living wage calculations are based on a household of two working adults with two children and are provided by Dr. Amy K. Glasmeier and the Massachusetts Institute of Technology.

CERTIFICATE LEVEL ANALYSIS

MCC offers 28 certificate level programs, four of which have a significant gap above the 50-openings level of significance, as shown in Figure 8. No programs at this level have a significant surplus of completions. With regards to specific programmatic results, the following certificate level programs should be considered for expansion due to their gap and median hourly wage: Business Administration & Management, Business/Commerce, and Criminal Justice/Safety Studies.

Figure 8: MCC's Top Certificate Level Programs with a Gap



Source: Lightcast program demand gap model.

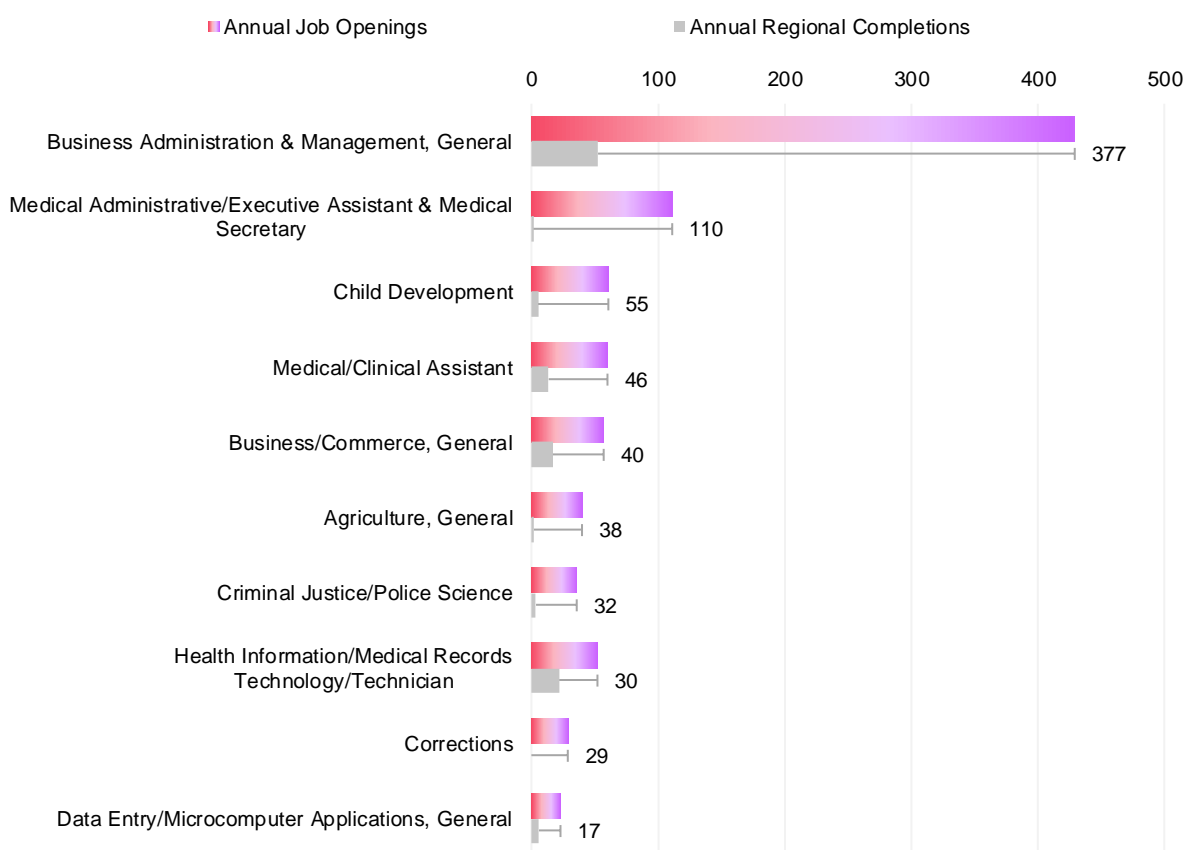
The three largest certificate level programs offered by MCC in terms of average annual completions are Health Information/Medical Records Technology/Technician, Cosmetology/Cosmetologist, and Business/Commerce. Although the Health Information/Medical Record Technology/Technician program has a median hourly wage over \$20.00, the program currently has a small gap of four annual openings, meaning that the program currently fulfills the bulk of local demand. Moving to occupations mapped to this program, we see that the majority of demand comes from openings for medical secretaries.

This occupation has a median hourly wage of \$18.11, which is below the living wage for the region, and this should be considered when making determinations regarding this program. Similarly, Cosmetology/Cosmetologist has a non-significant gap of 36, and maps to occupations with wages below the living wage for the region. Overall, this program meets the bulk of local demand and a continued focus on program quality should be prioritized. Moving to Business/Commerce, occupations mapped to this program currently have a gap of 130 annual openings, well above the 50-openings threshold of significance. Moreover, the median hourly wage of this program is well above the living wage for the region, implying this program is a prime candidate for expansion. It is important to note that most associated occupations are in management fields, and they may not be immediately available to completers with only a certificate credential or students without significant experience in their field. This should be considered when analyzing this and other business-related programs

ASSOCIATE DEGREE LEVEL ANALYSIS

MCC offers 27 associate degree level programs, three of which have a significant gap above the 50-openings level of significance (Figure 9). One program at this award level has a significant surplus of completions. With regards to specific programmatic results, the following associate degree programs should be considered for expansion due to their gap and median hourly wage: Business Administration & Management, Business/Commerce, and Criminal Justice/Police Science.

Figure 9: MCC's Top Associate Degree Level Programs with a Gap



Source: Lightcast program demand gap model.

The three largest associate degree programs offered by MCC in terms of average annual completions are Registered Nursing/Registered Nurse, Business Administration & Management, and Substance Abuse/Addiction Counseling. The largest of these three programs in terms of completions is Registered Nursing; this program is mapped to a number of high wage occupations but is currently experiencing a surplus of completions regionally, with the bulk of regional completions coming from MCC. While there is a regional surplus, completers may be able to find employment outside of the region. Ensuring MCC maintains

strong partnerships with regional and extra-regional employers will be important to ensure success for these students.

The second largest program offered by MCC is Business Administration & Management. The program has a projected gap of 377 and commands wages well above the living wage for the region. When examining the openings mapped to this program about half of the openings are in occupations with wages below the regional living wage, these are customer service representatives and first-line supervisors of retail sales workers. These low wage occupations are balanced in the calculation of the median hourly wage by a number of management occupations with a lower number of openings but high median wages. Ensuring that students have the skills necessary to fill these occupations should be prioritized. Be aware that students without prior work experience may not be immediately eligible for many managerial roles.

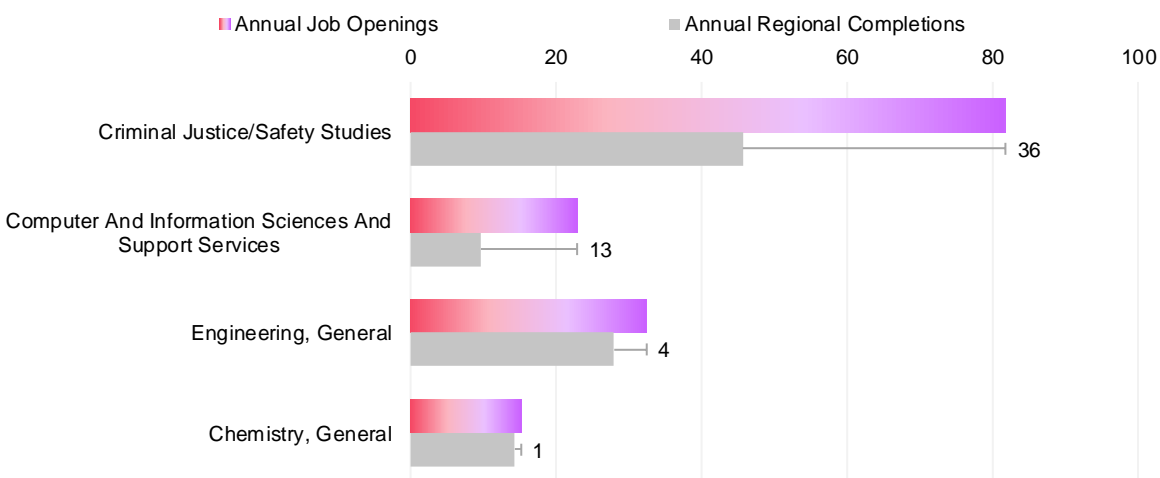
The third largest program analyzed at the associate degree level is Substance Abuse/Addiction Counseling. Demand for this program is low with only 12 regional job openings; the majority of these openings are for social & human service assistants, an occupation with a median hourly wage slightly lower than the living wage for the region. With this in mind, providing students with the necessary skills to find employment outside of the service region may be necessary to ensure placement of these students in roles related to their program.

TRANSFER-TRACK DEGREE LEVEL ANALYSIS

MCC offers 15 transfer-track degree programs. In other words, a program completer could readily transfer into a similar bachelor's degree level program at another postsecondary educational institution in the state.

Of these programs, none have a significant gap above the 50-openings level of significance, as shown in Figure 10. Two programs at this level, however, have a significant surplus of program completions. With regards to specific programmatic results, while not a significant gap, the Criminal Justice/Safety Studies transfer-track degree program should be considered for expansion due to the program's gap of over 35 annual openings and median hourly wage of \$32.88.

Figure 10: MCC's Transfer-Track Degree Level Programs with a Gap



Source: Lightcast program demand gap model.

The three largest transfer-track degree programs offered by MCC in terms of average annual completions are Criminal Justice/Safety Studies; Teacher Education, Multiple Levels; and Engineering, General. The largest program in terms of completions analyzed in this section is Criminal Justice/Safety Studies. Occupations mapped to this program are currently experiencing a gap in completions, that is nearing but not currently considered significant. The primary driver of this gap is openings for police & sheriff's patrol officers. When looking further into the associated occupations, we can see that apart from the previously mentioned occupation the remainder of the gap is a mix of management occupations and senior positions in law enforcement. Therefore, ensuring that completers of this program have the requisite skills and qualifications that will make them ideal candidates for these positions in the future is recommended.

The second largest program analyzed in this section, Teacher Education, Multiple Levels, is currently experiencing a slight surplus of 3 completers annually. About half of the openings for

this program are for preschool teachers, except special education. This occupation has a median hourly wage of \$16.29, well below the living wage for the region; however, the remaining mapped occupations all have a median hourly wage above \$26.00. Preparing students for these other occupations mapped to the program and partnering with employers outside of the service region may be necessary to ensure that completers find employment with a living wage after graduation.

Turning to Engineering, General, this program has a small gap of 4 annual openings, with a median hourly wage well above the living wage for the region. Occupations mapped to this program range across specialties in engineering which may require specialized study. Working with students to identify their preferred specialization is recommend, and utilizing the available data to help identify which specializations are in demand in the region is recommended for student advising purposes as well. Lastly, the success of transfer-track programs is also highly dependent on the ease with which students can transfer to a four-year institution. Therefore, it is important that MCC continues to work with the four-year institutions in the region to streamline this process.

LIBERAL ARTS

A liberal arts program expansion is not recommended at this time; the generally open-ended nature of these programs precludes this study from making recommendations for these programs, however MCC administrators should be aware that students can find success in a variety of business-related occupations. Using Lightcast's Profile Analytics database, many liberal arts program completers are currently employed as retail salespersons, administrative assistants, and customer service representatives, as well as a variety of managers and supervisors. These occupations have a considerable number of job openings in the McLennan County Junior College District, as shown in Table 2. The college's liberal arts program, therefore, serves as a starting point to students' career goals beyond an associate degree level of education.

Table 2: Occupations Related to Liberal Arts Programs

SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
Retail Salespersons	3,082	3,364	283	497	\$13.99
Customer Service Representatives	3,152	3,008	(144)	409	\$17.58
General & Operations Managers	3,618	3,975	357	341	\$41.30
Secretaries & Administrative Assistants, Except Legal, Medical, & Executive	1,713	1,729	16	194	\$19.32
First-Line Supervisors of Office & Administrative Support Workers	1,657	1,624	(33)	156	\$28.23
Accountants & Auditors	896	1,020	124	86	\$34.97
Business Operations Specialists, All Other	814	895	81	81	\$36.56
Managers, All Other	760	859	99	72	\$42.00
Human Resources Specialists	621	670	49	58	\$28.76
Financial Managers	485	598	113	48	\$59.92
Sales Managers	500	572	72	48	\$55.48
Software Developers	508	654	147	44	\$56.51
Management Analysts	367	468	101	44	\$38.77
Executive Secretaries & Executive Administrative Assistants	297	309	12	33	\$31.37
Social & Human Service Assistants	328	319	(10)	32	\$19.86
Computer User Support Specialists	437	443	6	30	\$24.88
Marketing Managers	283	318	36	27	\$58.13
Chief Executives	167	197	30	15	\$77.81
Human Resources Managers	148	157	10	13	\$57.12
Teachers & Instructors, All Other	94	97	3	12	\$20.84

Source: Lightcast program demand gap model.



NEW PROGRAM OPPORTUNITIES

One hundred certificate level programmatic areas of opportunity have been identified in the program demand gap analysis, most of which are related to production occupations. At the associate degree level, there are fewer opportunities for new programs, considering the college's current offerings. Nonetheless, MCC should consider new programs related to healthcare practitioners & technical occupations, whether its focus is on job openings in the McLennan County Junior College District or Texas. Another 29 programmatic areas of opportunity were identified at the transfer-track degree level, many of which are related to education, training, & library occupations, a demand which MCC could establish or adjust existing transfer-track degrees to meet. Some program opportunities may be related to the college's current program offerings, which indicates an opportunity for a curriculum adjustment to better align with the region's current and projected labor market demand. A selection of these occupations, which have the most regional job openings by award level, appear in Table 3.

Table 3: Program Opportunities by Education Level

SOC TITLE	2024 JOBS	ANNUAL JOB OPENINGS	ANNUAL COMPL.	GAP	MEDIAN HOURLY WAGE	ED. LEVEL
Secretaries & Administrative Assistants, Except Legal, Medical, & Executive	1,713	107	1	106	\$19.32	CERT
Bookkeeping, Accounting, & Auditing Clerks	1,214	88	0	88	\$21.78	CERT
Shipping, Receiving, & Inventory Clerks	1,250	83	0	83	\$21.43	CERT
First-Line Supervisors of Production & Operating Workers	799	53	1	52	\$30.11	CERT
Plumbers, Pipefitters, & Steamfitters	734	54	2	52	\$27.73	CERT
Inspectors, Testers, Sorters, Samplers, & Weighers	630	45	0	45	\$18.31	CERT
Carpenters	717	40	0	40	\$21.25	CERT
Operating Engineers & Other Construction Equipment Operators	482	32	0	32	\$23.57	CERT
First-Line Supervisors of Transportation & Material Moving Workers, Except Aircraft Cargo Handling Supervisors	426	32	0	32	\$28.09	CERT
Electricians	752	54	25	29	\$23.22	CERT
Human Resources Assistants, Except Payroll & Timekeeping*	73	3	0	3	\$19.50	ASSOC
Cardiovascular Technologists & Technicians*	65	2	0	2	\$21.11	ASSOC
Drafters, All Other*	26	2	0	2	\$27.65	ASSOC
Training & Development Specialists	401	19	3	15	\$29.29	T-T
Construction Managers*	561	18	5	14	\$36.98	T-T
Buyers & Purchasing Agents*	316	17	3	14	\$31.12	T-T

SOC TITLE	2024 JOBS	ANNUAL JOB OPENINGS	ANNUAL COMPL.	GAP	MEDIAN HOURLY WAGE	ED. LEVEL
Career/Technical Education Teachers, Secondary School	273	7	1	6	\$29.46	T-T
Directors, Religious Activities & Education	165	9	2	6	\$33.39	T-T

*These occupations are directly related to one or more of MCC's program offerings at a different education award level, implying there may be an opportunity to offer a program at the typical education level necessary for entry into the occupation. SOC refers to the Standard Occupational Classification system used to classify occupations. Average annual job openings represent regional data from 2024 to 2034. Numbers may not sum due to rounding.
Source: Lightcast program demand gap model.



Introduction

An efficient labor market requires a seamless flow of skilled workers, the postsecondary educational institutions that educate and train them, and the employers that hire them. One factor behind workforce misalignment stems from when the needs of the employers evolve differently than the programs that train their workers. These misalignments may happen at different times and for different reasons:

- Employer training becomes more tailored and comprehensive;
- Businesses come and go, and certain educational programs become more or less pertinent to a specific region;
- Rapid advances in technology and business create curriculum needs that few educational institutions possess; and
- As economic conditions shift, businesses have different hiring requirements of their employees.

In light of these dynamics, an up-to-date understanding of the economy and the demand for skilled labor is vital to the planning efforts of colleges and universities seeking to adapt their program offerings to the requirements of an ever-changing workforce.

To gain better insight into economic conditions and workforce trends, McLennan Community College (MCC) partnered with Lightcast, a labor market analytics firm, serving higher education, economic and workforce development, talent acquisition, and site selection. In this report, Lightcast conducts an environmental scan of the region's economy, provides a program demand gap analysis of MCC program offerings, and makes recommendations for new program development.

The program demand gap analysis is performed by assessing the supply and demand of skilled workers and identifying the educational programs that need to be adapted in order to fill any existing or future gaps. The analysis weighs the educational output of MCC and other postsecondary educational institutions in the region against the number of job openings related to the college's program offerings to determine whether a deficit or an oversupply of skilled workers exists. The goal of the analysis is to provide MCC with relevant data and information that it can use when solving problems and making decisions about current and future program development.

IMPORTANT NOTE

This analysis is intended to serve as a starting point for MCC as the college discusses regional workforce needs. A deficit (gap) or oversupply (surplus) of workers in a particular occupation category represents a potential problem for the region, making it important for each program and occupation group to be evaluated by the college on a case-by-case basis. The purpose of this analysis is, therefore, to initiate the conversation on evaluating program effectiveness. Once evaluated internally within the college, specific implications may be considered for programs with substantial gaps or surpluses.

It must be noted that our analysis does have its limitations in that only the education supply pipeline is considered. This is due to data availability at the region and institutional levels. However, other sources—unemployed workers, industry trained pipelines, workers migrating to the region, and job changers from other occupational categories—can also be a source of skilled workers. These types of considerations are useful when evaluating specific types of occupations. Publicly available data sources are limited in accounting for this, and consequently these labor sources are unavailable for Lightcast analysis. Primary data collection methods (i.e., interviews and surveys) are among the only ways to obtain information on the other sources for skilled workers.



CHAPTER 2:

Environmental Scan

Before looking at the results of the program demand gap analysis, MCC should first consider the economic structure of its service region, referred to in this report as the McLennan County Junior College District and defined as Falls and McLennan Counties in Texas (Figure 2.1). Identifying the driving industries within the region is an important first step for four reasons:

- it helps MCC understand where the college should logically target its efforts;
- it helps to reveal whether there are industries that may be overlooked as a result of recent economic growth;
- it helps identify the top occupations within those key driving industries; and
- it gives the college a deeper understanding of the region's population characteristics and the socioeconomic background of current and future MCC students.

Figure 2.1: Map of the McLennan County Junior College District



Region definition provided by McLennan Community College.

To these ends, this chapter provides an environmental scan of the McLennan County Junior College District total jobs and jobs within its industries, unemployed workers, commuting patterns, population demographics and socioeconomic indicators, and the highest educational attainments of its adult residents. Tables and figures, in some cases, also present data in Texas and the U.S. Supporting data tables are found in Appendix 3.

TOTAL POPULATION

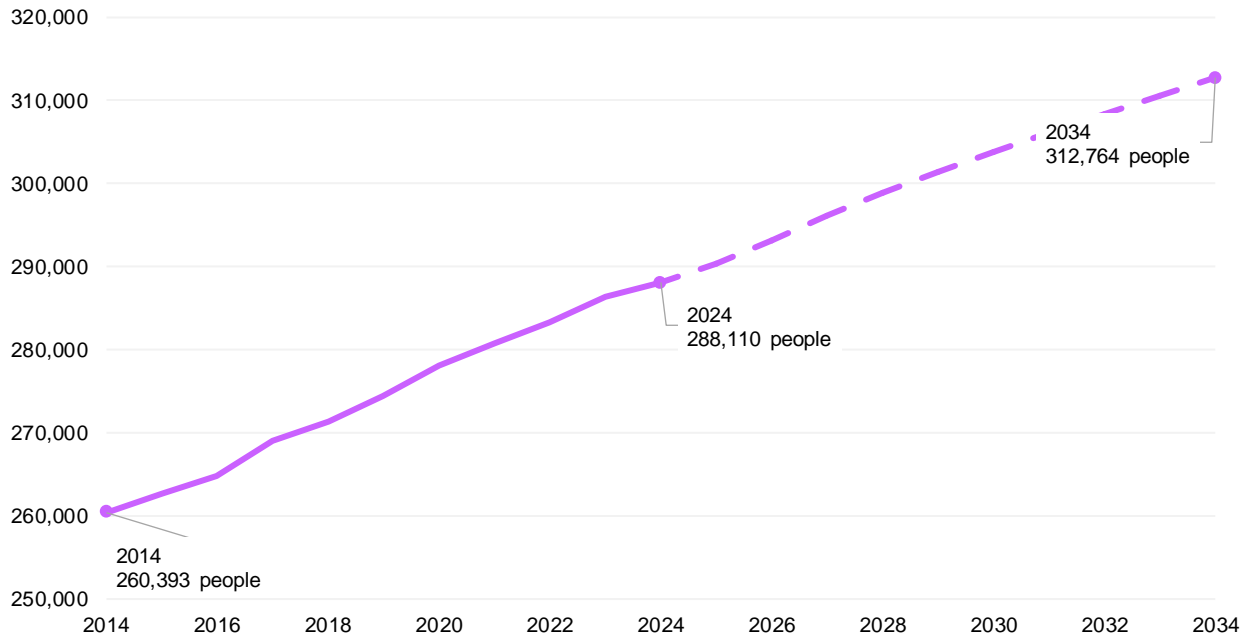
Population projections can be used to anticipate the future demands of a regional labor market as well as the future supply of students to higher education. For the college, strong population growth may indicate it needs to expand its capacity; conversely, low population growth or population decline can help the college plan for a more challenging enrollment environment.

In this section, population data for the region, state, and the U.S. are shown. Historic population data reflect population estimates from the U.S. Census Bureau. Population projections data are generated using a cohort model incorporating birth and mortality rates from the U.S. Centers for Disease Control and estimated in-migration and out-migration rates from U.S. Census Bureau population estimates.

Historical and projected changes in the regional population are presented in the following figures. In 2014, 260,390 people lived in the McLennan County Junior College District, and 312,760 people are projected to live in the region by 2034 (Figure 2.2). Using 2014 as the base year, this reflects a growth rate of 20.1% (Figure 2.3). Texas's population is projected to increase by 34.6% over the same 20-year period, and the population in the U.S. is projected to increase by 12.9%.

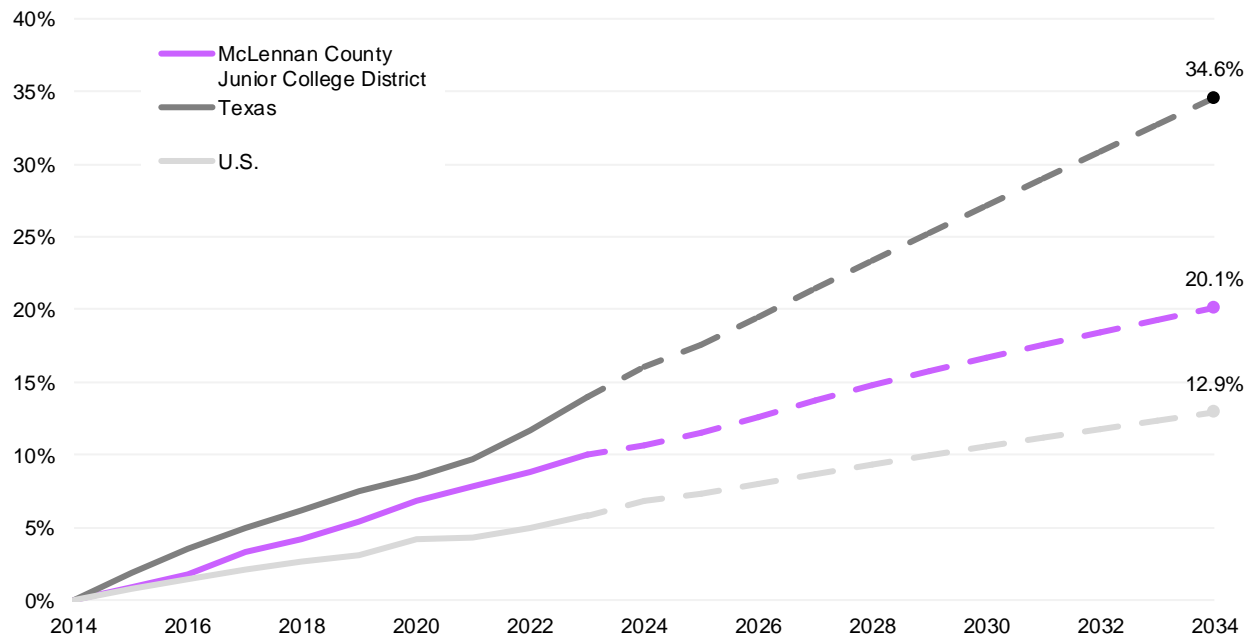
Figure 2.4 shows the year-over-year changes in population, by percent, for the McLennan County Junior College District, Texas, and the U.S. The three regions are projected to grow by 0.8%, 1.3%, and 0.5% from 2024 to 2025, respectively.

Figure 2.2: Historical and Projected Population in the McLennan County Junior College District, 2014 to 2034



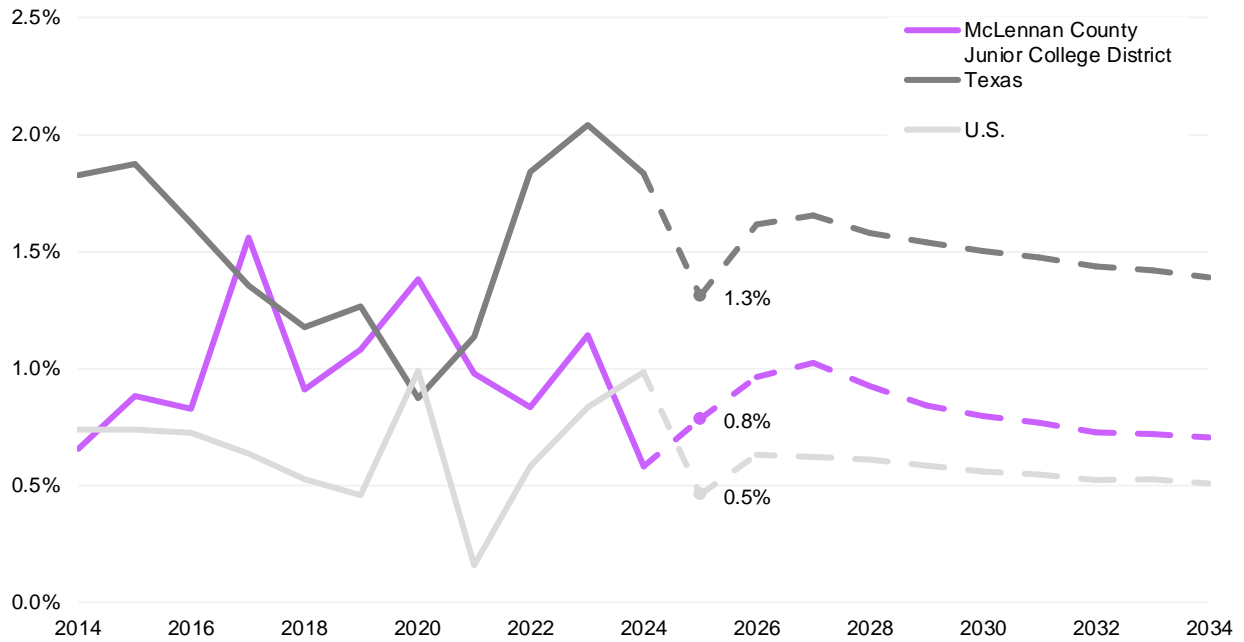
Source: Lightcast demographics data, U.S. Census Bureau, U.S. Health Department.

Figure 2.3: Percent Population Change from 2014 to 2034 in the McLennan County Junior College District, Texas, and the U.S.



Source: Lightcast demographics data, U.S. Census Bureau, U.S. Health Department.

Figure 2.4: Annual Percent Population Change in the McLennan County Junior College District, Texas, and the U.S., 2014 to 2034



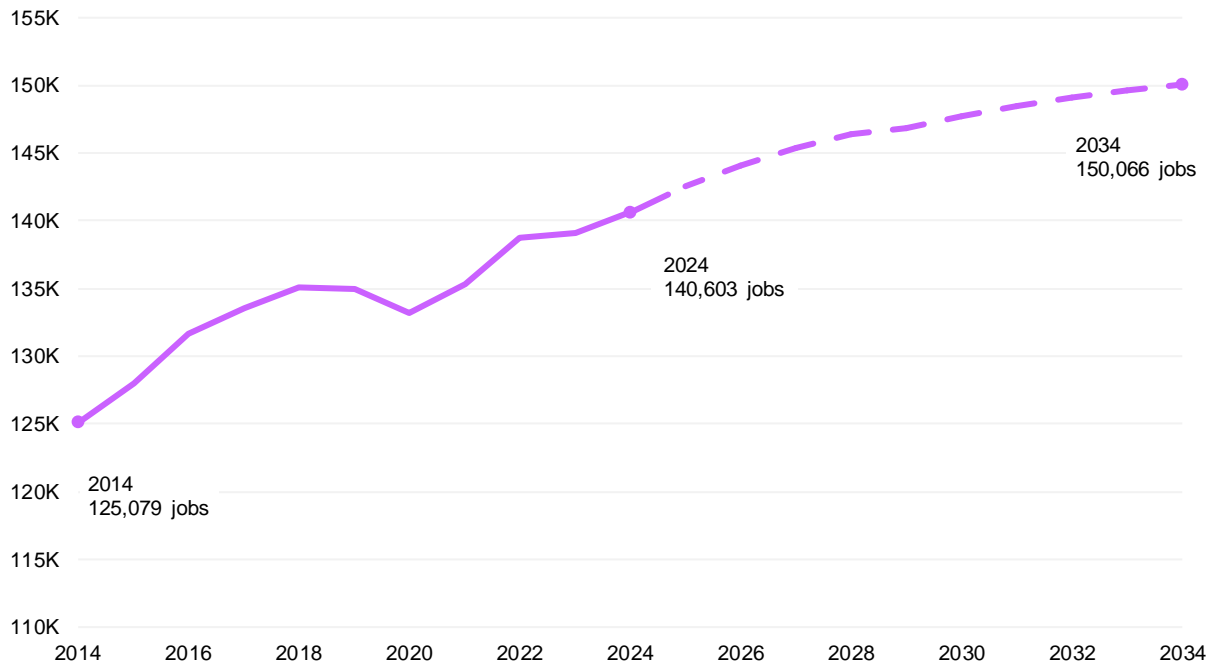
Source: Lightcast demographics data, U.S. Census Bureau, U.S. Health Department.

TOTAL JOBS

Job counts and the changes in jobs over time provide insight into the McLennan County Junior College District as an attractive region for job seekers, employers, and economic developers. Figure 2.5 shows regional jobs from 2014 to 2034. In addition, Figure 2.6 and Figure 2.7 present data on jobs in the McLennan County Junior College District for the same time period but highlight the region’s percent job change, using 2014 as a base year and showing year-over-year job change, respectively.

As shown in Figure 2.5, the McLennan County Junior College District supported 125,080 jobs in 2014. By 2024, that number increased to 140,600 jobs for an increase of 12.4%. For context, in 2024 Texas supported 16 million jobs, and the U.S. supported 174 million jobs. In addition, the region is projected to add another 9,460 jobs from 2024 to 2034 for a growth of 6.7%.

Figure 2.5: Historical and Projected Jobs in the McLennan County Junior College District, 2014 to 2034

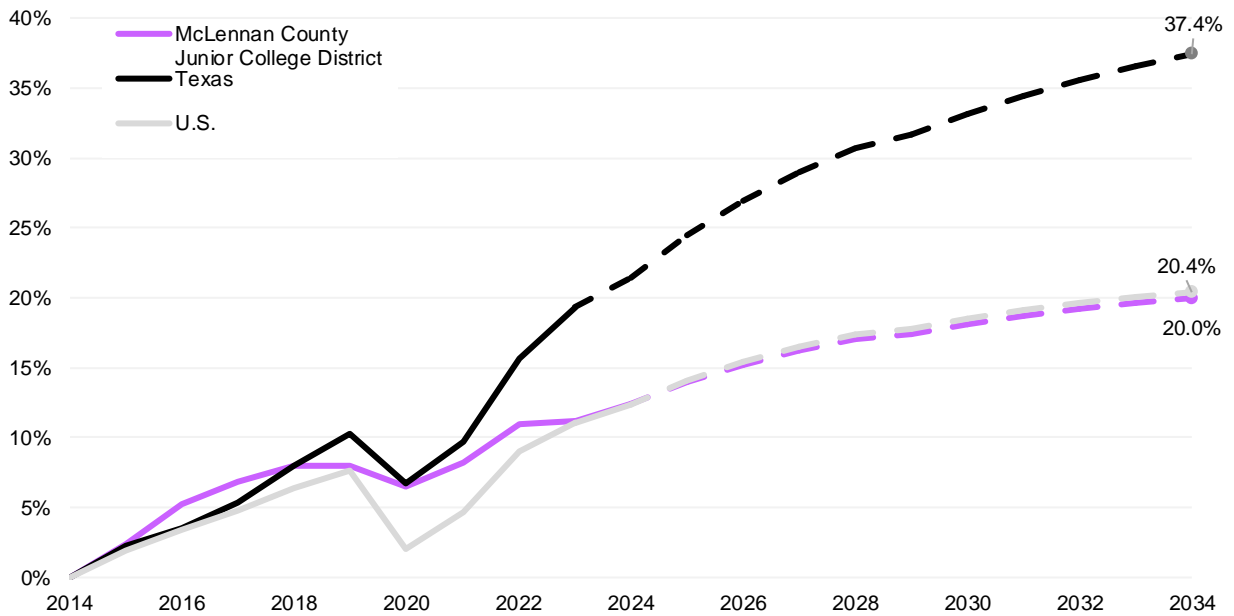


Source: Employees & Self-Employed 2025.4.

Figure 2.6 displays the historical and projected job change, by percent, for the region, state, and the U.S. between 2014 and 2034, with 2014 serving as the base year. Using Lightcast’s job projections, job growth from 2014 to 2034 in the McLennan County Junior College District, Texas, and the U.S. are expected to be 20.0%, 37.4%, and 20.4%, respectively.

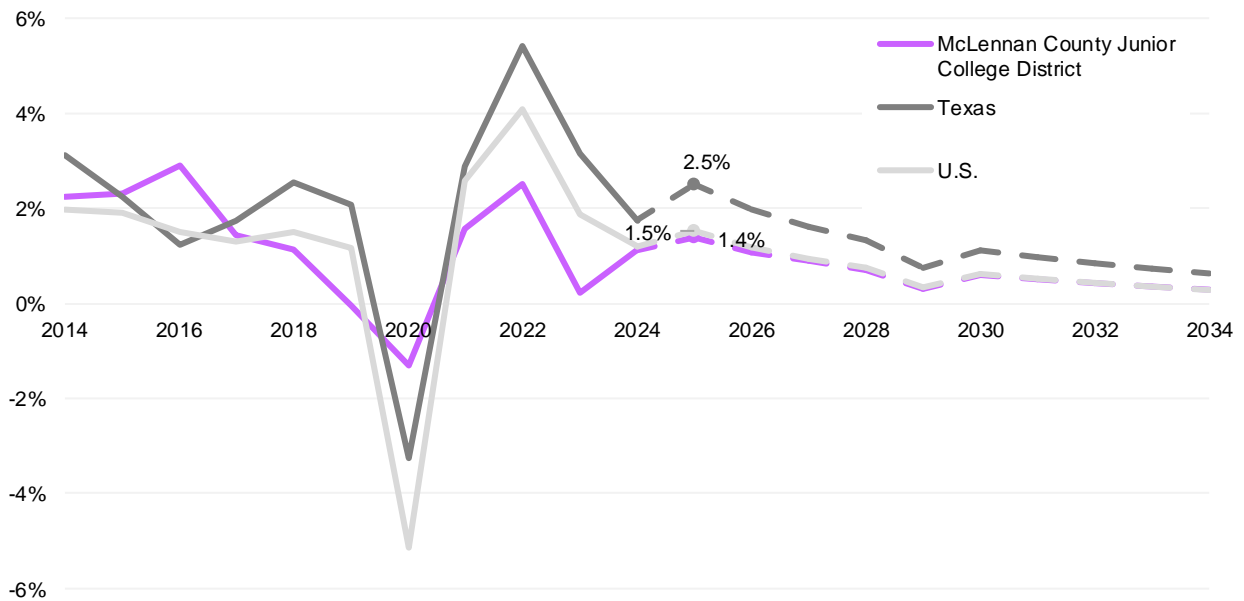
Figure 2.7 shows the year-over-year changes in jobs, by percent, for the McLennan County Junior College District, Texas, and the U.S. The three regions are projected to grow by 1.4%, 2.5%, and 1.5% from 2024 to 2025, respectively. The impact of the Covid-19 pandemic is clearly illustrated in these figures by the loss of jobs from 2019 to 2020. However, jobs in the McLennan County Junior College District recovered well from 2020 to 2021 and are projected to continue growing over the next ten years at a similar pace to the rate of growth before the pandemic.

Figure 2.6: Percent Job Change from 2014 to 2034 in the McLennan County Junior College District, Texas, and the U.S.



Source: Employees & Self-Employed 2025.4.

Figure 2.7: Annual Percent Job Change in the McLennan County Junior College District, Texas, and the U.S. from 2014 to 2034.



Source: Employees & Self-Employed 2025.4.

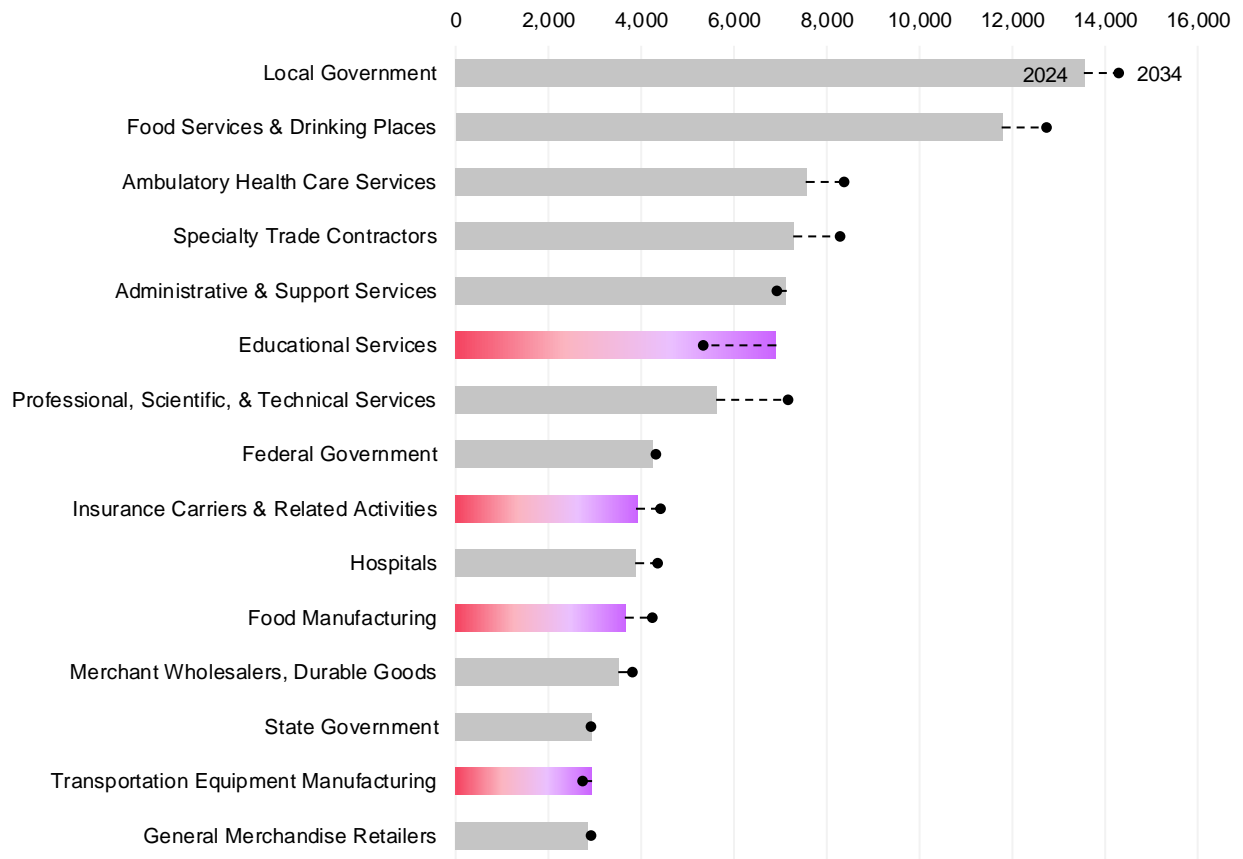
INDUSTRY COMPOSITION

Evaluating current and future employment by industry provides information on the region's economic diversity. Understanding the industry mix is important for drawing connections to the occupations and companies that are in-demand, and students are likely to find employment in the largest regional industries. The North American Industry Classification System (NAICS) is the structure used by federal agencies to classify business establishments based on their production process (although the final product or service is usually similar for the firms in a given industry). NAICS applies a six-digit hierarchical coding system to organize nearly 1,000 detailed industries in the U.S. For the analysis in this section, Lightcast has aggregated industries into their three-digit NAICS codes, referred to as industry subsectors.³

Figure 2.8 presents the 15 largest industry subsectors in the McLennan County Junior College District, by their 2024 job counts and also shows the industry subsectors' projected change over the next decade. The region supported 140,600 jobs in 2024, and by 2034, it is projected to add 9,460 new jobs for a 6.7% job increase. As shown in the figure, Local Government is the largest employer, with 13,570 jobs in 2024, and it is expected to remain the top regional employer. The Food Services & Drinking Places and Ambulatory Health Care Services industry subsectors are the next largest, with 11,790 and 7,570 jobs in 2024, respectively. As for growth, Professional, Scientific, & Technical Services is projected to add the most jobs of the top 15 industry subsectors, with a 10-year increase of 1,530 new jobs for 27.1% job growth. On the other hand, four of the top 15 industry subsectors are expected to contract between 2024 and 2034. The top two contracting industry subsectors are Educational Services and Administrative & Support Services.

³ In Lightcast data, all establishments in the main NAICS hierarchy are private sector only. Jobs in Educational Services and Ambulatory Health Care Services, for example, are not associated with local, state, or federal government jobs. Jobs for public school teachers and city firefighters are in Local Government, whereas college professors and forest firefighters are commonly employed by State Government. Mail carriers and transportation security screeners are examples of jobs in Federal Government.

Figure 2.8: Jobs by Industry Subsector in the McLennan County Junior College District, 2024 and 2034



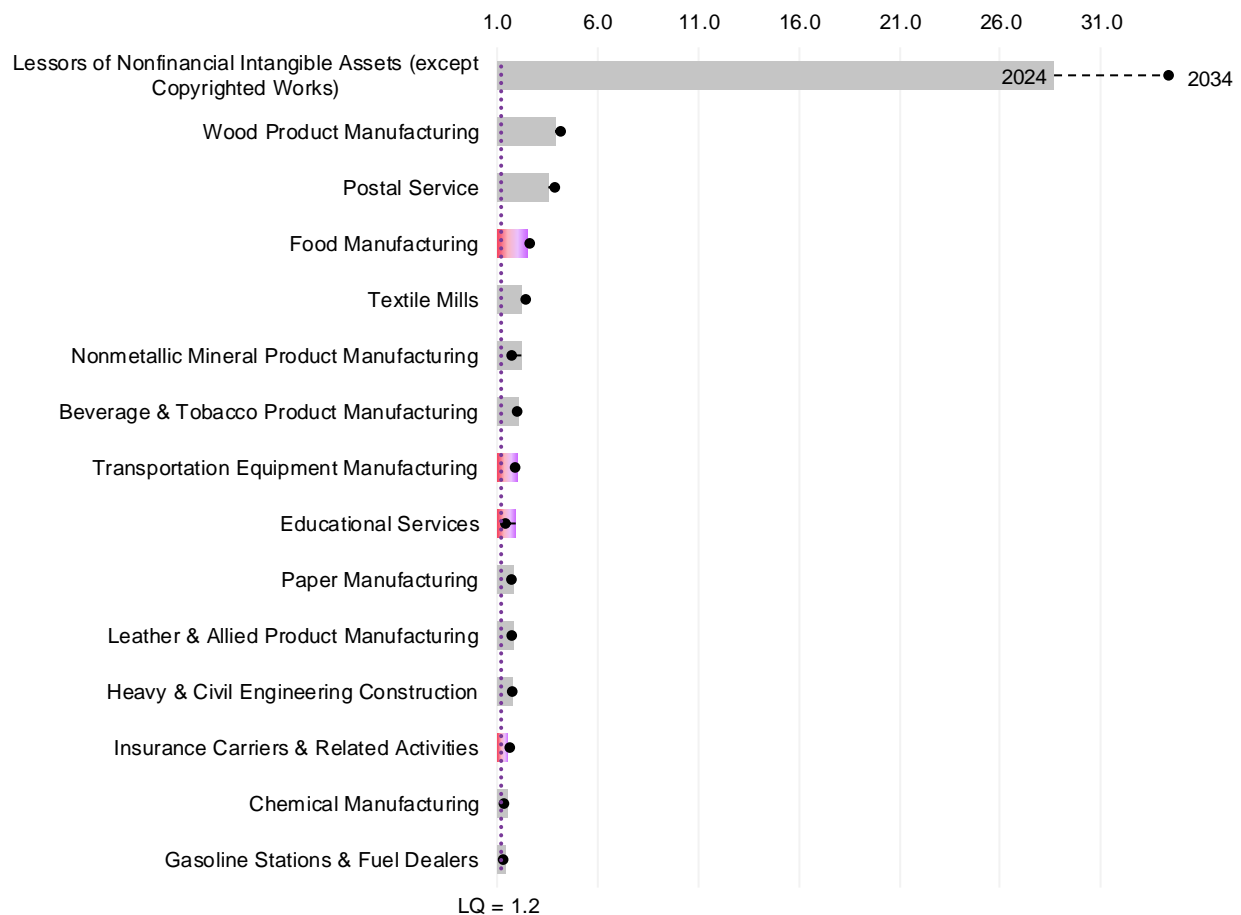
Highlighted bars are key industry subsectors. See 'Occupations Within Key Industry Subsectors' for more information.
 Source: Employees & Self-Employed 2025.4.

The employment concentration of the McLennan County Junior College District's industry subsectors is measured by a location quotient (LQ). LQs are used to assess competitiveness by comparing the concentration of employment in an industry in the region against the employment concentration for that same industry in the U.S. An LQ equal to 1.0 means that the percentage of total employment comprised by an industry in the McLennan County Junior College District matches the percentage of total employment of that industry in the U.S. An LQ greater than 1.0 means that the industry has a greater employment share relative to that of the U.S. High LQs, which are typically greater than 1.2, are an indication that the region has a comparative advantage or specialization in an industry.

The industry subsectors with the 15 highest LQs in the McLennan County Junior College District are shown in Figure 2.9. The Lessors of Nonfinancial Intangible Assets (except Copyrighted Works) industry subsector had the highest LQ in 2024 at 28.7. The industry subsector is expected to increase in employment concentration between 2024 and 2034 and remain the industry subsector with the largest LQ. The Wood Product Manufacturing; Postal Service; and Food Manufacturing industry subsectors also have relatively large employment concentrations, with LQs of 3.9, 3.5, and 2.5 in 2024, respectively. As for 10-year growth,

Lessors of Nonfinancial Intangible Assets (except Copyrighted Works) is projected to increase in LQ by 19.8% from an LQ of 28.7 to an LQ of 34.4, which is the largest percent increase among the top 15 industry subsectors in the figure. On the other hand, nine industry subsectors are expected to drop in LQ between 2024 and 2034. Educational Services has the largest percent decrease (26.7%). Despite the declines, all the region's top 15 industry subsectors will remain above the 1.2 high-LQ threshold.

Figure 2.9: Employment Concentration (LQ) by Industry Subsector in the McLennan County Junior College District, 2024 and 2034



Highlighted bars are key industry subsectors. See 'Occupations Within Key Industry Subsectors' for more information.
 Source: Employees & Self-Employed 2025.4.

Industry earnings are defined as total wages, salaries, supplements (such as additional employee benefits), and proprietor income. Workers in various industry subsectors see different average wages, so identifying the McLennan County Junior College District's top industries by earnings is another method of evaluating an industry's strength. Table 2.1 shows the region's top 15 industry subsectors in descending order of 2024 earnings, as well as additional jobs data.

Local Government had the highest earnings in the McLennan County Junior College District (\$979 million), which accounted for 8% of the region’s total earnings (\$11.6 billion). The next largest industry subsector was Professional, Scientific, & Technical Services, bringing in 6.7% of the region’s total earnings. Ambulatory Health Care Services had the third largest earnings with 6.2% of the region’s total earnings. As illustrated in Figure 2.10, the largest five industry subsectors accounted for 31.3% of all earnings in the region.

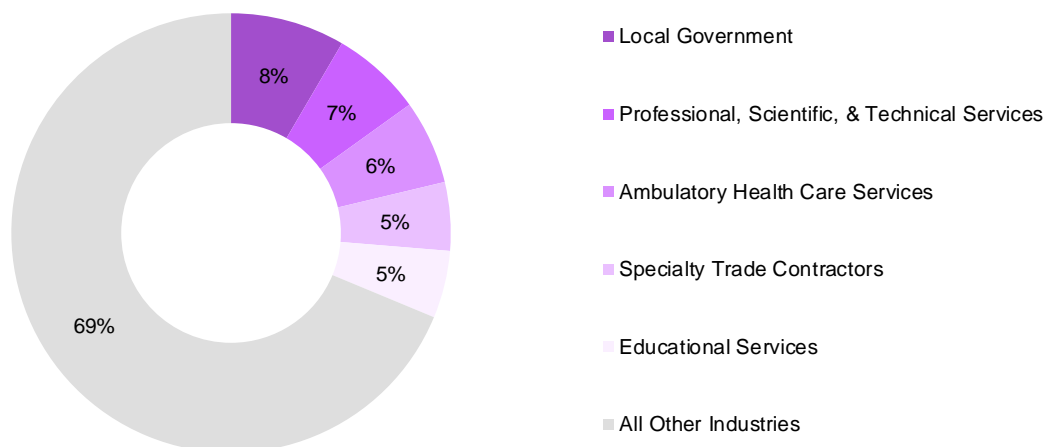
Table 2.1: Industry Subsector Earnings in the McLennan County Junior College District

NAICS TITLE	2024 EARNINGS (\$ MILLIONS)	% 2024 EARNINGS	2024 JOBS	2034 JOBS	JOB CHANGE	% JOB CHANGE
Local Government	\$979	8.4%	13,567	14,297	730	5.4%
Professional, Scientific, & Technical Services	\$773	6.7%	5,640	7,167	1,528	27.1%
Ambulatory Health Care Services	\$720	6.2%	7,570	8,376	807	10.7%
Specialty Trade Contractors	\$585	5.0%	7,301	8,289	989	13.5%
Educational Services	\$577	5.0%	6,895	5,338	(1,557)	-22.6%
Insurance Carriers & Related Activities	\$524	4.5%	3,911	4,418	508	13.0%
Federal Government	\$439	3.8%	4,252	4,318	65	1.5%
Transportation Equipment Manufacturing	\$435	3.7%	2,920	2,737	(184)	-6.3%
Real Estate	\$395	3.4%	2,179	2,426	246	11.3%
Securities, Commodity Contracts, & Other Financial Investments & Related Activities	\$388	3.3%	480	638	159	33.1%
Administrative & Support Services	\$371	3.2%	7,118	6,926	(192)	-2.7%
Hospitals	\$324	2.8%	3,892	4,356	464	11.9%
Merchant Wholesalers, Durable Goods	\$309	2.7%	3,528	3,812	284	8.0%
Food Services & Drinking Places	\$309	2.7%	11,795	12,741	946	8.0%
Food Manufacturing	\$243	2.1%	3,669	4,241	572	15.6%
All other industries	\$4,253	36.6%	55,885	59,983	4,099	7.3%
Total	\$11,624	100.0%	140,603	150,066	9,463	6.7%

Numbers may not sum due to rounding.

Source: Employees & Self-Employed 2025.4.

Figure 2.10: Top Five Industry Subsectors by Earnings in the McLennan County Junior College District



Numbers may not sum due to rounding.
 Source: Employees & Self-Employed 2025.4.

OCCUPATIONS WITHIN KEY INDUSTRY SUBSECTORS

Four industry subsectors are found in both Figure 2.8 and Figure 2.9 because they are large employers and have high LQs. Altogether, the industry subsectors represent 12% of the McLennan County Junior College District’s jobs. These industry subsectors, in descending order of 2024 jobs, are:

- Educational Services;
- Insurance Carriers & Related Activities;
- Food Manufacturing; and
- Transportation Equipment Manufacturing.

Their appearance in the figures provides an indication of their relative strength in the McLennan County Junior College District, and thus, we identified the most common occupations within the four industry subsectors, called a staffing pattern.⁴ The industry subsectors’ staffing patterns provide insight into not only the region’s labor market demand, but by extension, the demand for the college’s program offerings.

The **Educational Services** industry subsector in the region supported 6,900 jobs in 2024 and had an LQ of 1.9. It is comprised of 17 industries at the six-digit NAICS code level. The largest industry is the Colleges, Universities, & Professional Schools industry, with 80% of jobs in the industry subsector. The top occupation employed by the Educational Services industry

⁴ The top occupations, in terms of the percent of total jobs in an industry, are identified using data from the National Occupational Employment Statistics program, projections from the National Industry-Occupation Employment Matrix, and Lightcast’s proprietary employment data.

subsector is postsecondary teachers, which constitutes 29% of the industry subsector's jobs. It is followed by education administrators, postsecondary (5%) and office clerks, general (3%). Out of the top 25 occupations within the industry subsector, the top five highest paying occupations that require an associate degree or below, in terms of median hourly earnings, are:

- executive secretaries & executive administrative assistants (\$31.37);
- first-line supervisors of office & administrative support workers (\$28.23);
- computer user support specialists (\$24.88);
- maintenance & repair workers, general (\$20.95); and
- information & record clerks, all other (\$20.11).

The top three highest paying occupations that require a bachelor's degree are:

- general & operations managers (\$41.30);
- business operations specialists, all other (\$36.56); and
- coaches & scouts (\$33.32).

The **Insurance Carriers & Related Activities** industry subsector in the region supported 3,910 jobs in 2024 and had an LQ of 1.5. It is comprised of 10 industries at the six-digit NAICS code level. The largest industry is the Direct Life Insurance Carriers industry, with 25% of jobs in the industry subsector. The top occupation employed by the Insurance Carriers & Related Activities industry subsector is claims adjusters, examiners, & investigators, which constitutes 21% of the industry subsector's jobs. It is followed by insurance sales agents (12%) and insurance claims & policy processing clerks (12%). Out of the top 25 occupations within the industry subsector, the top five highest paying occupations that require an associate degree or below, in terms of median hourly earnings, are:

- claims adjusters, examiners, & investigators (\$33.91);
- first-line supervisors of office & administrative support workers (\$28.23);
- insurance sales agents (\$22.88);
- insurance claims & policy processing clerks (\$22.81); and
- bookkeeping, accounting, & auditing clerks (\$21.78).

The top three highest paying occupations that require a bachelor's degree are:

- computer & information systems managers (\$62.95);
- financial managers (\$59.92); and
- marketing managers (\$58.13).

The **Food Manufacturing** industry subsector in the region supported 3,670 jobs in 2024 and had an LQ of 2.5. It is comprised of 43 industries at the six-digit NAICS code level. The largest industry is the Poultry Processing industry, with 62% of jobs in the industry subsector. The top occupation employed by the Food Manufacturing industry subsector is meat, poultry, & fish cutters & trimmers, which constitutes 10% of the industry subsector's jobs. It is followed by food batchmakers (9%) and slaughterers & meat packers (7%). Out of the top 25 occupations

within the industry subsector, the top five highest paying occupations that require an associate degree or below, in terms of median hourly earnings, are:

- first-line supervisors of production & operating workers (\$30.11);
- maintenance workers, machinery (\$29.55);
- industrial machinery mechanics (\$27.83);
- heavy & tractor-trailer truck drivers (\$23.93); and
- mixing & blending machine setters, operators, & tenders (\$21.54).

The highest paying occupations that require a bachelor's degree are:

- industrial production managers (\$51.31); and
- general & operations managers (\$41.30).

The **Transportation Equipment Manufacturing** industry subsector in the region supported 2,920 jobs in 2024 and had an LQ of 2.0. It is comprised of 26 industries at the six-digit NAICS code level. The largest industry is the Aircraft Manufacturing industry, with 68% of jobs in the industry subsector. The top occupation employed by the Transportation Equipment Manufacturing industry subsector is miscellaneous assemblers & fabricators, which constitutes 10% of the industry subsector's jobs. It is followed by aircraft mechanics & service technicians (8%) and inspectors, testers, sorters, samplers, & weighers (5%). Out of the top 25 occupations within the industry subsector, the top five highest paying occupations that require an associate degree or below, in terms of median hourly earnings, are:

- avionics technicians (\$39.29);
- aircraft mechanics & service technicians (\$37.27);
- first-line supervisors of production & operating workers (\$30.11);
- industrial machinery mechanics (\$27.83); and
- machinists (\$23.18).

The top three highest paying occupations that require a bachelor's degree are:

- architectural & engineering managers (\$79.18);
- aerospace engineers (\$63.13); and
- software developers (\$56.51).

UNEMPLOYMENT

Unemployment data identify areas in which skills may mismatch with the region's current employment opportunities or where MCC could provide appropriate training programs best suited to transitioning unemployed workers into in-demand occupations. The tables and figures in this section present unemployment in the McLennan County Junior College District as the

number of people unemployed by two-digit industry sector and by two-digit occupational group.⁵

Lightcast industry- and occupation-specific unemployment estimates are derived from several federal sources. They are Characteristics of the Insured Unemployed (CIU) at the Department of Labor, Employment, & Training Administration; Local Area Unemployment Statistics (LAUS) from the Bureau of Labor Statistics (BLS); and the Current Population Survey (CPS) at the Census. Lightcast final industry and occupation data, as well as state-specific data, are also used. The numbers and percentages reflect the monthly average for the 12 months preceding August 2025 and follow the same methodology as federal statistical agencies. The unemployment rate is not provided because it is difficult to accurately determine the size of the labor force in an industry or occupation every month. However, it appears for a full region in a following section titled Socioeconomic Indicators. In this section, rather than the unemployment rate, the percent of all unemployed workers in the McLennan County Junior College District, Texas, and the U.S. are provided.

Table 2.2: Unemployed Workers by Industry Sector in the McLennan County Junior College District with State and National Comparisons

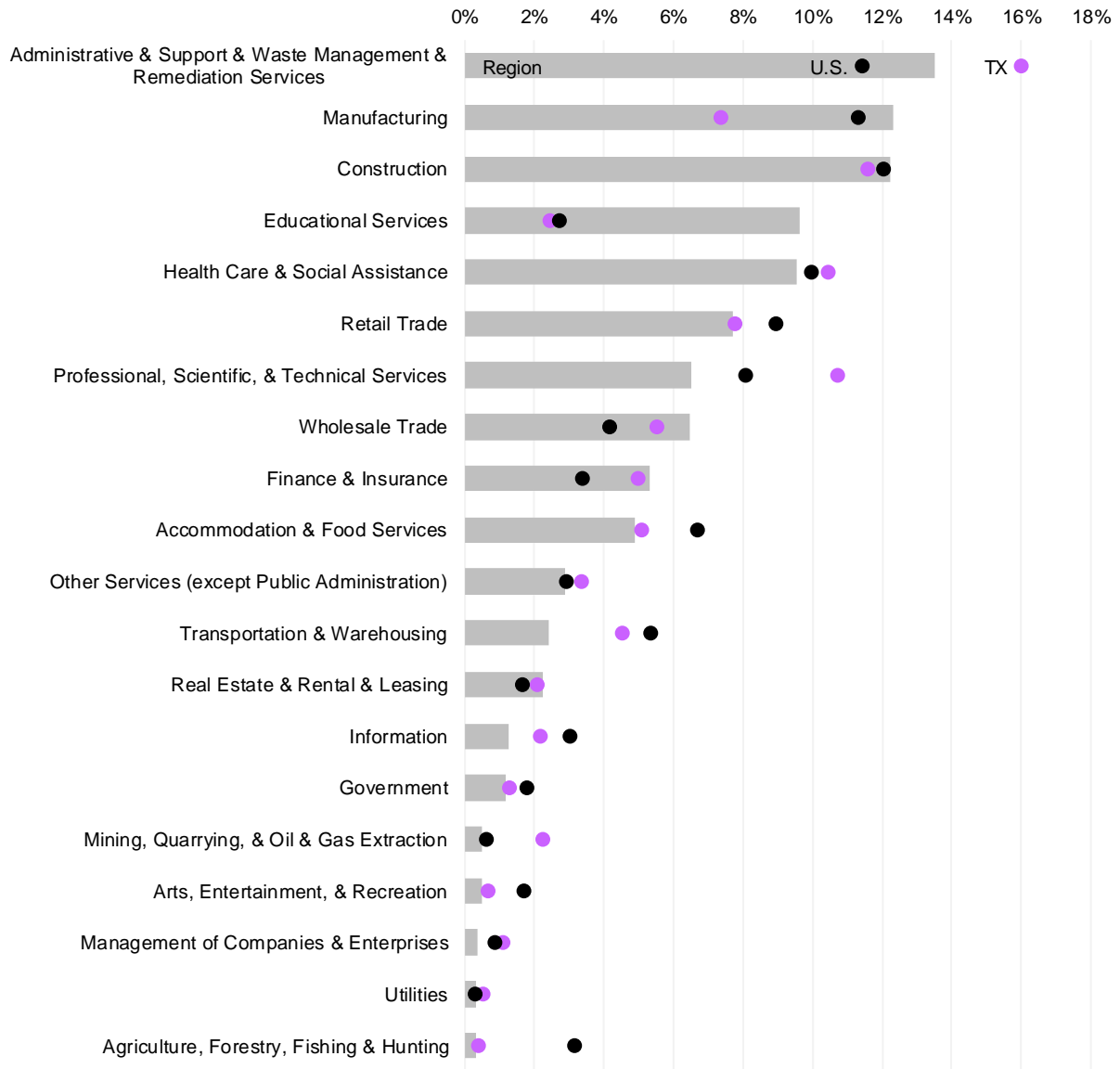
NAICS CODE	NAICS TITLE	REGION UNEMPLOYED	REGION % UNEMPLOYED	STATE % UNEMPLOYED	U.S. % UNEMPLOYED
56	Administrative & Support & Waste Management & Remediation Services	726	14%	16%	11%
31	Manufacturing	661	12%	7%	11%
23	Construction	655	12%	12%	12%
61	Educational Services	515	10%	2%	3%
62	Health Care & Social Assistance	511	10%	10%	10%
44	Retail Trade	414	8%	8%	9%
54	Professional, Scientific, & Technical Services	349	7%	11%	8%
42	Wholesale Trade	347	6%	6%	4%
52	Finance & Insurance	284	5%	5%	3%
72	Accommodation & Food Services	262	5%	5%	7%
81	Other Services (except Public Administration)	155	3%	3%	3%
48	Transportation & Warehousing	128	2%	5%	5%
53	Real Estate & Rental & Leasing	120	2%	2%	2%
51	Information	68	1%	2%	3%

⁵ Industry data reported elsewhere in the analysis are at the three-digit NAICS code level, referred to as industry subsectors. Occupation data reported elsewhere are also at a more detailed level, simply referred to as occupations at the six-digit SOC code level.

NAICS CODE	NAICS TITLE	REGION UNEMPLOYED	REGION % UNEMPLOYED	STATE % UNEMPLOYED	U.S. % UNEMPLOYED
90	Government	64	1%	1%	2%
21	Mining, Quarrying, & Oil & Gas Extraction	27	1%	2%	1%
71	Arts, Entertainment, & Recreation	25	0%	1%	2%
55	Management of Companies & Enterprises	18	0%	1%	1%
22	Utilities	18	0%	1%	0%
11	Agriculture, Forestry, Fishing & Hunting	17	0%	0%	3%
	Total	5,364	100%	100%	100%

Source: Lightcast Total Unemployment (monthly average for the 12 months preceding August 2025).

Figure 2.11: Unemployed Workers by Industry Sector in the McLennan County Junior College District with State and National Comparisons



Source: Lightcast Total Unemployment (monthly average for the 12 months preceding August 2025).

Table 2.3: Unemployed Workers by Occupational Group in the McLennan County Junior College District with State and National Comparisons

SOC CODE	SOC TITLE	REGION UNEMPLOYED	REGION % UNEMPLOYED	STATE % UNEMPLOYED	U.S. % UNEMPLOYED
43-0000	Office & Administrative Support	640	12%	11%	11%
51-0000	Production	569	11%	7%	9%
47-0000	Construction & Extraction	539	10%	9%	11%
11-0000	Management	524	10%	11%	12%
41-0000	Sales & Related	460	9%	10%	8%
13-0000	Business & Financial Operations	432	8%	8%	6%
49-0000	Installation, Maintenance, & Repair	351	7%	6%	4%
53-0000	Transportation & Material Moving	332	6%	7%	9%
31-0000	Healthcare Support	246	5%	6%	3%
35-0000	Food Preparation & Serving Related	228	4%	4%	6%
25-0000	Education, Training, & Library	171	3%	3%	2%
15-0000	Computer & Mathematical	141	3%	4%	4%
37-0000	Building & Grounds Cleaning & Maintenance	118	2%	2%	3%
21-0000	Community & Social Service	115	2%	2%	1%
27-0000	Arts, Design, Entertainment, Sports, & Media	92	2%	1%	2%
39-0000	Personal Care & Service	91	2%	2%	2%
29-0000	Healthcare Practitioners & Technical	89	2%	2%	2%
33-0000	Protective Service	85	2%	2%	2%
17-0000	Architecture & Engineering	74	1%	2%	2%
23-0000	Legal	31	1%	1%	1%
19-0000	Life, Physical, & Social Science	19	0%	0%	1%
45-0000	Farming, Fishing, & Forestry	14	0%	0%	1%
55-0000	Military	3	0%	0%	0%
	Total	5,364	100%	100%	100%

Source: Lightcast Total Unemployment (monthly average for the 12 months preceding August 2025).

Figure 2.12: Unemployed Workers by Occupational Group in the McLennan County Junior College District with State and National Comparisons



Source: Lightcast Total Unemployment (monthly average for the 12 months preceding August 2025).

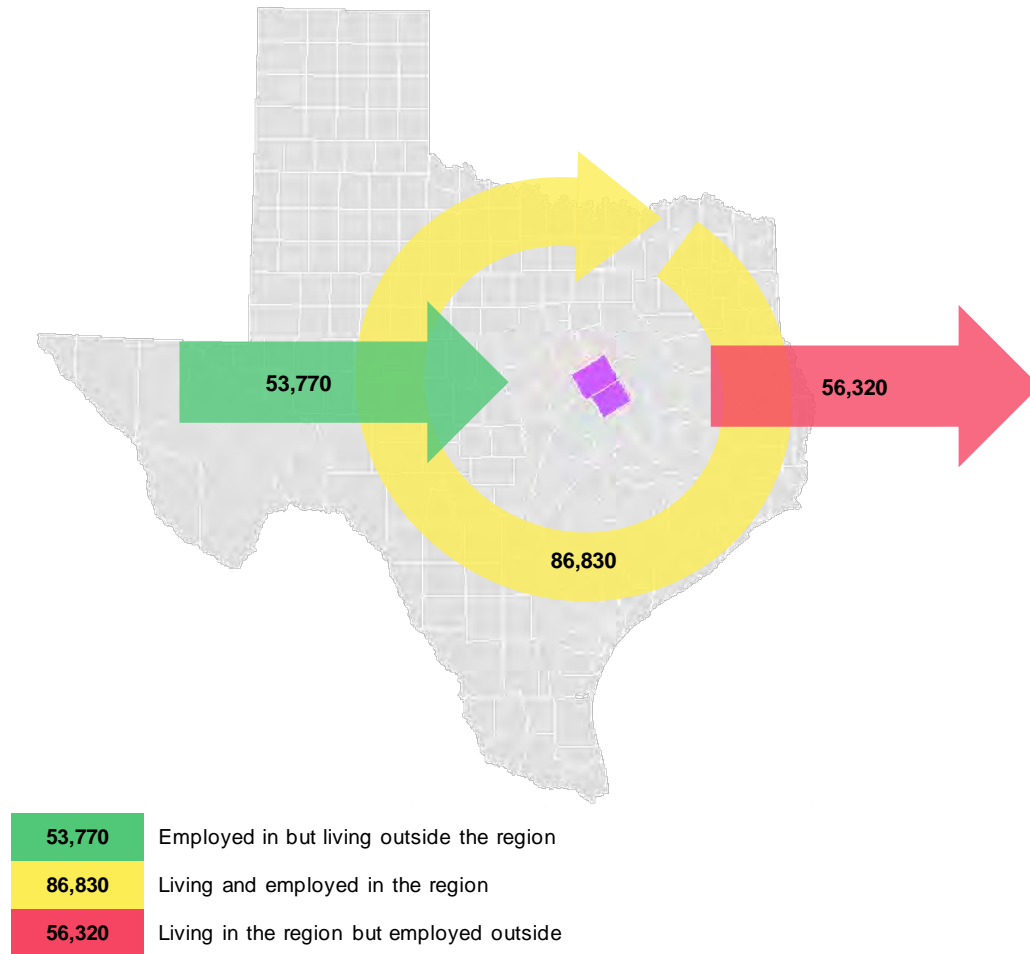
WORKFORCE COMMUTING PATTERNS

The Longitudinal Employer-Household Dynamics (LEHD) program⁶ at the U.S. Census Bureau provides information on the residential and employment locations of workers. Such data show the commuting patterns of regional employees. More specifically, the LEHD data demonstrate the extent to which employees commute to the McLennan County Junior College District for work and how many residents commute to surrounding communities for work. Workers from outside the region could be filling current employment gaps, or the region's residents could be out-commuting when there is a surplus of available jobs. The concepts of a "gap" and "surplus" are discussed in greater detail in the first section of Chapter 3.

Figure 2.13 presents the inflow and outflow of jobs to and from the McLennan County Junior College District. LEHD data identify 140,600 jobs in the region, with 86,830 jobs filled by residents and 53,770 jobs filled by people living outside the region. In addition, 56,320 jobs are held by the region's residents outside the McLennan County Junior College District. In other words, 56,320 residents commute outside the region for work. The job counts represent primary jobs, as opposed to all jobs, and differ slightly from job counts in the previous sections, which use Lightcast's complete employment data (see industry data in Appendix 2). As shown in the figure, slightly more workers out-commute than in-commute.

⁶ LEHD is an innovative program that uses modern statistical and computing techniques to combine federal and state administrative data on employers and employees with core Census Bureau censuses and surveys while protecting the confidentiality of people and firms that provide the data.

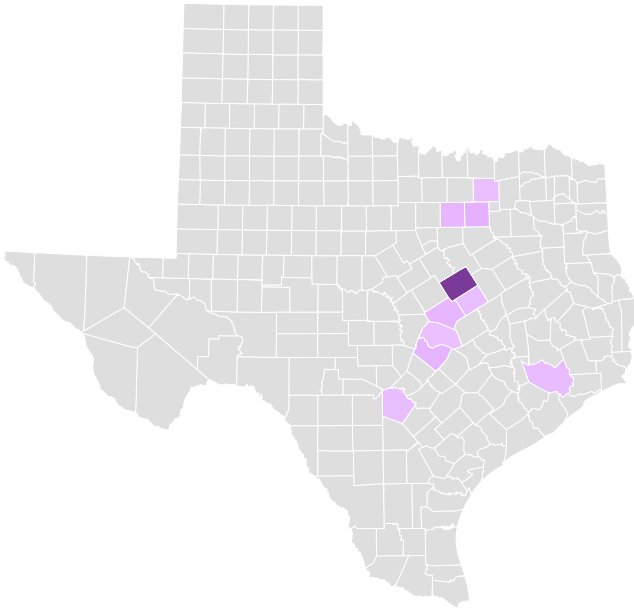
Figure 2.13: McLennan County Junior College District Job Inflow and Outflow



Source: Census Bureau, Center for Economic Studies.

Figure 2.14 and Table 2.4 provide further insight into the places where the region's residents work. As shown in the figure, the region's residents are out-commuting to neighboring counties for work, but the greatest number of residents work in McLennan County (59% of all jobs). Figure 2.15 and Table 2.5 also show commuting patterns, except the data highlight the counties in which the region's workers reside.

Figure 2.14: Counties where McLennan County Junior College District Residents Work



Source: Census Bureau, Center for Economic Studies.

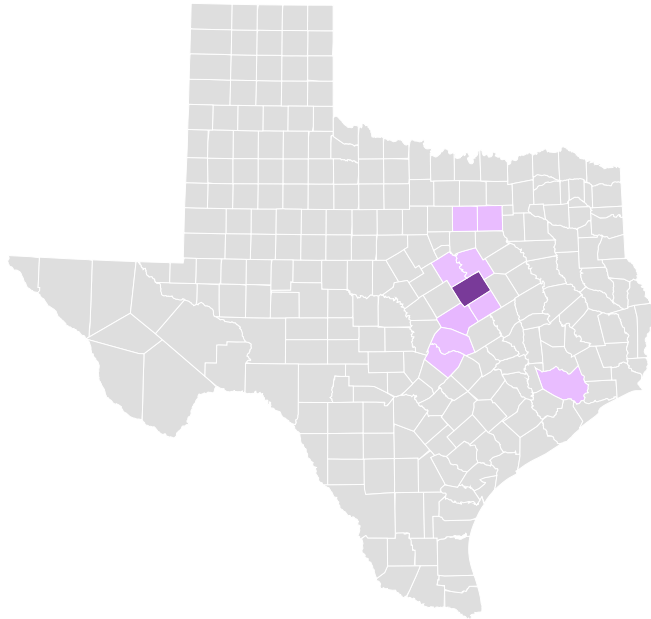
Table 2.4: Counties where McLennan County Junior College District Residents Work

COUNTY OF EMPLOYMENT	JOBS	% JOBS
McLennan County*	84,270	59%
Dallas County	8,480	6%
Travis County	6,210	4%
Bell County	6,140	4%
Tarrant County	5,820	4%
Harris County	3,530	2%
Falls County*	2,570	2%
Bexar County	2,400	2%
Collin County	1,880	1%
Williamson County	1,630	1%
All Other Locations	20,240	14%
Total Primary Jobs, Residents	143,150	100%

*These counties are included in the service region of analysis.

Source: Census Bureau, Center for Economic Studies.

Figure 2.15: Counties where McLennan County Junior College District Workers Live



Source: Census Bureau, Center for Economic Studies.

Table 2.5: Counties where McLennan County Junior College District Workers Live

COUNTY OF RESIDENCE	JOBS	% JOBS
McLennan County*	83,280	59%
Bell County	6,090	4%
Dallas County	3,580	3%
Falls County*	3,550	3%
Tarrant County	3,490	2%
Harris County	3,110	2%
Travis County	2,530	2%
Williamson County	2,240	2%
Bosque County	2,230	2%
Hill County	2,030	1%
All Other Locations	28,480	20%
Total Primary Jobs, Workers	140,600	100%

*These counties are included in the service region of analysis.

Source: Census Bureau, Center for Economic Studies.

OCCUPATIONS OF REGIONAL RESIDENTS

This section combines occupational data with employment information on McLennan County Junior College District residents. Essentially, the data identify the occupational groups that MCC’s programs should be targeting based upon the jobs of the region’s residents. The final results, which appear in Table 2.6 and Table 2.7, show which occupational groups are undersupplied or oversupplied by the region’s residents, respectively. As for the source of the data, the number of jobs within an occupation is based on Lightcast’s industry data and staffing patterns, and we use data from LEHD Origin-Destination Employment Statistics (LODES) to determine how many McLennan County Junior College District residents are employed in the region’s occupations. Specifically, the LODES originate from Origin and Destination (OD) data, Regional Area Characteristics (RAC), and Workforce Area Characteristics (WAC).

Construction trades workers was the highest-ranked occupational group, in terms of its need for non-regional residents (Table 2.6). As shown, 5,510 residents of the McLennan County Junior College District were employed in the occupational group in 2024, but the region supported 6,280 such workers. Therefore, 772 non-regional residents were employed in the occupational group in the McLennan County Junior College District in 2024, accounting for 21.3% of the region’s net in-commuters (Figure 2.16). Food processing workers and information & record clerks were the second and third highest-ranked occupational groups, with 251 and 229 net in-commuters, respectively.

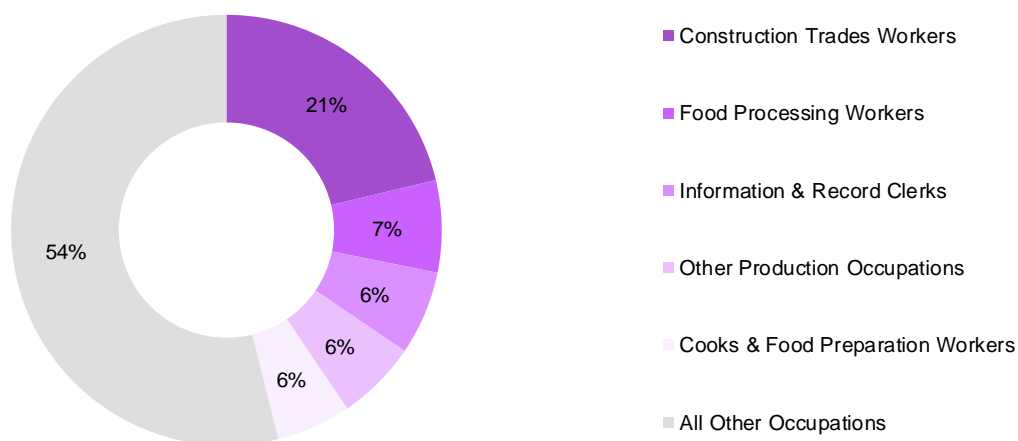
Table 2.6: Top Occupational Groups by Net In-Commuters for Jobs in the McLennan County Junior College District

SOC CODE	SOC TITLE	2024 NET IN-COMMUTERS	2024 RESIDENT WORKERS	2024 JOBS	2034 JOBS	JOB CHANGE
47-2000	Construction Trades Workers	772	5,508	6,280	6,831	551
51-3000	Food Processing Workers	251	1,167	1,417	1,637	220
43-4000	Information & Record Clerks	229	5,447	5,676	5,596	(80)
51-9000	Other Production Occupations	220	2,693	2,912	2,998	86
35-2000	Cooks & Food Preparation Workers	203	3,353	3,556	3,765	208
51-2000	Assemblers & Fabricators	192	1,601	1,794	1,954	161
13-1000	Business Operations Specialists	179	5,870	6,049	6,625	576
43-9000	Other Office & Administrative Support Workers	167	2,928	3,095	2,990	(105)
25-1000	Postsecondary Teachers	158	2,434	2,592	2,238	(354)
49-3000	Vehicle & Mobile Equipment Mechanics, Installers, & Repairers	103	2,064	2,167	2,307	140
47-1000	Supervisors of Construction & Extraction Workers	91	785	876	957	81
35-3000	Food & Beverage Serving Workers	82	6,657	6,739	7,337	598

SOC CODE	SOC TITLE	2024 NET IN-COMMUTERS	2024 RESIDENT WORKERS	2024 JOBS	2034 JOBS	JOB CHANGE
43-5000	Material Recording, Scheduling, Dispatching, & Distributing Workers	73	2,260	2,333	2,388	55
49-9000	Other Installation, Maintenance, & Repair Occupations	69	3,425	3,495	3,994	499
51-6000	Textile, Apparel, & Furnishings Workers	64	396	460	482	22

Source: Employees & Self-Employed 2025.4.

Figure 2.16: Top Five Occupational Groups by Net In-Commuters for Jobs in the McLennan County Junior College District



Source: Employees & Self-Employed 2025.4.

On the other hand, preschool, elementary, middle, secondary, & special education teachers were the lowest-ranked occupational group, in terms of their need for non-regional residents (Table 2.7). As shown, 5,060 residents of the McLennan County Junior College District were employed in the occupational group in 2024, but the region supported 4,156 such workers. Therefore, 900 residents were employed in the occupational group elsewhere in 2024, representing 14.6% of the region's net out-commuters (Figure 2.17). Healthcare diagnosing or treating practitioners and military-only occupations were the second and third ranked occupational groups, with 11.4% and 8% of the region's net out-commuters, respectively.

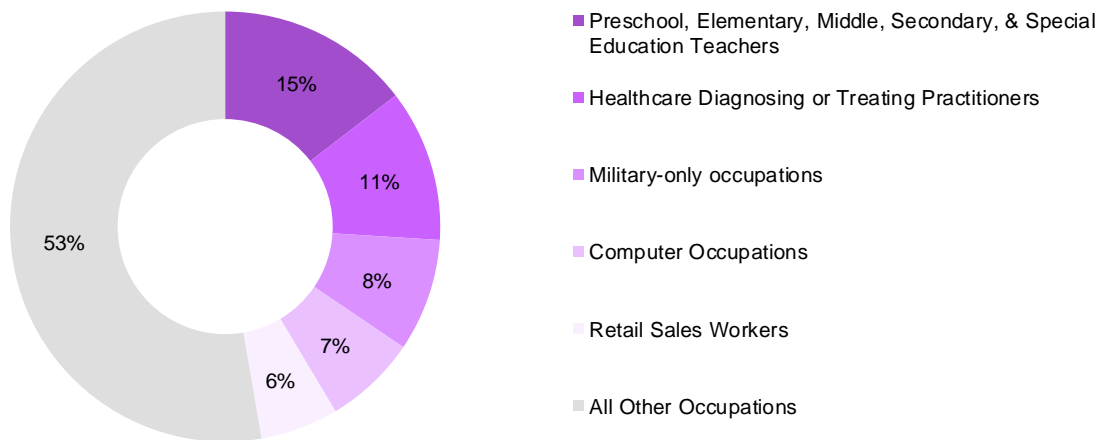
Table 2.7: Top Occupational Groups by Net Out-Commuters for Jobs in the McLennan County Junior College District

SOC CODE	SOC TITLE	2024 NET OUT-COMMUTERS	2024 RESIDENT WORKERS	2024 JOBS	2034 JOBS	JOB CHANGE
25-2000	Preschool, Elementary, Middle, Secondary, & Special Education Teachers	900	5,056	4,156	4,250	94
29-1000	Healthcare Diagnosing or Treating Practitioners	706	5,535	4,829	5,433	604

SOC CODE	SOC TITLE	2024 NET OUT-COMMUTERS	2024 RESIDENT WORKERS	2024 JOBS	2023 JOBS	JOB CHANGE
55-9000	Military-only occupations	524	817	293	290	(3)
15-1200	Computer Occupations	430	2,609	2,179	2,497	318
41-2000	Retail Sales Workers	362	6,527	6,165	6,432	267
29-2000	Health Technologists & Technicians	299	2,963	2,663	2,908	245
25-3000	Other Teachers & Instructors	280	1,059	780	799	19
25-9000	Other Educational Instruction & Library Occupations	263	2,077	1,814	1,796	(18)
11-9000	Other Management Occupations	232	4,286	4,055	4,432	377
31-1100	Home Health & Personal Care Aides; & Nursing Assistants, Orderlies, & Psychiatric Aides	200	4,019	3,819	3,842	23
39-9000	Other Personal Care & Service Workers	194	1,411	1,217	1,151	(66)
43-6000	Secretaries & Administrative Assistants	192	2,751	2,559	2,643	84
31-9000	Other Healthcare Support Occupations	154	1,606	1,452	1,669	217
33-9000	Other Protective Service Workers	129	996	867	866	(0)
53-7000	Material Moving Workers	129	6,995	6,866	7,678	812

Source: Employees & Self-Employed 2025.4.

Figure 2.17: Top Five Occupational Groups by Net Out-Commuters for Jobs in the McLennan County Junior College District



Source: Employees & Self-Employed 2025.4.

EDUCATIONAL ATTAINMENT

Educational attainment data are useful for targeting specific population groups with low education levels. The population and educational attainment numbers in this section are based on Lightcast's demographic data and publicly available sources from state and federal agencies. Sources include annual population estimates and population projections from the U.S. Census Bureau and birth and mortality rates from the U.S. Health Department. In addition, demographic information relies on the annual results of the American Community Survey. Educational attainment data cover the population in the McLennan County Junior College District aged 25 years or more, referred to as adults, and indicate the highest award level achieved.

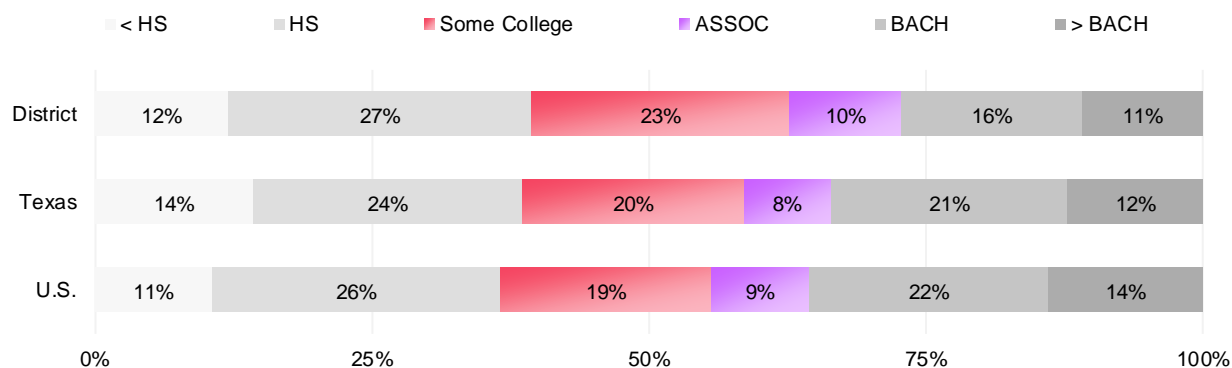
Demographic information is presented by gender and the major race and ethnic groups, and educational attainment data are broken out according to the following award categories:

- Less than a high school diploma (<HS);
- High school diploma or equivalent (HS);
- Some college;⁷
- Associate degree (Assoc);
- Bachelor's degree (Bach);
- Greater than a bachelor's degree (>Bach).

About 180,790 adults live in the McLennan County Junior College District, and Figure 2.18 displays their educational attainments, without reference to gender and the major race and ethnic groups. State and national data are also presented for context. In the region, 39% of adults have a high school diploma or less, which is more than the state average (39%) and more than the national average (37%). Out of all the award categories in the figure, the people who are most likely to seek education and training from MCC are those in the "Less than High School Diploma," "High School Diploma," and "Some College" categories. Together, these categories total 113,340 people, or 63% of the region's adults.

⁷ The "Some College" category includes individuals who attended college but did not successfully obtain a degree and individuals who have received a postsecondary vocational award or professional certification but did not receive an associate or bachelor's degree.

Figure 2.18: Highest Educational Attainments of Adults in the McLennan County Junior College District, Texas, and the U.S.

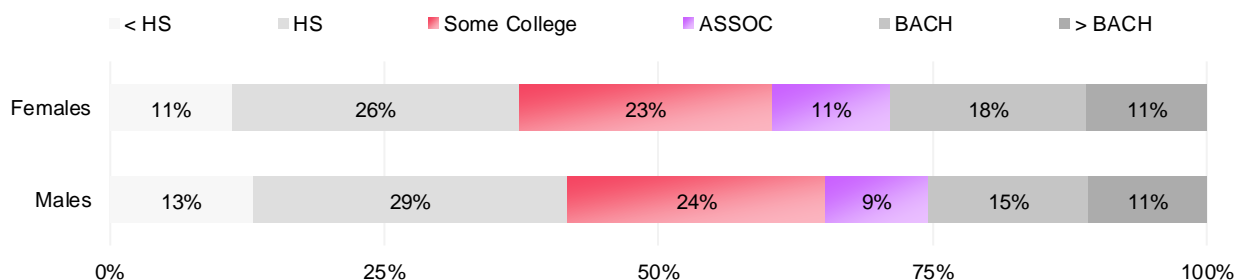


Numbers may not sum due to rounding.

Source: Lightcast demographics data and U.S. Census Bureau, American Community Survey.

Between female and male adults in the McLennan County Junior College District, there is little variation in the distribution of their award categories. Twenty-three percent of the region’s female adults and 24% of the region’s male adults have some college education but no degree, which represent 21,730 females and 20,350 males. Eleven percent of female adults and nine percent of male adults in the region have an associate degree as their highest award level. This information appears in Figure 2.19.

Figure 2.19: Highest Educational Attainments of Adults in the McLennan County Junior College District by Gender



Numbers may not sum due to rounding.

Source: Lightcast demographics data and U.S. Census Bureau, American Community Survey.

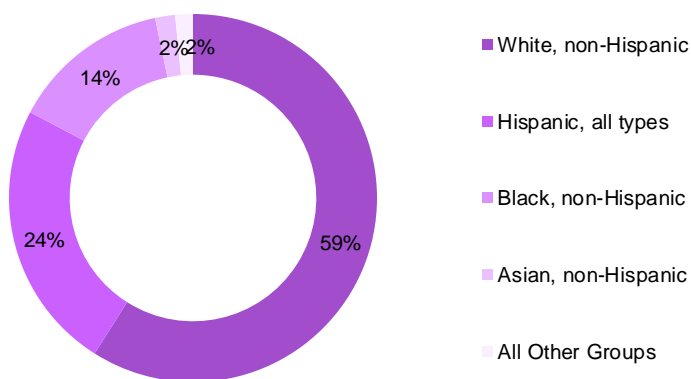
Table 2.8 and Figure 2.20 show the adults in the McLennan County Junior College District by the major race and ethnic groups. As shown, 59.0% of the region’s adults are White, non-Hispanic. Another 23.7% of adults are Hispanic, all types, and 14.0% are Black, non-Hispanic, the next largest groups. Altogether, less than 4% percent of the region’s adults are Asian, non-Hispanic; Two or more races, non-Hispanic; American Indian or Alaskan Native, non-Hispanic; and Native Hawaiian or Pacific Islander, non-Hispanic.

Table 2.8: Adults in the McLennan County Junior College District by Major Race and Ethnic Groups

GROUP	POPULATION	% POPULATION
White, non-Hispanic	106,619	59.0%
Hispanic, all types	42,909	23.7%
Black, non-Hispanic	25,278	14.0%
Asian, non-Hispanic	3,168	1.8%
Two or more races, non-Hispanic	1,985	1.1%
American Indian or Alaskan Native, non-Hispanic	699	0.4%
Native Hawaiian or Pacific Islander, non-Hispanic	127	0.1%
Total	180,785	100%

Source: Lightcast demographics data and U.S. Census Bureau, American Community Survey.

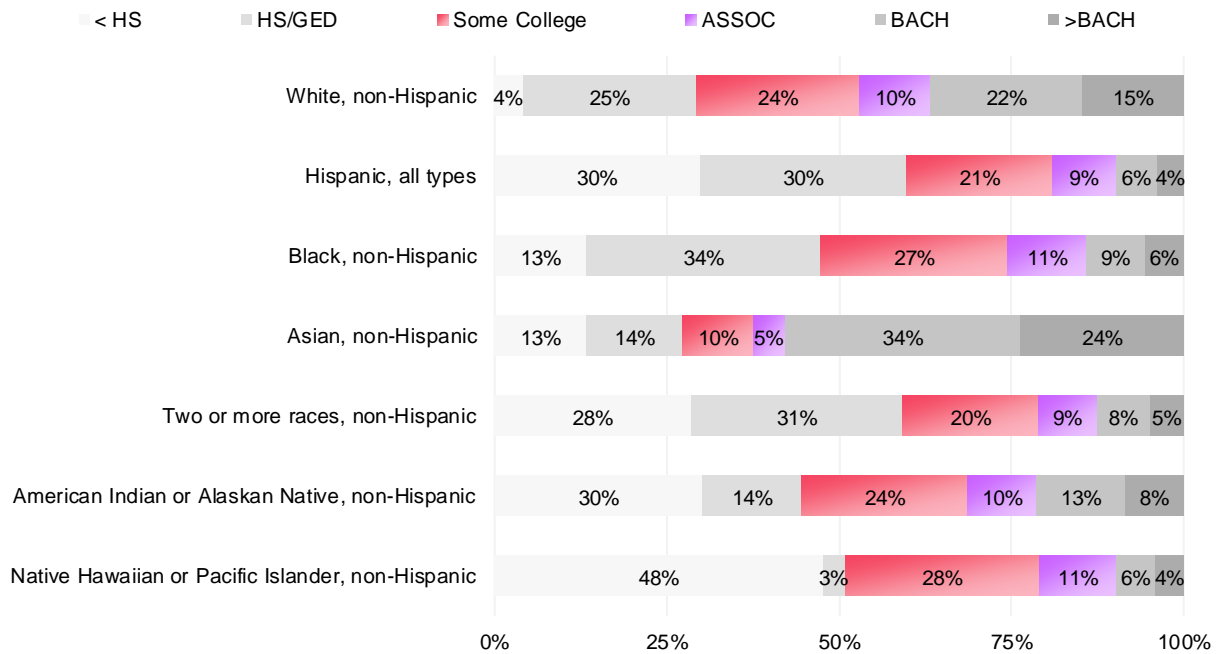
Figure 2.20: Adults in the McLennan County Junior College District by Major Race and Ethnic Groups



Source: Lightcast demographics data and U.S. Census Bureau, American Community Survey.

Figure 2.21 displays the highest educational attainment of the McLennan County Junior College District’s adults by their major race and ethnic groups. Asian, non-Hispanic adults have the highest percentage of adults with a postsecondary education (73%) among all the groups. However, the group accounts for a relatively small portion of the region's adults. The White, non-Hispanic group follows with 71%. Hispanic, all types adults and Two or more races, non-Hispanic adults have the lowest levels of educational attainment in the region. For these groups, only 40% and 41%, respectively, of the adults in the groups have had education beyond high school. Across all groups, these data suggest that there are many opportunities to increase the educational attainments of the region’s adults, whether such actions involve outreach to local high schools or supporting MCC students who plan to transfer into a bachelor’s degree level program.

Figure 2.21: Highest Educational Attainments of Adults in the McLennan County Junior College District by Major Race and Ethnic Groups



Numbers may not sum due to rounding.

Source: Lightcast demographics data and U.S. Census Bureau, American Community Survey.

SOCIOECONOMIC INDICATORS

The McLennan County Junior College District's high job growth, productive industries, and growing population are positive economic attributes. The data in this section show several of the region's socioeconomic indicators. Household income, reported as a median annual value, includes the income of all individuals in a household, 15 years and over, whether they are related to the householder or not. The unemployment rate and percentage of workers unemployed are annual estimates. Per capita income is calculated as the mean income for every person in the area divided by the aggregate income of the total population. Finally, data on poverty are also presented in this section. The data come directly from American Community Survey five-year estimates.

Table 2.9: Income, Unemployment, and Poverty Characteristics for Census County Subdivisions in the McLennan County Junior College District with State and National Comparisons

CENSUS COUNTY SUBDIVISION	MEDIAN HOUSEHOLD INCOME	UNEMPLOYMENT RATE	PER CAPITA INCOME	POVERTY ALL PEOPLE
United States	\$78,538	5.2%	\$43,289	12.4%
Texas	\$76,292	5.1%	\$39,446	13.8%

CENSUS COUNTY SUBDIVISION	MEDIAN HOUSEHOLD INCOME	UNEMPLOYMENT RATE	PER CAPITA INCOME	POVERTY ALL PEOPLE
McLennan County	\$63,888	4.5%	\$33,019	17.1%
Crawford CCD	\$127,139	3.2%	\$51,027	3.8%
China Spring CCD	\$106,221	2.4%	\$43,488	2.4%
McGregor CCD	\$97,250	5.2%	\$45,391	8.2%
Moody-Lorena CCD	\$89,415	3.6%	\$42,509	13.8%
Axtell CCD	\$86,708	12.7%	\$37,580	6.3%
Elm Mott CCD	\$83,438	6.1%	\$34,271	14.2%
West CCD	\$71,486	0.9%	\$37,390	11.1%
Mart CCD	\$65,991	4.3%	\$30,426	13.6%
Waco CCD	\$57,591	4.5%	\$30,633	19.4%
Falls County	\$55,372	7.2%	\$29,535	14.6%
Perry CCD	\$88,583	11.8%	\$30,656	9.7%
Lott CCD	\$72,857	0.7%	\$42,448	5.9%
Chilton CCD	\$65,560	9.3%	\$51,273	16.3%
Rosebud CCD	\$41,667	0.0%	\$28,074	12.4%
Marlin CCD	\$38,875	12.1%	\$17,236	18.0%

Source: American Community Survey 2023 five-year estimates from the U.S. Census Bureau Data.



Program Demand Gap Analysis

With the region's top industry subsectors and workforce in mind, the program demand gap analysis can now be conducted, answering the following question:

Where are there misalignments between the workforce demand and the supply of college completions?

This chapter outlines the deficit of MCC's program completers to the workforce (gap), as well as the oversupply of completions to the workforce (surplus). The occupations directly related or mapped to the significant gaps are also displayed. Figure 3.1, below, provides a high level overview of MCC's programs and their alignment with the McLennan County Junior College District workforce.

Opportunities for Growth programs are those that have a high number of annual job openings but lack of adequate regional completers. These programs have large gaps and should be considered for expansion since there is a demand for people with these skill sets. Consideration should be given to the median hourly wage of the program.

Focus on Program Quality programs are those that have a high number of annual job openings as well as a high number of regional completers. These programs are satisfying the region's labor market demands and are worth continuing offering.

Low Activity Programs are those that lack both annual job openings and completers in the McLennan County Junior College District. Since there is not an apparent need for these skill sets in the regional workforce, it is worth reevaluating the need for offering these programs.

Communicate with Industry Partners programs are those that produce far more regional completers than there are annual job openings. Large surpluses could suggest that completers are finding employment outside of the region. It may be beneficial to track where completers are finding work to evaluate the skills being sought by employers to better prepare completers for in-region employment.

Figure 3.1: Key Findings on MCC’s Program Alignment with the McLennan County Junior College District Workforce

<p>Opportunities for Growth <i>Should we expand these program opportunities?</i></p> <p>Business Administration & Management, General (CERT, ASSOC) Business/Commerce, General (CERT, ASSOC) Criminal Justice/Safety Studies (CERT, T-T) Criminal Justice/Police Science (ASSOC) Corrections (ASSOC)</p>	<p>Focus on Program Quality <i>How do we maintain high program quality & success?</i></p> <p>Truck & Bus Driver/Commercial Vehicle Operator & Instructor (NON-CREDIT) Licensed Practical/Vocational Nurse Training (CERT) Fire Science/Fire-fighting (CERT) Registered Nursing/Registered Nurse (ASSOC)</p>
<p>Low Activity Programs <i>Should we reevaluate these programs?</i></p> <p>Clinical/Medical Laboratory Technician (CERT) Massage Therapy/Therapeutic Massage (CERT) Sign Language Interpretation & Translation (ASSOC)</p>	<p>Communicate with Industry Partners <i>Are students finding employment outside the region?</i></p> <p>Emergency Medical Technology/Technician (EMT Paramedic) (CERT) Psychology, General (T-T) Biology/Biological Sciences, General (T-T)</p>

Source: Lightcast program demand gap model

INTERPRETATION

The terms used in the analysis are as follows:

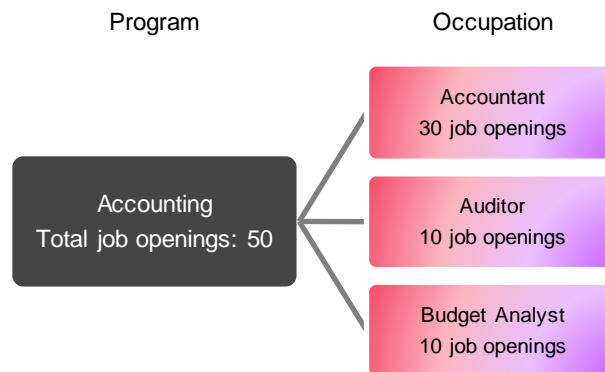
Gap Represents a deficit, or when there are more job openings in an occupation than there are completions. If left unaddressed, a gap may lead to missed opportunities for economic growth and put stress on local businesses to find the necessary talent elsewhere. Significant gaps translate into higher human resources costs and decreased efficiencies in the economic system. They also provide an opportunity for postsecondary educational institutions to develop new programs and/or strengthen their current programs.

Surplus Represents an oversupply, or when there are more completions than there are job openings in an occupation. If left unaddressed, significant surpluses may lead to higher unemployment rates or higher attrition rates, the college could be educating a workforce that is leaving the region after program completion because of a lack of job opportunities.

When reviewing the results of the analysis, consider that not all gaps or surpluses indicate necessary program adjustments. Due to labor market inefficiencies, it is common for most programs to face a certain level of gap or surplus. This means only significant gaps or surpluses should be reviewed or further developed. Given the size and characteristics of the McLennan County Junior College District, any gap or surplus within 50 jobs either above or below zero should be considered within the normal range of labor market fluctuations. In the following sections, the program gaps and surpluses are discussed by award level and presented as figures and tables.

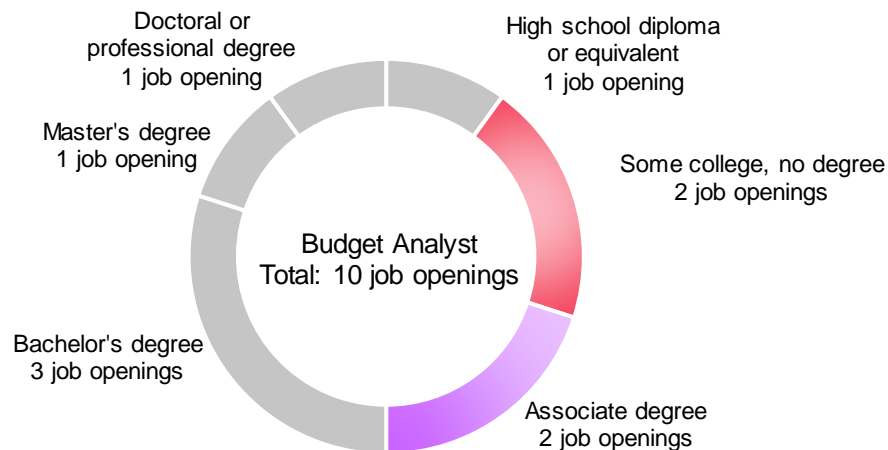
The figures show the gap between job demand and the supply of program completions. An explanation of job demand is warranted here, and a more detailed description can be found in Appendix 5. A program's job demand is measured as its total number of annual job openings, on average, from 2024 to 2034. The total is calculated as the sum of the regional job openings for each occupation mapped to the program, as illustrated in Figure 3.2.

Figure 3.2: Example of One Program Mapped to Three Occupations



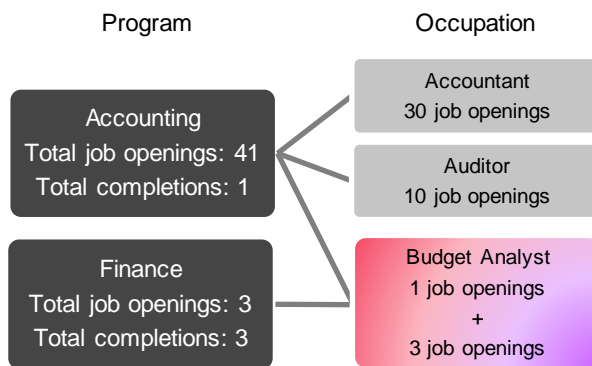
Furthermore, an occupation's job openings are not a gross measure of job openings available in the region. For every occupation, job openings have been weighted by the program's award level and one level below and account for the highest educational attainments of those employed in the position. Figure 3.3 illustrates how this methodology applies to an occupation's total job openings. For example, four job openings or 40% of total job openings are available to budget analysts at the associate degree level, seeing that there are a total of 10 job openings, 20% of those working in the occupation have an associate degree level of education, and another 20% have some college education and no degree.

Figure 3.3: Example of an Occupation's Weighted Job Openings by Award Level



Finally, job openings are de-duplicated and scaled across programs when an occupation is mapped to more than one program. As illustrated in Figure 3.4, budget analysts, which have four total job openings, are mapped to two programs. However, the Finance program is three-times the size of the Accounting program, measured in terms of completions. Thus, one job opening is portioned to the Accounting program and three job openings to the Finance program.

Figure 3.4: Example of Two Programs with One Shared Occupation



Supply is shown as the average number of program completions in the region, by award level, between 2022 and 2024.⁸ MCC is not the only postsecondary educational institution in the McLennan County Junior College District reporting to IPEDS,⁹ the source of the completions data. The gap, then, is the difference between job openings and program completions. Appendix 4 has MCC’s program to occupation map with adjusted employment, and Appendix 5 identifies all the certificate and degree-granting institutions in the McLennan County Junior College District.

A great amount of data is presented in the tables. The first set shows the gaps and surpluses across all the programs offered at MCC by award level. The tables include the Classification of Instructional Program (CIP) code and title, the average annual number of job openings associated with the program (which have been de-duplicated using the process outlined in Appendix 5), the average annual program completions from the region and from MCC, and the gap or surplus for the McLennan County Junior College District. The programs’ median hourly wage rates are specific to the McLennan County Junior College District.

The second set of tables identify the occupations mapped to the programs with a significant gap or surplus, by award level, and show detailed occupational data. The tables include the CIP code, CIP title, and occupations mapped to the program, by their Standard Occupational

⁸ The average annual completions data for MCC were updated to the years 2023 to 2025 and reviewed for accuracy by MCC.

⁹ IPEDS refers to the Integrated Postsecondary Education Data System, which gathers information from every college, university, and technical and vocational institution that participates in the federal student financial aid program.

Classification (SOC) codes and titles. The regional job counts, by occupation, are shown for 2024 and 2034 with the change in jobs and average annual job openings for those years. The occupations' median hourly wage rates are specific to the McLennan County Junior College District. See accompanying Excel workbook for a complete list of job projections and Appendix 6 for unemployment information by industry and occupation.

NON-CREDIT PROGRAM ANALYSIS

The results that appear in this section present a view of the non-credit programs projected to have a gap or surplus in the McLennan County Junior College District. The methodology and interpretation for non-credit programs differ somewhat from the certificate and associate degree analyses discussed in following sections.

Lightcast, with approval from the college, created a crosswalk between the non-credit programs and the types of occupations non-credit program completers are likely to enter. In general, non-credit programs can be designed for self-enrichment, rather than higher education and the development of employable skills. However, MCC confirmed that the non-credit programs they offered were designed with workforce skills in mind. Using the customized program-to-occupation map, the non-credit programs were analyzed using the program demand gap analysis methods, detailed in Appendix 4.

The non-credit program analysis requires further discussion, which affect how its results are interpreted. First, students who take non-credit programs may complete more than one program over an academic year seeing that, typically, non-credit programs require fewer classroom hours than the college's credit programs. Thus, completions data for the non-credit programs may contain duplication, which inflates the number of non-credit program's supply.

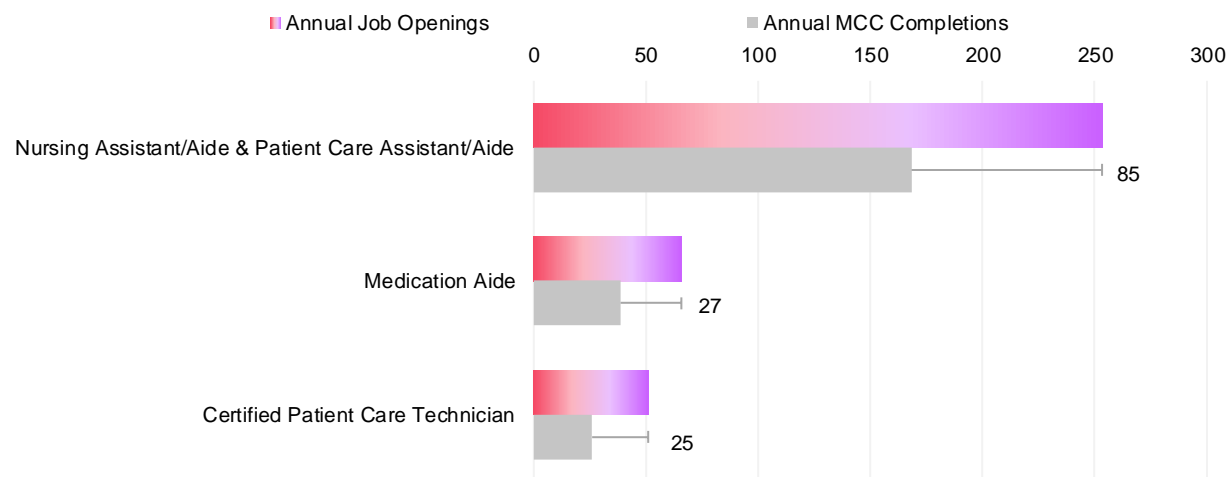
Second, the completions can fluctuate annually. Lightcast uses a three-year average in the program demand gap analysis to normalize the fluctuations, but there could be a gap or surplus between years. In this analysis, non-credit program completions are from academic years 2023 to 2025.

Third, completers of non-credit programs may already be employed (i.e., their employer requires continuing education to keep certain licenses up to date). It is up to the college to determine whether a program has a gap or surplus that is worth taking action to correct, based on a variety of sources of information beyond the scope of this report.

Fourth, it is important to contrast the results of the credit program analysis with those of the non-credit program analysis. While the non-credit program-to-occupation map is unique, occupations may be shared between the credit and non-credit programs. In these instances, completions of both the credit and non-credit programs are used to scale job openings. In other words, it is important to compare a credit program's demand with its supply of non-credit program completions.

Finally, there may be other institutions or organizations in the region, online institutions in particular, that offer non-credit programs not analyzed in this report. The gaps and surpluses shown assume there are no other non-credit programs offered in the McLennan County Junior College District.

Figure 3.5: MCC’s Non-Credit Programs with a Gap



Source: Lightcast gap model.

Seven non-credit programs are evaluated in this section when the programs are classified by their six-digit CIP codes. MCC offers considerably more than seven non-credit programs, but the programs in the analysis are specific to the education and training needed for employment, as opposed to leisure or self-enrichment programs. The programs’ job openings consider someone with a high school diploma level of education and some college education but no degree. Job openings have been weighted and scaled according to the mapped occupations and relative number of completions, respectively. The three largest non-credit programs offered by MCC in terms of average annual completions are Truck & Bus Driver/Commercial Vehicle Operator & Instructor, Nursing Assistant/Aide & Patient Care Assistant/Aide, and Medication Aide. Truck & Bus Driving, has a surplus of 11 completers and commands a wage above the living wage for the region. Given the wide application of trucking as an industry as well as the ability of truckers to find work in a wide range of industries, this program is well positioned. The latter two programs train for support positions within the healthcare industry and as such have similar mappings with a number of overlapping occupations. Keeping this in mind we see that Nursing Assistant/Aide has a significant gap of 85, while the Medication Aide program has a gap that is not significant. While both of these programs have gaps, neither commands a wage above the living wage in the region (\$21.67); in fact, both of these programs have median hourly wages below \$15.00. Due to this dichotomy of demand and offered wages it is likely that this gap will remain until wages rise to incentivize students to pursue these opportunities.

Of these programs, one has a significant gap above the 50-openings level of significance, as shown in Figure 3.5, and no non-credit programs have a significant surplus, as shown in Table 3.1. The Nursing Assistant/Aide & Patient Care Assistant/Aide non-credit program has the largest gap, with a gap of 85, while the Auctioneer non-credit program has the largest surplus of 13.

Table 3.1: Gaps and Surpluses for MCC’s Non-Credit Programs

PROGRAM TITLE	ANNUAL JOB OPENINGS	ANNUAL MCC COMPLETIONS	GAP OR SURPLUS	MEDIAN HOURLY WAGE
Nursing Assistant/Aide & Patient Care Assistant/Aide	253	168	85	\$13.57
Medication Aide	66	39	27	\$14.24
Certified Patient Care Technician	51	26	25	\$14.62
Certified Pharmacy Technician	25	27	(2)	\$19.86
Basic Telecommunicator	9	17	(7)	\$37.46
Truck & Bus Driver/Commercial Vehicle Operator & Instructor	214	225	(11)	\$22.58
Auctioneer	11	24	(13)	\$13.52

Numbers may not sum due to rounding.

Source: Lightcast program demand gap model.

The next step in the program demand gap analysis is to assess the occupations mapped to a non-credit program with a significant gap, focusing on the occupations’ job openings, job counts, and median wage rates. As shown in Table 3.2, three occupations mapped to Nursing Assistant/Aide & Patient Care Assistant/Aide, including home health & personal care aides, nursing assistants, and orderlies. Of these occupations all have a median hourly wage that falls short of the living wage for the region. For context, Texas’s state minimum wage is \$7.25¹⁰ per hour, and the living wage in the McLennan County Junior College District is \$21.67 per hour for a household with two working adults and two children.¹¹ While this program could be expanded, given the large number of openings, the college should focus its effort on expanding the higher wage programs identified in the analysis or alternatively look to upskill the completers of this program into other healthcare roles where wages are higher.¹²

Using Table 3.2, this step-by-step process of evaluating occupational gaps by their job openings, job counts, and median hourly wage rates can be applied to the other MCC non-credit level programs. In general, occupations with high wages are more noteworthy than those with low wages. Also, if occupational forecasts are not positive, program development may not

¹⁰ Texas’s minimum wage as of January 1, 2026, is \$7.25 per hour. Source: U.S. Department of Labor.

¹¹ Living wage calculations provided by Dr. Amy K. Glasmeier and the Massachusetts Institute of Technology. See Appendix 7.

¹² Further research must be conducted before making a final determination, such as top employer identification within the region; business surveys to verify the data; resume and job postings analysis to determine trending skills for individuals with similar educations; industry recommendations on curriculum development; and analysis of the strengths, weaknesses, and capacities of similar programs at other regional higher education institutions. Lightcast is available to conduct this research; see your Lightcast contact for details.

be a priority at this time. Keep in mind that there could be other sources of skilled workers filling the gaps, such as unemployed workers or workers from outside of the McLennan County Junior College District.

Table 3.2: Occupations Mapped to MCC’s Non-Credit Programs

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
NURSING ASSISTANT/AIDE & PATIENT CARE ASSISTANT/AIDE (CIP)						
31-1128	Home Health & Personal Care Aides	2,407	2,348	(59)	148	\$11.41
31-1131	Nursing Assistants	1,395	1,476	81	105	\$16.60
31-1132	Orderlies	4	6	2	0	\$16.46
MEDICATION AIDE						
31-1128	Home Health & Personal Care Aides	2,407	2,348	(59)	34	\$11.41
31-1131	Nursing Assistants	1,395	1,476	81	24	\$16.60
31-9099	Healthcare Support Workers, All Other	86	93	7	7	\$19.17
31-1133	Psychiatric Aides	13	12	(1)	1	\$21.20
31-1132	Orderlies	4	6	2	0	\$16.46
CERTIFIED PATIENT CARE TECHNICIAN						
31-1128	Home Health & Personal Care Aides	2,407	2,348	(59)	23	\$11.41
31-1131	Nursing Assistants	1,395	1,476	81	16	\$16.60
31-9097	Phlebotomists	123	139	16	10	\$17.63
29-2031	Cardiovascular Technologists & Technicians	65	70	5	2	\$21.11
31-1132	Orderlies	4	6	2	0	\$16.46
PHARMACY TECHNICIAN/ASSISTANT						
29-2052	Pharmacy Technicians	324	365	40	21	\$20.05
31-9095	Pharmacy Aides	32	34	2	4	\$18.80
CRIMINAL JUSTICE/POLICE SCIENCE)						
33-3051	Police & Sheriff's Patrol Officers	704	770	66	7	\$37.65
33-3021	Detectives & Criminal Investigators	101	106	5	1	\$36.17
33-1012	First-Line Supervisors of Police & Detectives	62	73	10	1	\$49.59
33-3011	Bailiffs	31	30	(1)	1	\$25.51
33-9021	Private Detectives & Investigators	35	36	1	0	\$32.83
11-9161	Emergency Management Directors	17	17	(0)	0	\$34.48
33-3052	Transit & Railroad Police	0	0	(0)	0	\$50.30
TRUCK & BUS DRIVER/COMMERCIAL VEHICLE OPERATOR & INSTRUCTOR						

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
53-3032	Heavy & Tractor-Trailer Truck Drivers	1,959	2,049	90	150	\$23.93
53-7051	Industrial Truck & Tractor Operators	610	691	81	51	\$18.49
53-3052	Bus Drivers, Transit & Intercity	119	143	24	13	\$23.12
AUCTIONEERING						
41-9099	Sales & Related Workers, All Other	165	183	18	11	\$13.52

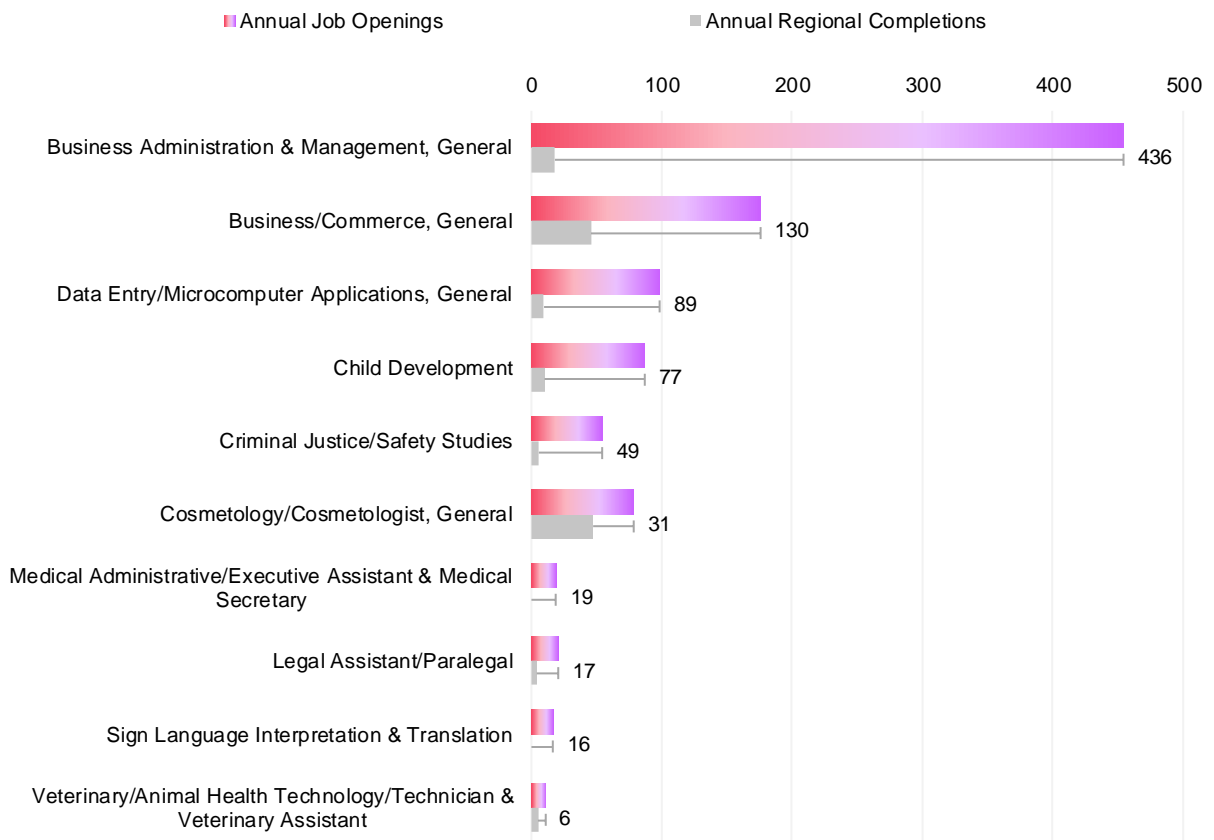
Numbers may not sum due to rounding.

Source: Lightcast program demand gap model.

CERTIFICATE LEVEL ANALYSIS

Certificates are reported to IPEDS as awards of less than one academic year and awards of at least one but less than two academic years. In this section, MCC's unique certificate level programs aggregate into 28 programs, when they are classified by their six-digit CIP codes. Average projected annual job openings consider someone with a high school diploma level of education and some college education but no degree. Furthermore, an occupation's job openings are weighted by the number of other programs mapped to an occupation and scaled according to a program's completions.

Figure 3.6: MCC's Top Certificate Level Programs with a Gap



Source: Lightcast program demand gap model.

The largest certificate level gap, at 436 job openings, is for the Business Administration & Management, General program (Figure 3.6). On average, the college has 18 annual completions and is the only postsecondary educational institution in the region offering the program at this award level. Table 3.3 shows all the award level's program gaps and surpluses. There are no programs with a significant surplus of program completions above the 50-openings level of significance. Programs with a significant gap have been highlighted in Table 3.3.

Table 3.3: Gaps and Surpluses for MCC's Certificate Level Programs

CIP CODE	CIP TITLE	ANNUAL JOB OPENINGS	ANNUAL COMPLETIONS		GAP OR SURPLUS	MEDIAN HOURLY WAGE
			REGION	MCC		
52.0201	Business Administration & Management, General	454	18	18	436	\$24.91
52.0101	Business/Commerce, General	176	46	45	130	\$41.16
11.0601	Data Entry/Microcomputer Applications, General	98	10	10	89	\$17.69

CIP CODE	CIP TITLE	ANNUAL JOB OPENINGS	ANNUAL COMPLETIONS		GAP OR SURPLUS	MEDIAN HOURLY WAGE
			REGION	MCC		
19.0706	Child Development	87	10	10	77	\$14.04
43.0104	Criminal Justice/Safety Studies	54	6	6	49	\$26.02
12.0401	Cosmetology/Cosmetologist, General	78	47	47	31	\$14.98
51.0716	Medical Administrative/Executive Assistant & Medical Secretary	19	<1	<1	19	\$18.10
22.0302	Legal Assistant/Paralegal	21	4	4	17	\$24.72
16.1603	Sign Language Interpretation & Translation	17	<1	<1	16	\$14.42
01.8301	Veterinary/Animal Health Technology/Technician & Veterinary Assistant	11	5	5	6	\$15.63
43.0102	Corrections	6	1	1	5	\$24.55
51.0707	Health Information/Medical Records Technology/Technician	62	58	52	4	\$20.41
51.1009	Phlebotomy Technician/Phlebotomist	5	5	5	1	\$22.37
51.1004	Clinical/Medical Laboratory Technician	2	3	3	(1)	\$24.84
15.1301	Engineering Technologies/Technicians	7	8	8	(1)	\$29.31
51.1501	Substance Abuse/Addiction Counseling	10	16	14	(6)	\$21.50
51.3501	Massage Therapy/Therapeutic Massage	9	16	16	(7)	\$18.55
11.0301	Data Processing & Data Processing Technology/Technician	2	9	9	(7)	\$37.54
11.0201	Computer Programming/Programmer, General	10	17	2	(8)	\$51.61
11.1002	System, Networking, & LAN/WAN Management/Manager	10	23	16	(13)	\$34.16
12.0409	Aesthetician/Esthetician & Skin Care Specialist	2	16	16	(14)	\$12.89
43.0107	Criminal Justice/Police Science	21	38	38	(17)	\$37.46
51.1502	Psychiatric/Mental Health Services Technician	5	22	22	(17)	\$17.44
11.1003	Computer & Information Systems Security/Auditing/Information Assurance	13	31	8	(18)	\$46.81
51.0702	Hospital & Health Care Facilities Administration/Management	10	37	37	(28)	\$51.05
51.0904	Emergency Medical Technology/Technician (EMT Paramedic)	30	60	24	(30)	\$19.83
51.3901	Licensed Practical/Vocational Nurse Training	46	78	32	(32)	\$28.71
43.0203	Fire Science/Fire-fighting	6	42	42	(36)	\$32.33

Numbers may not sum due to rounding.

Source: Lightcast program demand gap model.

Several occupations mapped to Business Administration & Management, General, such as customer service representatives, first-line supervisors of retail sales workers, and first-line supervisors of office & administrative support workers (Table 3.4). The median hourly wage for the Business Administration & Management, General program is \$24.91, when weighted by the openings and median hourly wages for each occupation mapped to the program. For context, the Texas state minimum wage is \$7.25¹³ per hour, and the living wage in the McLennan County Junior College District is \$21.67 per hour for a household with two working adults and two children.¹⁴ This program is recommended for expansion because of the large gap and high median hourly wage. Completers of this program obtain a variety of skills which allow them to be employed in a variety of occupations spanning a variety of industries; as such, MCC administrators are encouraged to consider the industry mix of the college’s service region to tailor curriculum to the region’s specific needs, making graduates stand-out in the competitive labor market. Looking specifically at the occupations included in the mapping, there is a large spread of wages and annual openings depending on the occupation. Occupations such as customer service representative have a large number of openings but lower associated wages, while management occupations such as general & operations managers have higher wages but a lower number of openings. Focusing on training for skills that are important to these higher wage occupations will help ensure students are ideal candidates for these roles. However, some leadership roles may require work experience for entry.¹⁵

Using Table 3.4, this step-by-step process of evaluating occupational gaps by their job openings, job counts, and median hourly wage rates can be applied to the other MCC certificate level programs with a significant gap. In general, occupations with high wages are more noteworthy than those with low wages. Also, if occupational forecasts are not positive, program development may not be a priority at this time. Keep in mind that there could be other sources of skilled workers filling the gaps, such as unemployed workers or workers from outside the McLennan County Junior College District.

Table 3.4: Occupations Mapped to MCC’s Certificate Level Programs

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
BUSINESS ADMINISTRATION AND MANAGEMENT, GENERAL (CIP CODE 52.0201)						
43-4051	Customer Service Representatives	3,152	3,008	(144)	199	\$17.58
41-1011	First-Line Supervisors of Retail Sales Workers	1,322	1,361	39	76	\$19.79

¹³ The Texas minimum wage as of January 1, 2026, is \$7.25 per hour. Source: U.S. Department of Labor.

¹⁴ Living wage calculations provided by Dr. Amy K. Glasmeier and the Massachusetts Institute of Technology. See Appendix 7.

¹⁵ As stated previously, further research must be conducted before making a final determination. Lightcast is available to conduct this research; see your Lightcast contact for details. Further research must be conducted before making a final determination, such as top employer identification within the region; business surveys to verify the data; resume and job postings analysis to determine trending skills for individuals with similar educations; industry recommendations on curriculum development; and analysis of the strengths, weaknesses, and capacities of similar programs at other regional higher education institutions. Lightcast is available to conduct this research; see your Lightcast contact for details.

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
43-1011	First-Line Supervisors of Office & Administrative Support Workers	1,657	1,624	(33)	55	\$28.23
11-1021	General & Operations Managers	3,618	3,975	357	27	\$41.30
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, & Travel	689	749	61	26	\$27.00
41-4012	Sales Representatives, Wholesale & Manufacturing, Except Technical & Scientific Products	820	1,012	192	14	\$28.13
11-3031	Financial Managers	485	598	113	13	\$59.92
13-1071	Human Resources Specialists	621	670	49	10	\$28.76
13-2011	Accountants & Auditors	896	1,020	124	5	\$34.97
13-1199	Business Operations Specialists, All Other	814	895	81	4	\$36.56
41-4011	Sales Representatives, Wholesale & Manufacturing, Technical & Scientific Products	184	204	20	4	\$38.92
11-2022	Sales Managers	500	572	72	4	\$55.48
11-9199	Managers, All Other	760	859	99	4	\$42.00
13-1161	Market Research Analysts & Marketing Specialists	415	493	78	3	\$28.24
11-2021	Marketing Managers	283	318	36	3	\$58.13
11-3121	Human Resources Managers	148	157	10	2	\$57.12
13-1082	Project Management Specialists	797	886	89	2	\$35.73
13-1111	Management Analysts	367	468	101	1	\$38.77
11-1011	Chief Executives	167	197	30	1	\$77.81
BUSINESS/COMMERCE, GENERAL (CIP CODE 52.0101)						
11-1021	General & Operations Managers	3,618	3,975	357	68	\$41.30
11-9021	Construction Managers	561	638	78	23	\$36.98
11-3071	Transportation, Storage, & Distribution Managers	250	273	23	12	\$39.74
13-1199	Business Operations Specialists, All Other	814	895	81	11	\$36.56
11-2022	Sales Managers	500	572	72	10	\$55.48
11-9199	Managers, All Other	760	859	99	9	\$42.00
11-3013	Facilities Managers	146	152	6	6	\$48.65
13-1121	Meeting, Convention, & Event Planners	194	218	23	6	\$19.15
11-3012	Administrative Services Managers	202	214	12	6	\$48.20
13-1051	Cost Estimators	234	240	7	5	\$33.96
11-3051	Industrial Production Managers	250	266	17	4	\$51.31
13-1082	Project Management Specialists	797	886	89	4	\$35.73
13-1111	Management Analysts	367	468	101	4	\$38.77
11-1011	Chief Executives	167	197	30	2	\$77.81

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
11-9151	Social & Community Service Managers	138	137	(1)	2	\$29.29
15-1299	Computer Occupations, All Other	254	302	47	2	\$45.42
DATA ENTRY/MICROCOMPUTER APPLICATIONS, GENERAL (CIP CODE 11.0601)						
43-9061	Office Clerks, General	2,084	2,059	(25)	89	\$17.54
43-4071	File Clerks	137	116	(20)	6	\$18.12
43-9022	Word Processors & Typists	32	21	(10)	1	\$17.41
43-9021	Data Entry Keyers	184	147	(37)	1	\$17.21
15-1299	Computer Occupations, All Other	254	302	47	0	\$45.42
CHILD DEVELOPMENT (CIP CODE 19.0706)						
39-9011	Childcare Workers	774	679	(95)	68	\$12.81
25-2011	Preschool Teachers, Except Special Education	336	352	16	12	\$16.29
21-1093	Social & Human Service Assistants	328	319	(10)	4	\$19.86
21-1021	Child, Family, & School Social Workers	286	283	(2)	2	\$25.98
11-9031	Education & Childcare Administrators, Preschool & Daycare	45	44	(1)	0	\$24.91
25-9021	Farm & Home Management Educators	5	5	0	0	\$15.17
CRIMINAL JUSTICE/SAFETY STUDIES (CIP CODE 43.0104)						
33-3012	Correctional Officers & Jailers	640	574	(66)	29	\$23.95
43-5031	Public Safety Telecommunicators	91	103	13	7	\$21.54
13-1041	Compliance Officers	387	411	24	5	\$26.29
33-1011	First-Line Supervisors of Correctional Officers	67	62	(5)	2	\$29.29
33-3051	Police & Sheriff's Patrol Officers	704	770	66	2	\$37.65
13-2099	Financial Specialists, All Other	110	116	6	2	\$29.44
13-1199	Business Operations Specialists, All Other	814	895	81	1	\$36.56
21-1021	Child, Family, & School Social Workers	286	283	(2)	1	\$25.98
11-9199	Managers, All Other	760	859	99	1	\$42.00
21-1092	Probation Officers & Correctional Treatment Specialists	111	108	(3)	1	\$26.01
13-1082	Project Management Specialists	797	886	89	0	\$35.73
33-3021	Detectives & Criminal Investigators	101	106	5	0	\$36.17
33-1012	First-Line Supervisors of Police & Detectives	62	73	10	0	\$49.59
33-3011	Bailiffs	31	30	(1)	0	\$25.51
15-1212	Information Security Analysts	64	91	27	0	\$50.39
33-9021	Private Detectives & Investigators	35	36	1	0	\$32.83
11-9161	Emergency Management Directors	17	17	(0)	0	\$34.48

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
33-3052	Transit & Railroad Police	0	0	(0)	0	\$50.30
33-2021	Fire Inspectors & Investigators	0	0	(0)	0	\$35.73
COSMETOLOGY/COSMETOLOGIST, GENERAL (CIP CODE 12.0401)						
39-5012	Hairdressers, Hairstylists, & Cosmetologists	459	504	45	50	\$14.97
39-5092	Manicurists & Pedicurists	101	120	19	8	\$15.27
39-5094	Skincare Specialists	93	107	14	7	\$12.89
39-5011	Barbers	72	82	10	7	\$13.98
39-1022	First-Line Supervisors of Personal Service Workers	97	96	(1)	6	\$16.91
39-5093	Shampooers	6	7	1	1	\$13.60
39-5091	Makeup Artists, Theatrical & Performance	3	5	1	0	\$32.40
MEDICAL ADMINISTRATIVE/EXECUTIVE ASSISTANT AND MEDICAL SECRETARY (CIP CODE 51.0716)						
43-4171	Receptionists & Information Clerks	791	820	29	7	\$15.32
31-9094	Medical Transcriptionists	91	75	(16)	3	\$15.57
43-9061	Office Clerks, General	2,084	2,059	(25)	3	\$17.54
43-9041	Insurance Claims & Policy Processing Clerks	554	556	1	2	\$22.81
43-3021	Billing & Posting Clerks	226	246	20	1	\$18.07
43-1011	First-Line Supervisors of Office & Administrative Support Workers	1,657	1,624	(33)	1	\$28.23
43-6011	Executive Secretaries & Executive Administrative Assistants	297	309	12	1	\$31.37
31-9092	Medical Assistants	665	798	133	0	\$18.43
43-4071	File Clerks	137	116	(20)	0	\$18.12
43-6013	Medical Secretaries & Administrative Assistants	475	531	56	0	\$18.11
43-9021	Data Entry Keyers	184	147	(37)	0	\$17.21
29-2072	Medical Records Specialists	136	151	15	0	\$20.64
LEGAL ASSISTANT/PARALEGAL (CIP CODE 22.0302)						
23-2011	Paralegals & Legal Assistants	234	244	10	8	\$24.86
43-6012	Legal Secretaries & Administrative Assistants	75	74	(1)	5	\$22.35
13-1041	Compliance Officers	387	411	24	4	\$26.29
23-2093	Title Examiners, Abstractors, & Searchers	56	59	3	3	\$26.21
23-2099	Legal Support Workers, All Other	31	31	(0)	1	\$25.81
SIGN LANGUAGE INTERPRETATION AND TRANSLATION (CIP CODE 16.1603)						
25-9045	Teaching Assistants, Except Postsecondary	1,281	1,304	23	15	\$12.78
25-2052	Special Education Teachers, Kindergarten & Elementary School	196	201	5	1	\$26.50
25-2058	Special Education Teachers, Secondary School	85	88	2	0	\$29.39

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
25-2057	Special Education Teachers, Middle School	49	50	1	0	\$26.43
25-2051	Special Education Teachers, Preschool	22	23	1	0	\$27.36
27-3091	Interpreters & Translators	48	51	3	0	\$28.53
VETERINARY/ANIMAL HEALTH TECHNOLOGY/TECHNICIAN AND VETERINARY ASSISTANT (CIP CODE 01.8301)						
29-2056	Veterinary Technologists & Technicians	128	144	15	6	\$17.28
31-9096	Veterinary Assistants & Laboratory Animal Caretakers	48	56	8	5	\$13.76
CORRECTIONS (CIP CODE 43.0102)						
33-3012	Correctional Officers & Jailers	640	574	(66)	5	\$23.95
33-1011	First-Line Supervisors of Correctional Officers	67	62	(5)	0	\$29.29
21-1092	Probation Officers & Correctional Treatment Specialists	111	108	(3)	0	\$26.01
33-1012	First-Line Supervisors of Police & Detectives	62	73	10	0	\$49.59
HEALTH INFORMATION/MEDICAL RECORDS TECHNOLOGY/TECHNICIAN (CIP CODE 51.0707)						
43-6013	Medical Secretaries & Administrative Assistants	475	531	56	32	\$18.11
15-1232	Computer User Support Specialists	437	443	6	10	\$24.88
43-9021	Data Entry Keyers	184	147	(37)	8	\$17.21
29-2072	Medical Records Specialists	136	151	15	5	\$20.64
29-2099	Health Technologists & Technicians, All Other	159	172	13	4	\$23.13
15-1211	Computer Systems Analysts	201	240	39	2	\$40.21
15-1231	Computer Network Support Specialists	77	84	7	1	\$29.05
PHLEBOTOMY TECHNICIAN/PHLEBOTOMIST (CIP CODE 51.1009)						
29-2018	Clinical Laboratory Technologists & Technicians	276	294	17	4	\$24.84
31-9097	Phlebotomists	123	139	16	2	\$17.63
CLINICAL/MEDICAL LABORATORY TECHNICIAN (CIP CODE 51.1004)						
29-2018	Clinical Laboratory Technologists & Technicians	276	294	17	2	\$24.84
ENGINEERING TECHNOLOGIES/TECHNICIANS (CIP CODE 15.1301)						
51-9162	Computer Numerically Controlled Tool Programmers	54	62	8	4	\$29.16
17-3019	Drafters, All Other	26	29	3	1	\$27.65
17-3013	Mechanical Drafters	34	36	1	1	\$34.54
17-3011	Architectural & Civil Drafters	63	76	13	0	\$28.57
17-3012	Electrical & Electronics Drafters	9	10	1	0	\$28.26
27-1021	Commercial & Industrial Designers	29	31	3	0	\$23.60
SUBSTANCE ABUSE/ADDICTION COUNSELING (CIP CODE 51.1501)						
21-1093	Social & Human Service Assistants	328	319	(10)	7	\$19.86

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
21-1018	Substance Abuse, Behavioral Disorder, & Mental Health Counselors	214	229	15	2	\$27.88
21-1023	Mental Health & Substance Abuse Social Workers	133	140	7	1	\$20.29
MESSAGE THERAPY/THERAPEUTIC MASSAGE (CIP CODE 51.3501)						
31-9011	Massage Therapists	100	123	23	8	\$19.13
31-2022	Physical Therapist Aides	35	44	9	1	\$13.95
DATA PROCESSING AND DATA PROCESSING TECHNOLOGY/TECHNICIAN (CIP CODE 11.0301)						
43-9021	Data Entry Keyers	184	147	(37)	1	\$17.21
15-1243	Database Architects	39	44	5	0	\$79.17
15-1299	Computer Occupations, All Other	254	302	47	0	\$45.42
15-1242	Database Administrators	39	44	5	0	\$45.90
COMPUTER PROGRAMMING/PROGRAMMER, GENERAL (CIP CODE 11.0201)						
15-1252	Software Developers	508	654	147	4	\$56.51
11-3021	Computer & Information Systems Managers	314	380	66	2	\$62.95
15-1253	Software Quality Assurance Analysts & Testers	71	83	12	1	\$40.00
15-1299	Computer Occupations, All Other	254	302	47	1	\$45.42
15-1211	Computer Systems Analysts	201	240	39	0	\$40.21
15-1251	Computer Programmers	79	74	(5)	0	\$39.76
15-1254	Web Developers	40	44	3	0	\$37.78
15-1255	Web & Digital Interface Designers	45	50	5	0	\$36.99
15-1231	Computer Network Support Specialists	77	84	7	0	\$29.05
15-1221	Computer & Information Research Scientists	26	35	9	0	\$47.10
SYSTEM, NETWORKING, AND LAN/WAN MANAGEMENT/MANAGER (CIP CODE 11.1002)						
49-2022	Telecommunications Equipment Installers & Repairers, Except Line Installers	96	94	(2)	6	\$28.05
15-1244	Network & Computer Systems Administrators	237	234	(3)	2	\$37.29
15-1299	Computer Occupations, All Other	254	302	47	1	\$45.42
15-1241	Computer Network Architects	61	75	14	1	\$57.02
15-1212	Information Security Analysts	64	91	27	1	\$50.39
15-1231	Computer Network Support Specialists	77	84	7	0	\$29.05
AESTHETICIAN/ESTHETICIAN AND SKIN CARE SPECIALIST (CIP CODE 12.0409)						
39-5094	Skincare Specialists	93	107	14	2	\$12.89
CRIMINAL JUSTICE/POLICE SCIENCE (CIP CODE 43.0107)						
33-3051	Police & Sheriff's Patrol Officers	704	770	66	16	\$37.65
33-3021	Detectives & Criminal Investigators	101	106	5	1	\$36.17

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
33-1012	First-Line Supervisors of Police & Detectives	62	73	10	1	\$49.59
33-3011	Bailiffs	31	30	(1)	1	\$25.51
33-9021	Private Detectives & Investigators	35	36	1	1	\$32.83
11-9161	Emergency Management Directors	17	17	(0)	0	\$34.48
33-3052	Transit & Railroad Police	0	0	(0)	0	\$50.30
PSYCHIATRIC/MENTAL HEALTH SERVICES TECHNICIAN (CIP CODE 51.1502)						
29-2053	Psychiatric Technicians	145	146	1	5	\$17.08
31-1133	Psychiatric Aides	13	12	(1)	0	\$21.20
COMPUTER AND INFORMATION SYSTEMS SECURITY/AUDITING/INFORMATION ASSURANCE (CIP CODE 11.1003)						
11-3021	Computer & Information Systems Managers	314	380	66	3	\$62.95
13-1082	Project Management Specialists	797	886	89	3	\$35.73
15-1244	Network & Computer Systems Administrators	237	234	(3)	2	\$37.29
15-1299	Computer Occupations, All Other	254	302	47	1	\$45.42
15-1211	Computer Systems Analysts	201	240	39	1	\$40.21
15-1241	Computer Network Architects	61	75	14	1	\$57.02
15-1212	Information Security Analysts	64	91	27	1	\$50.39
15-1231	Computer Network Support Specialists	77	84	7	0	\$29.05
15-1242	Database Administrators	39	44	5	0	\$45.90
15-2041	Statisticians	22	27	5	0	\$49.79
HOSPITAL AND HEALTH CARE FACILITIES ADMINISTRATION/MANAGEMENT (CIP CODE 51.0702)						
11-9111	Medical & Health Services Managers	491	623	132	10	\$51.05
EMERGENCY MEDICAL TECHNOLOGY/TECHNICIAN (EMT PARAMEDIC) (CIP CODE 51.0904)						
29-2042	Emergency Medical Technicians	109	169	60	10	\$14.39
33-9092	Lifeguards, Ski Patrol, & Other Recreational Protective Service Workers	67	73	6	8	\$12.63
33-2011	Firefighters	223	271	48	7	\$30.78
29-2043	Paramedics	51	78	27	3	\$23.20
33-1021	First-Line Supervisors of Firefighting & Prevention Workers	90	103	13	2	\$38.23
53-3011	Ambulance Drivers & Attendants, Except Emergency Medical Technicians	6	10	4	1	\$13.45
LICENSED PRACTICAL/VOCATIONAL NURSE TRAINING (CIP CODE 51.3901)						
29-2061	Licensed Practical & Licensed Vocational Nurses	767	769	1	46	\$28.71
FIRE SCIENCE/FIRE-FIGHTING (CIP CODE 43.0203)						
33-2011	Firefighters	223	271	48	5	\$30.78
33-1021	First-Line Supervisors of Firefighting & Prevention Workers	90	103	13	1	\$38.23

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
33-2021	Fire Inspectors & Investigators	0	0	(0)	0	\$35.73
33-2022	Forest Fire Inspectors & Prevention Specialists	0	0	0	0	\$0.00

Numbers may not sum due to rounding.

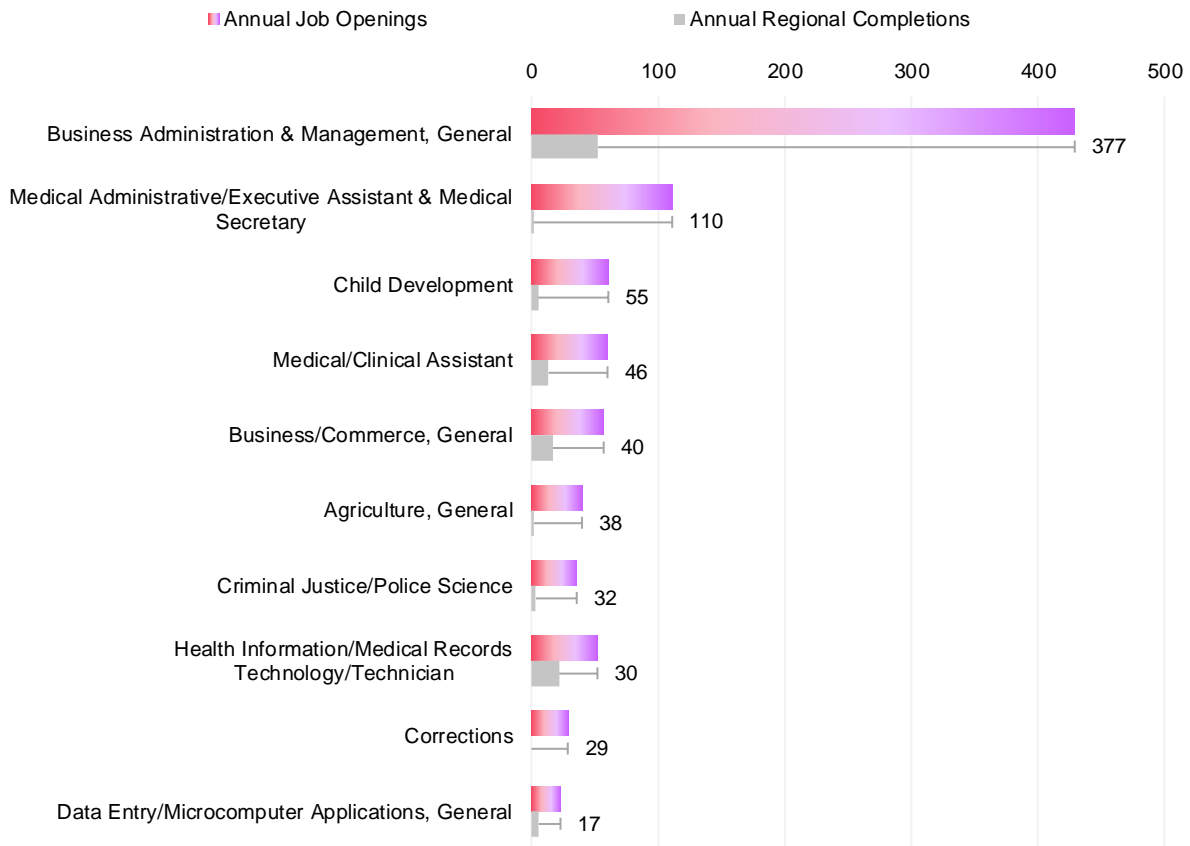
Source: Lightcast program demand gap model.

ASSOCIATE DEGREE LEVEL ANALYSIS

MCC offers 27 programs in which students receive an Associate in Applied Science (AAS), Art (AA), Fine Arts (AFA), or Science (AS) degrees in one of many subject areas, when the programs are classified by their six-digit CIP codes.¹⁶ Like the previous section, job openings consider this award level and one below – an associate degree and some college education in this section. An occupation’s job openings are weighted by the number of other programs mapped to the occupation and scaled according to a program’s completions.

¹⁶ Additionally, some of MCC’s associate degree programs are evaluated in the following “Transfer-Track Degree Level Analysis”.

Figure 3.7: MCC's Top Associate Degree Level Programs with a Gap



Source: Lightcast program demand gap model.

As shown in Figure 3.7, three programs have a significant gap above the 50-openings level of significance. The Business Administration & Management, General program has the largest, followed by the Medical Administrative/Executive Assistant & Medical Secretary and Child Development programs. As shown in Table 3.5, the Business Administration & Management, General program has 429 average annual job openings, considering the region's labor market. On average, the college has 52 annual completions, and, combined with the other postsecondary educational institutions in the region, there are a total of 53 annual completions. There is one program with a significant surplus of program completions above the 50-openings level of significance. Programs with a significant gap or surplus have been highlighted in Table 3.5.

Table 3.5: Gaps and Surpluses for MCC's Associate Degree Level Programs

CIP CODE	CIP TITLE	ANNUAL JOB OPENINGS	ANNUAL COMPLETIONS		GAP OR SURPLUS	MEDIAN HOURLY WAGE
			REGION	MCC		
52.0201	Business Administration & Management, General	429	53	52	377	\$27.39

CIP CODE	CIP TITLE	ANNUAL JOB OPENINGS	ANNUAL COMPLETIONS		GAP OR SURPLUS	MEDIAN HOURLY WAGE
			REGION	MCC		
51.0716	Medical Administrative/Executive Assistant & Medical Secretary	111	2	2	110	\$17.80
19.0706	Child Development	61	5	5	55	\$14.52
51.0801	Medical/Clinical Assistant	60	14	14	46	\$18.43
52.0101	Business/Commerce, General	57	17	17	40	\$40.61
01.0000	Agriculture, General	40	2	2	38	\$18.37
43.0107	Criminal Justice/Police Science	36	4	4	32	\$37.44
51.0707	Health Information/Medical Records Technology/Technician	52	22	7	30	\$20.25
43.0102	Corrections	29	<1	<1	29	\$24.62
11.0601	Data Entry/Microcomputer Applications, General	23	6	6	17	\$18.06
51.0904	Emergency Medical Technology/Technician (EMT Paramedic)	39	23	4	16	\$23.20
22.0302	Legal Assistant/Paralegal	19	6	6	13	\$24.47
01.0101	Agricultural Business & Management, General	11	3	3	9	\$25.79
01.8301	Veterinary/Animal Health Technology/Technician & Veterinary Assistant	13	8	8	6	\$16.00
51.0806	Physical Therapy Assistant	20	15	15	5	\$31.47
16.1603	Sign Language Interpretation & Translation	4	<1	<1	3	\$25.88
51.0803	Occupational Therapist Assistant	7	9	9	(2)	\$37.47
50.1003	Music Management	7	10	10	(3)	\$25.73
51.1004	Clinical/Medical Laboratory Technician	1	7	7	(6)	\$24.84
51.1502	Psychiatric/Mental Health Services Technician	6	12	12	(6)	\$17.58
51.0911	Radiologic Technology/Science - Radiographer	10	21	21	(11)	\$31.63
11.0201	Computer Programming/Programmer, General	12	24	7	(11)	\$50.14
51.0908	Respiratory Care Therapy/Therapist	5	17	17	(12)	\$31.51
11.1002	System, Networking, & LAN/WAN Management/Manager	6	28	12	(22)	\$40.74
51.1501	Substance Abuse/Addiction Counseling	12	40	28	(28)	\$21.26
51.0909	Surgical Technology/Technologist	10	41	12	(31)	\$26.12
51.3801	Registered Nursing/Registered Nurse	58	163	86	(105)	\$43.72

Numbers may not sum due to rounding.

Source: Lightcast program demand gap model.

Since Business Administration & Management, General was analyzed in the previous section, we will focus on Medical Administrative/Executive Assistant & Medical Secretary here. This

program mapped to several occupations, such as receptionists & information clerks, insurance claims & policy processing clerks, and billing & posting clerks (Table 3.6). The median hourly wage for this program is \$17.80, when weighted by the openings and median hourly wages for each occupation mapped to the program. For context, the Texas state minimum wage is \$7.25¹⁷ per hour, and the living wage in the McLennan County Junior College District is \$21.67 per hour for a household with two working adults and two children.¹⁸ While this program could be expanded, the college should focus its effort on expanding the higher wage programs identified in the analysis.

While the gaps are important to keep in mind for building or expanding programs, the surpluses are equally important to ensure the college is training students with skills the regional workforce requires. There is one associate degree program at MCC with a significant surplus, the Registered Nursing/Registered Nurse program with a surplus of 105 annual completers. This program is mapped to a number of high wage occupations but is currently experiencing a surplus of completions regionally, with the bulk of regional completions coming from MCC. While there is a regional surplus, completers may be able to find employment outside of the region. Ensuring MCC maintains strong partnerships with regional and extra-regional employers will be important to ensure success for these students.

Using Table 3.6, this step-by-step process of evaluating occupational gaps by their job openings, job counts, and median hourly wage rates can be applied to the other MCC associate degree level programs with a significant gap. In general, occupations with high wages should be considered more noteworthy than those with low wages. If an occupation's job projections are not positive, then it may not be worth further consideration, in terms of its mapped programs. Also, there could be other sources of skilled workers filling the gaps, such as unemployed workers or workers from outside the region.

Table 3.6: Occupations Mapped to MCC's Associate Degree Level Programs

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
BUSINESS ADMINISTRATION & MANAGEMENT, GENERAL (CIP CODE 52.0201)						
43-4051	Customer Service Representatives	3,152	3,008	(144)	170	\$17.58
41-1011	First-Line Supervisors of Retail Sales Workers	1,322	1,361	39	51	\$19.79
11-1021	General & Operations Managers	3,618	3,975	357	47	\$41.30
43-1011	First-Line Supervisors of Office & Administrative Support Workers	1,657	1,624	(33)	36	\$28.23
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, & Travel	689	749	61	21	\$27.00
13-1071	Human Resources Specialists	621	670	49	14	\$28.76

¹⁷ The Texas minimum wage as of January 1, 2026, is \$7.25 per hour. Source: U.S. Department of Labor.

¹⁸ Living wage calculations provided by Dr. Amy K. Glasmeier and the Massachusetts Institute of Technology. See Appendix 7.

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
41-4012	Sales Representatives, Wholesale & Manufacturing, Except Technical & Scientific Products	820	1,012	192	14	\$28.13
13-1199	Business Operations Specialists, All Other	814	895	81	12	\$36.56
11-3031	Financial Managers	485	598	113	12	\$59.92
11-2022	Sales Managers	500	572	72	10	\$55.48
13-2011	Accountants & Auditors	896	1,020	124	8	\$34.97
13-1161	Market Research Analysts & Marketing Specialists	415	493	78	6	\$28.24
11-9199	Managers, All Other	760	859	99	6	\$42.00
13-1111	Management Analysts	367	468	101	5	\$38.77
13-1082	Project Management Specialists	797	886	89	5	\$35.73
41-4011	Sales Representatives, Wholesale & Manufacturing, Technical & Scientific Products	184	204	20	4	\$38.92
11-2021	Marketing Managers	283	318	36	3	\$58.13
11-3121	Human Resources Managers	148	157	10	2	\$57.12
11-1011	Chief Executives	167	197	30	2	\$77.81
MEDICAL ADMINISTRATIVE/EXECUTIVE ASSISTANT & MEDICAL SECRETARY (CIP CODE 51.0716)						
43-4171	Receptionists & Information Clerks	791	820	29	50	\$15.32
43-9041	Insurance Claims & Policy Processing Clerks	554	556	1	23	\$22.81
43-3021	Billing & Posting Clerks	226	246	20	13	\$18.07
31-9094	Medical Transcriptionists	91	75	(16)	8	\$15.57
31-9092	Medical Assistants	665	798	133	7	\$18.43
43-9061	Office Clerks, General	2,084	2,059	(25)	4	\$17.54
43-6013	Medical Secretaries & Administrative Assistants	475	531	56	2	\$18.11
43-4071	File Clerks	137	116	(20)	1	\$18.12
43-1011	First-Line Supervisors of Office & Administrative Support Workers	1,657	1,624	(33)	1	\$28.23
43-6011	Executive Secretaries & Executive Administrative Assistants	297	309	12	1	\$31.37
43-9021	Data Entry Keyers	184	147	(37)	0	\$17.21
29-2072	Medical Records Specialists	136	151	15	0	\$20.64
CHILD DEVELOPMENT (CIP CODE 19.0706)						
39-9011	Childcare Workers	774	679	(95)	44	\$12.81
25-2011	Preschool Teachers, Except Special Education	336	352	16	12	\$16.29
21-1021	Child, Family, & School Social Workers	286	283	(2)	4	\$25.98
21-1093	Social & Human Service Assistants	328	319	(10)	1	\$19.86
11-9031	Education & Childcare Administrators, Preschool & Daycare	45	44	(1)	0	\$24.91

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
25-9021	Farm & Home Management Educators	5	5	0	0	\$15.17
MEDICAL/CLINICAL ASSISTANT (CIP CODE 51.0801)						
31-9092	Medical Assistants	665	798	133	60	\$18.43
BUSINESS/COMMERCE, GENERAL (CIP CODE 52.0101)						
11-1021	General & Operations Managers	3,618	3,975	357	15	\$41.30
11-3071	Transportation, Storage, & Distribution Managers	250	273	23	8	\$39.74
11-3013	Facilities Managers	146	152	6	5	\$48.65
11-9021	Construction Managers	561	638	78	5	\$36.98
13-1199	Business Operations Specialists, All Other	814	895	81	4	\$36.56
13-1121	Meeting, Convention, & Event Planners	194	218	23	3	\$19.15
11-2022	Sales Managers	500	572	72	3	\$55.48
11-3012	Administrative Services Managers	202	214	12	2	\$48.20
11-9151	Social & Community Service Managers	138	137	(1)	2	\$29.29
13-1051	Cost Estimators	234	240	7	2	\$33.96
11-9199	Managers, All Other	760	859	99	2	\$42.00
13-1111	Management Analysts	367	468	101	2	\$38.77
13-1082	Project Management Specialists	797	886	89	1	\$35.73
11-3051	Industrial Production Managers	250	266	17	1	\$51.31
15-1299	Computer Occupations, All Other	254	302	47	1	\$45.42
11-1011	Chief Executives	167	197	30	1	\$77.81
AGRICULTURE, GENERAL (CIP CODE 01.0000)						
37-3011	Landscaping & Groundskeeping Workers	983	1,071	88	13	\$17.10
45-2092	Farmworkers & Laborers, Crop, Nursery, & Greenhouse	254	312	58	8	\$14.27
13-1028	Buyers & Purchasing Agents	316	369	53	5	\$31.12
45-2093	Farmworkers, Farm, Ranch, & Aquacultural Animals	145	157	13	4	\$13.09
11-9013	Farmers, Ranchers, & Other Agricultural Managers	179	190	11	3	\$16.55
45-2091	Agricultural Equipment Operators	67	90	23	2	\$15.93
37-1012	First-Line Supervisors of Landscaping, Lawn Service, & Groundskeeping Workers	135	147	12	2	\$21.41
45-2041	Graders & Sorters, Agricultural Products	47	51	4	1	\$14.46
37-3012	Pesticide Handlers, Sprayers, & Applicators, Vegetation	17	22	5	1	\$23.32
19-4012	Agricultural Technicians	7	10	2	1	\$22.26
45-1011	First-Line Supervisors of Farming, Fishing, & Forestry Workers	28	35	7	1	\$22.15
45-2011	Agricultural Inspectors	11	12	1	0	\$22.09

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
19-4099	Life, Physical, & Social Science Technicians, All Other	94	100	5	0	\$23.86
45-2021	Animal Breeders	1	2	1	0	\$18.26
25-9021	Farm & Home Management Educators	5	5	0	0	\$15.17
13-1074	Farm Labor Contractors	0	0	0	0	\$21.13
19-1011	Animal Scientists	0	0	0	0	\$36.28
19-1012	Food Scientists & Technologists	6	8	2	0	\$48.01
19-1013	Soil & Plant Scientists	20	26	6	0	\$38.08
CRIMINAL JUSTICE/POLICE SCIENCE (CIP CODE 43.0107)						
33-3051	Police & Sheriff's Patrol Officers	704	770	66	29	\$37.65
33-3021	Detectives & Criminal Investigators	101	106	5	2	\$36.17
33-1012	First-Line Supervisors of Police & Detectives	62	73	10	2	\$49.59
33-3011	Bailiffs	31	30	(1)	2	\$25.51
33-9021	Private Detectives & Investigators	35	36	1	1	\$32.83
11-9161	Emergency Management Directors	17	17	(0)	0	\$34.48
33-3052	Transit & Railroad Police	0	0	(0)	0	\$50.30
HEALTH INFORMATION/MEDICAL RECORDS TECHNOLOGY/TECHNICIAN (CIP CODE 51.0707)						
43-6013	Medical Secretaries & Administrative Assistants	475	531	56	27	\$18.11
15-1232	Computer User Support Specialists	437	443	6	11	\$24.88
43-9021	Data Entry Keyers	184	147	(37)	6	\$17.21
29-2072	Medical Records Specialists	136	151	15	6	\$20.64
29-2099	Health Technologists & Technicians, All Other	159	172	13	1	\$23.13
15-1211	Computer Systems Analysts	201	240	39	1	\$40.21
15-1231	Computer Network Support Specialists	77	84	7	0	\$29.05
CORRECTIONS (CIP CODE 43.0102)						
33-3012	Correctional Officers & Jailers	640	574	(66)	26	\$23.95
33-1011	First-Line Supervisors of Correctional Officers	67	62	(5)	2	\$29.29
21-1092	Probation Officers & Correctional Treatment Specialists	111	108	(3)	1	\$26.01
33-1012	First-Line Supervisors of Police & Detectives	62	73	10	0	\$49.59
DATA ENTRY/MICROCOMPUTER APPLICATIONS, GENERAL (CIP CODE 11.0601)						
43-9061	Office Clerks, General	2,084	2,059	(25)	14	\$17.54
43-4071	File Clerks	137	116	(20)	5	\$18.12
43-9021	Data Entry Keyers	184	147	(37)	2	\$17.21
43-9022	Word Processors & Typists	32	21	(10)	1	\$17.41

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
15-1299	Computer Occupations, All Other	254	302	47	0	\$45.42
EMERGENCY MEDICAL TECHNOLOGY/TECHNICIAN (EMT PARAMEDIC) (CIP CODE 51.0904)						
33-2011	Firefighters	223	271	48	14	\$30.78
29-2042	Emergency Medical Technicians	109	169	60	10	\$14.39
33-9092	Lifeguards, Ski Patrol, & Other Recreational Protective Service Workers	67	73	6	7	\$12.63
33-1021	First-Line Supervisors of Firefighting & Prevention Workers	90	103	13	4	\$38.23
29-2043	Paramedics	51	78	27	4	\$23.20
53-3011	Ambulance Drivers & Attendants, Except Emergency Medical Technicians	6	10	4	1	\$13.45
LEGAL ASSISTANT/PARALEGAL (CIP CODE 22.0302)						
23-2011	Paralegals & Legal Assistants	234	244	10	10	\$24.86
43-6012	Legal Secretaries & Administrative Assistants	75	74	(1)	5	\$22.35
23-2093	Title Examiners, Abstractors, & Searchers	56	59	3	2	\$26.21
13-1041	Compliance Officers	387	411	24	1	\$26.29
23-2099	Legal Support Workers, All Other	31	31	(0)	1	\$25.81
AGRICULTURAL BUSINESS & MANAGEMENT, GENERAL (CIP CODE 01.0101)						
13-1028	Buyers & Purchasing Agents	316	369	53	7	\$31.12
11-9013	Farmers, Ranchers, & Other Agricultural Managers	179	190	11	4	\$16.55
45-1011	First-Line Supervisors of Farming, Fishing, & Forestry Workers	28	35	7	1	\$22.15
45-2011	Agricultural Inspectors	11	12	1	0	\$22.09
13-1074	Farm Labor Contractors	0	0	0	0	\$21.13
VETERINARY/ANIMAL HEALTH TECHNOLOGY/TECHNICIAN & VETERINARY ASSISTANT (CIP CODE 01.8301)						
29-2056	Veterinary Technologists & Technicians	128	144	15	8	\$17.28
31-9096	Veterinary Assistants & Laboratory Animal Caretakers	48	56	8	5	\$13.76
PHYSICAL THERAPY ASSISTANT (CIP CODE 51.0806)						
31-2021	Physical Therapist Assistants	137	175	39	16	\$35.90
31-2022	Physical Therapist Aides	35	44	9	4	\$13.95
SIGN LANGUAGE INTERPRETATION & TRANSLATION (CIP CODE 16.1603)						
27-3091	Interpreters & Translators	48	51	3	2	\$28.53
25-2052	Special Education Teachers, Kindergarten & Elementary School	196	201	5	1	\$26.50
25-9045	Teaching Assistants, Except Postsecondary	1,281	1,304	23	0	\$12.78
25-2058	Special Education Teachers, Secondary School	85	88	2	0	\$29.39
25-2057	Special Education Teachers, Middle School	49	50	1	0	\$26.43
25-2051	Special Education Teachers, Preschool	22	23	1	0	\$27.36

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
OCCUPATIONAL THERAPIST ASSISTANT (CIP CODE 51.0803)						
31-2011	Occupational Therapy Assistants	69	88	19	7	\$37.48
31-2012	Occupational Therapy Aides	0	0	(0)	0	\$15.43
MUSIC MANAGEMENT (CIP CODE 50.1003)						
27-3031	Public Relations Specialists	334	345	11	3	\$24.71
13-1121	Meeting, Convention, & Event Planners	194	218	23	2	\$19.15
27-2041	Music Directors & Composers	41	45	4	1	\$21.99
11-2032	Public Relations Managers	92	94	2	1	\$47.88
11-2033	Fundraising Managers	61	54	(7)	0	\$41.97
13-1011	Agents & Business Managers of Artists, Performers, & Athletes	9	11	2	0	\$30.61
11-2011	Advertising & Promotions Managers	3	3	(0)	0	\$40.82
CLINICAL/MEDICAL LABORATORY TECHNICIAN (CIP CODE 51.1004)						
29-2018	Clinical Laboratory Technologists & Technicians	276	294	17	1	\$24.84
PSYCHIATRIC/MENTAL HEALTH SERVICES TECHNICIAN (CIP CODE 51.1502)						
29-2053	Psychiatric Technicians	145	146	1	5	\$17.08
31-1133	Psychiatric Aides	13	12	(1)	1	\$21.20
RADIOLOGIC TECHNOLOGY/SCIENCE - RADIOGRAPHER (CIP CODE 51.0911)						
29-2034	Radiologic Technologists & Technicians	212	229	17	9	\$32.27
29-2099	Health Technologists & Technicians, All Other	159	172	13	1	\$23.13
29-1124	Radiation Therapists	13	14	1	0	\$46.14
29-2033	Nuclear Medicine Technologists	9	10	0	0	\$42.03
29-2036	Medical Dosimetrists	0	0	0	0	\$68.68
COMPUTER PROGRAMMING/PROGRAMMER, GENERAL (CIP CODE 11.0201)						
15-1252	Software Developers	508	654	147	5	\$56.51
11-3021	Computer & Information Systems Managers	314	380	66	2	\$62.95
15-1299	Computer Occupations, All Other	254	302	47	1	\$45.42
15-1253	Software Quality Assurance Analysts & Testers	71	83	12	1	\$40.00
15-1211	Computer Systems Analysts	201	240	39	1	\$40.21
15-1251	Computer Programmers	79	74	(5)	1	\$39.76
15-1254	Web Developers	40	44	3	1	\$37.78
15-1231	Computer Network Support Specialists	77	84	7	0	\$29.05
15-1255	Web & Digital Interface Designers	45	50	5	0	\$36.99
15-1221	Computer & Information Research Scientists	26	35	9	0	\$47.10

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
RESPIRATORY CARE THERAPY/THERAPIST (CIP CODE 51.0908)						
29-1126	Respiratory Therapists	98	117	19	4	\$33.57
29-2099	Health Technologists & Technicians, All Other	159	172	13	1	\$23.13
SYSTEM, NETWORKING, & LAN/WAN MANAGEMENT/MANAGER (CIP CODE 11.1002)						
15-1244	Network & Computer Systems Administrators	237	234	(3)	2	\$37.29
15-1299	Computer Occupations, All Other	254	302	47	2	\$45.42
49-2022	Telecommunications Equipment Installers & Repairers, Except Line Installers	96	94	(2)	1	\$28.05
15-1212	Information Security Analysts	64	91	27	1	\$50.39
15-1241	Computer Network Architects	61	75	14	1	\$57.02
15-1231	Computer Network Support Specialists	77	84	7	1	\$29.05
SUBSTANCE ABUSE/ADDICTION COUNSELING (CIP CODE 51.1501)						
21-1093	Social & Human Service Assistants	328	319	(10)	9	\$19.86
21-1018	Substance Abuse, Behavioral Disorder, & Mental Health Counselors	214	229	15	2	\$27.88
21-1023	Mental Health & Substance Abuse Social Workers	133	140	7	1	\$20.29
SURGICAL TECHNOLOGY/TECHNOLOGIST (CIP CODE 51.0909)						
29-2055	Surgical Technologists	108	116	8	5	\$31.10
31-9093	Medical Equipment Preparers	46	49	3	3	\$19.51
29-2099	Health Technologists & Technicians, All Other	159	172	13	2	\$23.13
REGISTERED NURSING/REGISTERED NURSE (CIP CODE 51.3801)						
29-1141	Registered Nurses	2,539	2,712	173	47	\$41.83
11-9111	Medical & Health Services Managers	491	623	132	11	\$51.05
29-1171	Nurse Practitioners	217	322	105	0	\$59.51
29-1151	Nurse Anesthetists	47	54	7	0	\$136.28
29-1161	Nurse Midwives	4	4	1	0	\$54.23
15-1212	Information Security Analysts	64	91	27	1	\$50.39
15-1241	Computer Network Architects	61	75	14	1	\$57.02
15-1231	Computer Network Support Specialists	77	84	7	1	\$29.05

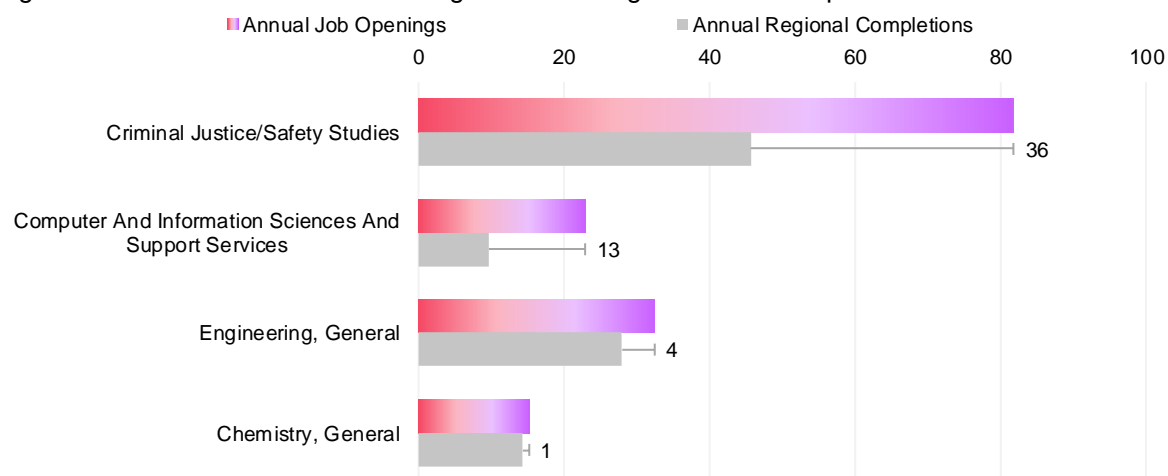
Numbers may not sum due to rounding.

Source: Lightcast program demand gap model.

TRANSFER-TRACK DEGREE LEVEL ANALYSIS

The analysis in this section again evaluates MCC's associate degree level programs¹⁹ but at the bachelor's degree level. The programs are referred to as transfer-track degree level programs, and a program completer could readily transfer into a similar bachelor's degree level program. At MCC, there are 15 such transfer-track degree level programs, when the programs are classified by their six-digit CIP codes. MCC is one of a few postsecondary educational institutions in the region, and Baylor University is the only regional institution to offer bachelor's degree level programs. Job openings at this award level consider someone with a bachelor's degree or associate degree level of education. An occupation's job openings are weighted by the number of other programs mapped to the occupation and scaled according to a program's completions.

Figure 3.8: MCC's Transfer-Track Degree Level Programs with a Gap



Programs award completers with an associate degree, but the demand for jobs considers a bachelor's degree level of education.

Source: Lightcast program demand gap model.

Figure 3.8 shows the transfer-track programs with a gap. The Criminal Justice/Safety Studies program has the largest, followed by the Computer & Information Sciences & Support Services and Engineering, General programs. As shown in Table 3.7, there are 82 average annual job openings in the region for occupations related to the Criminal Justice/Safety Studies program. On average, the college graduates 46 annual completers, and is the only postsecondary educational institution in the region to have completers in this program. Programs with a significant surplus have been highlighted in Table 3.7.

¹⁹ The transfer-track degree level analysis does not include all the college's associate degree level programs, as directed by MCC.

Table 3.7: Gaps and Surpluses for MCC's Transfer-Track Degree Level Programs

CIP CODE	CIP TITLE	ANNUAL JOB OPENINGS	ANNUAL COMPLETIONS		GAP OR SURPLUS	MEDIAN HOURLY WAGE
			REGION	MCC		
43.0104	Criminal Justice/Safety Studies	82	46	46	36	\$32.88
11.0101	Computer & Information Sciences & Support Services	23	10	10	13	\$35.88
14.0101	Engineering, General	32	28	16	4	\$46.74
40.0501	Chemistry, General	15	14	<1	1	\$31.19
14.0701	Chemical Engineering	0	<1	<1	(0)	\$38.50
50.0901	Music, General	6	7	4	(2)	\$22.61
14.0801	Civil Engineering, General	1	3	3	(2)	\$40.11
14.3501	Industrial Engineering	1	3	3	(2)	\$50.65
14.1001	Electrical & Electronics Engineering	1	4	4	(3)	\$57.38
13.1206	Teacher Education, Multiple Levels	34	37	37	(3)	\$21.57
27.0101	Mathematics, General	11	25	1	(14)	\$36.03
09.0101	Speech Communication & Rhetoric	2	22	3	(20)	\$30.77
14.1901	Mechanical Engineering	14	65	7	(50)	\$49.40
42.0101	Psychology, General	56	151	6	(95)	\$29.92
26.0101	Biology/Biological Sciences, General	49	237	4	(189)	\$32.86

Programs award completers with an associate degree, but the demand for jobs considers a bachelor's degree level of education. Numbers may not sum due to rounding.

Source: Lightcast program demand gap model.

Several occupations mapped to Criminal Justice/Safety Studies such as police & sheriff's patrol officers, correctional officers & jailers, and detectives & criminal investigators (Table 3.8). The median hourly wage for this program is \$32.88, when weighted by the openings and median hourly wages for each occupation mapped to the program. For context, the Texas state minimum wage is \$7.25²⁰ per hour, and the living wage in the McLennan County Junior College District is \$21.67 per hour for a household with two working adults and two children.²¹ This program is recommended for expansion because of the large gap and high median hourly wage. The demands for completers of this program are primarily driven by a need for police officers and correctional officers. Training for police officers should be prioritized over the latter as the median hourly wage is higher by a large margin, but both roles meet the living wage for the region. Lastly, the success of transfer-track programs is also highly dependent on the ease with which students can transfer to a four-year institution. Therefore, it is important that MCC continues to work with the four-year institutions in the region to streamline this process.

²⁰ The Texas minimum wage as of January 1, 2026, is \$7.25 per hour. Source: U.S. Department of Labor.

²¹ Living wage calculations provided by Dr. Amy K. Glasmeier and the Massachusetts Institute of Technology. See Appendix 7.

While the gaps are important to keep in mind for building or expanding programs, the surpluses are equally important to ensure the college is training students with skills the regional workforce requires. There are three transfer-track degree programs at MCC with a significant surplus. Biology/Biological Sciences, General has the largest, with a surplus of 189. Psychology, General also has a significant surplus, with a surplus of 95, followed by Mechanical Engineering, with a surplus of 50. It is important to note that both of these programs teach skills with widely applicable skills which may lead to students finding employment opportunities outside of their field.

Using Table 3.8, this step-by-step process of evaluating occupational gaps by their median hourly wage rates can be applied to the other MCC transfer-track degree programs with a significant gap. In general, gaps around occupations with high wages should be considered more noteworthy than gaps around occupations with low wages. Also, if the occupational forecasts around a certain gap are not positive, the gap may not be worth further consideration. Keep in mind that there could be other sources of skilled workers filling the gaps, such as unemployed workers or workers from outside the region. On the other hand, MCC students completing programs with a significant surplus may be finding employment opportunities outside the region.

Table 3.8: Occupations Mapped to MCC's Transfer-Track Degree Level Programs with a Significant Gap

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
CRIMINAL JUSTICE/SAFETY STUDIES (CIP CODE 43.0104)						
33-3051	Police & Sheriff's Patrol Officers	704	770	66	31	\$37.65
33-3012	Correctional Officers & Jailers	640	574	(66)	16	\$23.95
33-3021	Detectives & Criminal Investigators	101	106	5	4	\$36.17
43-5031	Public Safety Telecommunicators	91	103	13	4	\$21.54
13-1199	Business Operations Specialists, All Other	814	895	81	4	\$36.56
13-1082	Project Management Specialists	797	886	89	4	\$35.73
13-1041	Compliance Officers	387	411	24	3	\$26.29
33-1012	First-Line Supervisors of Police & Detectives	62	73	10	3	\$49.59
21-1092	Probation Officers & Correctional Treatment Specialists	111	108	(3)	3	\$26.01
33-1011	First-Line Supervisors of Correctional Officers	67	62	(5)	2	\$29.29
21-1021	Child, Family, & School Social Workers	286	283	(2)	2	\$25.98
33-9021	Private Detectives & Investigators	35	36	1	2	\$32.83
33-3011	Bailiffs	31	30	(1)	1	\$25.51
11-9199	Managers, All Other	760	859	99	1	\$42.00
15-1212	Information Security Analysts	64	91	27	1	\$50.39

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
11-9161	Emergency Management Directors	17	17	(0)	1	\$34.48
13-2099	Financial Specialists, All Other	110	116	6	0	\$29.44
33-3052	Transit & Railroad Police	0	0	(0)	0	\$50.30
33-2021	Fire Inspectors & Investigators	0	0	(0)	0	\$35.73
COMPUTER AND INFORMATION SCIENCES AND SUPPORT SERVICES (CIP CODE 11.0101)						
43-9021	Data Entry Keyers	184	147	(37)	6	\$17.21
15-1252	Software Developers	508	654	147	6	\$56.51
15-1232	Computer User Support Specialists	437	443	6	5	\$24.88
15-1231	Computer Network Support Specialists	77	84	7	1	\$29.05
11-3021	Computer & Information Systems Managers	314	380	66	1	\$62.95
15-1241	Computer Network Architects	61	75	14	1	\$57.02
15-1253	Software Quality Assurance Analysts & Testers	71	83	12	1	\$40.00
15-1255	Web & Digital Interface Designers	45	50	5	1	\$36.99
15-1211	Computer Systems Analysts	201	240	39	1	\$40.21
15-1254	Web Developers	40	44	3	0	\$37.78
15-1244	Network & Computer Systems Administrators	237	234	(3)	0	\$37.29
15-1221	Computer & Information Research Scientists	26	35	9	0	\$47.10
15-1212	Information Security Analysts	64	91	27	0	\$50.39
15-1299	Computer Occupations, All Other	254	302	47	0	\$45.42
15-1251	Computer Programmers	79	74	(5)	0	\$39.76
15-1243	Database Architects	39	44	5	0	\$79.17
15-1242	Database Administrators	39	44	5	0	\$45.90
ENGINEERING, GENERAL (CIP CODE 14.0101)						
17-2112	Industrial Engineers	235	270	35	10	\$48.77
17-2051	Civil Engineers	193	226	33	9	\$36.18
17-2111	Health & Safety Engineers, Except Mining Safety Engineers & Inspectors	68	70	2	3	\$51.91
17-2141	Mechanical Engineers	148	186	38	3	\$46.03
17-2071	Electrical Engineers	117	139	22	2	\$50.66
17-2011	Aerospace Engineers	117	116	(1)	1	\$63.13
17-2131	Materials Engineers	19	22	3	1	\$42.58
17-2031	Bioengineers & Biomedical Engineers	21	23	2	1	\$42.40
11-9041	Architectural & Engineering Managers	98	117	19	1	\$79.19
17-2199	Engineers, All Other	75	84	9	1	\$48.90

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
17-2041	Chemical Engineers	22	24	2	1	\$62.66
17-2072	Electronics Engineers, Except Computer	39	45	6	0	\$52.52
17-2161	Nuclear Engineers	9	11	2	0	\$48.67
17-2061	Computer Hardware Engineers	26	31	6	0	\$68.21
17-2081	Environmental Engineers	12	13	2	0	\$46.97
17-2171	Petroleum Engineers	3	5	2	0	\$66.87
17-2121	Marine Engineers & Naval Architects	2	2	0	0	\$55.59
17-2151	Mining & Geological Engineers, Including Mining Safety Engineers	0	0	0	0	\$58.49
17-2021	Agricultural Engineers	0	0	0	0	\$37.64
CHEMISTRY, GENERAL (CIP CODE 40.0501)						
19-4031	Chemical Technicians	85	77	(9)	4	\$24.40
19-2031	Chemists	53	60	7	2	\$28.42
17-3026	Industrial Engineering Technologists & Technicians	39	42	3	1	\$36.35
19-4043	Geological Technicians, Except Hydrologic Technicians	35	35	0	1	\$18.77
19-4092	Forensic Science Technicians	16	18	2	1	\$33.62
25-2031	Secondary School Teachers, Except Special & Career/Technical Education	1,062	1,083	21	1	\$29.01
11-3051	Industrial Production Managers	250	266	17	1	\$51.31
29-2018	Clinical Laboratory Technologists & Technicians	276	294	17	1	\$24.84
11-9111	Medical & Health Services Managers	491	623	132	0	\$51.05
19-1012	Food Scientists & Technologists	6	8	2	0	\$48.01
19-4099	Life, Physical, & Social Science Technicians, All Other	94	100	5	0	\$23.86
17-2199	Engineers, All Other	75	84	9	0	\$48.90
17-2041	Chemical Engineers	22	24	2	0	\$62.66
19-2041	Environmental Scientists & Specialists, Including Health	38	43	5	0	\$34.01
19-2032	Materials Scientists	4	5	1	0	\$42.76
25-4013	Museum Technicians & Conservators	24	29	5	0	\$17.81
19-4044	Hydrologic Technicians	2	3	0	0	\$23.04
11-9121	Natural Sciences Managers	94	115	21	0	\$59.75
19-1021	Biochemists & Biophysicists	49	58	9	0	\$49.01
19-1042	Medical Scientists, Except Epidemiologists	103	133	30	0	\$45.49
19-1013	Soil & Plant Scientists	20	26	6	0	\$38.08
CHEMICAL ENGINEERING (CIP CODE 14.0701)						
19-2031	Chemists	53	60	7	0	\$28.42

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
17-2131	Materials Engineers	19	22	3	0	\$42.58
11-9041	Architectural & Engineering Managers	98	117	19	0	\$79.19
17-2199	Engineers, All Other	75	84	9	0	\$48.90
17-2041	Chemical Engineers	22	24	2	0	\$62.66
MUSIC, GENERAL (CIP CODE 50.0901)						
27-4011	Audio & Video Technicians	89	94	5	4	\$21.44
27-2042	Musicians & Singers	131	149	18	1	\$30.71
49-9063	Musical Instrument Repairers & Tuners	9	11	2	0	\$17.39
27-2041	Music Directors & Composers	41	45	4	0	\$21.99
27-4014	Sound Engineering Technicians	5	5	0	0	\$23.56
29-1125	Recreational Therapists	6	7	2	0	\$23.48
CIVIL ENGINEERING, GENERAL (CIP CODE 14.0801)						
17-2051	Civil Engineers	193	226	33	1	\$36.18
11-9041	Architectural & Engineering Managers	98	117	19	0	\$79.19
17-2199	Engineers, All Other	75	84	9	0	\$48.90
17-2081	Environmental Engineers	12	13	2	0	\$46.97
17-2171	Petroleum Engineers	3	5	2	0	\$66.87
17-2151	Mining & Geological Engineers, Including Mining Safety Engineers	0	0	0	0	\$58.49
INDUSTRIAL ENGINEERING (CIP CODE 14.3501)						
17-2112	Industrial Engineers	235	270	35	1	\$48.77
11-3051	Industrial Production Managers	250	266	17	0	\$51.31
11-9041	Architectural & Engineering Managers	98	117	19	0	\$79.19
ELECTRICAL AND ELECTRONICS ENGINEERING (CIP CODE 14.1001)						
17-2071	Electrical Engineers	117	139	22	0	\$50.66
17-2011	Aerospace Engineers	117	116	(1)	0	\$63.13
11-9041	Architectural & Engineering Managers	98	117	19	0	\$79.19
17-2199	Engineers, All Other	75	84	9	0	\$48.90
17-2072	Electronics Engineers, Except Computer	39	45	6	0	\$52.52
17-2061	Computer Hardware Engineers	26	31	6	0	\$68.21
TEACHER EDUCATION, MULTIPLE LEVELS (CIP CODE 13.1206)						
25-2011	Preschool Teachers, Except Special Education	336	352	16	17	\$16.29
25-2021	Elementary School Teachers, Except Special Education	1,283	1,312	29	10	\$26.33
25-2022	Middle School Teachers, Except Special & Career/Technical Education	654	667	13	3	\$27.63

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
25-2012	Kindergarten Teachers, Except Special Education	98	100	2	2	\$26.34
25-2031	Secondary School Teachers, Except Special & Career/Technical Education	1,062	1,083	21	2	\$29.01
MATHEMATICS, GENERAL (CIP CODE 27.0101)						
15-2011	Actuaries	68	91	23	2	\$43.99
25-2022	Middle School Teachers, Except Special & Career/Technical Education	654	667	13	2	\$27.63
15-2051	Data Scientists	98	147	49	2	\$45.01
13-1051	Cost Estimators	234	240	7	1	\$33.96
25-2031	Secondary School Teachers, Except Special & Career/Technical Education	1,062	1,083	21	1	\$29.01
13-1161	Market Research Analysts & Marketing Specialists	415	493	78	1	\$28.24
13-2051	Financial & Investment Analysts	165	199	34	1	\$38.84
13-2053	Insurance Underwriters	86	96	10	0	\$34.02
13-2099	Financial Specialists, All Other	110	116	6	0	\$29.44
15-2031	Operations Research Analysts	55	75	20	0	\$40.23
11-9121	Natural Sciences Managers	94	115	21	0	\$59.75
13-2054	Financial Risk Specialists	27	32	5	0	\$41.80
15-2041	Statisticians	22	27	5	0	\$49.79
15-2099	Mathematical Science Occupations, All Other	2	2	(0)	0	\$32.10
43-9111	Statistical Assistants	3	2	(1)	0	\$29.22
15-2021	Mathematicians	0	0	(0)	0	\$52.65
SPEECH COMMUNICATION AND RHETORIC (CIP CODE 09.0101)						
27-3031	Public Relations Specialists	334	345	11	1	\$24.71
11-2032	Public Relations Managers	92	94	2	0	\$47.88
27-3043	Writers & Authors	68	80	11	0	\$22.84
11-1031	Legislators	51	55	4	0	\$28.63
11-2033	Fundraising Managers	61	54	(7)	0	\$41.97
27-3023	News Analysts, Reporters, & Journalists	42	39	(3)	0	\$22.95
27-3011	Broadcast Announcers & Radio Disc Jockeys	27	18	(9)	0	\$17.42
27-3099	Media & Communication Workers, All Other	8	9	1	0	\$21.46
MECHANICAL ENGINEERING (CIP CODE 14.1901)						
17-2141	Mechanical Engineers	148	186	38	6	\$46.03
13-1051	Cost Estimators	234	240	7	4	\$33.96
17-2011	Aerospace Engineers	117	116	(1)	2	\$63.13
11-9041	Architectural & Engineering Managers	98	117	19	1	\$79.19

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
17-2199	Engineers, All Other	75	84	9	1	\$48.90
PSYCHOLOGY, GENERAL (CIP CODE 42.0101)						
13-1071	Human Resources Specialists	621	670	49	16	\$28.76
21-1021	Child, Family, & School Social Workers	286	283	(2)	5	\$25.98
21-1018	Substance Abuse, Behavioral Disorder, & Mental Health Counselors	214	229	15	4	\$27.88
21-1012	Educational, Guidance, & Career Counselors & Advisors	414	399	(16)	4	\$30.45
21-1093	Social & Human Service Assistants	328	319	(10)	4	\$19.86
11-9199	Managers, All Other	760	859	99	4	\$42.00
11-3121	Human Resources Managers	148	157	10	3	\$57.12
19-4061	Social Science Research Assistants	51	70	19	3	\$23.96
43-4161	Human Resources Assistants, Except Payroll & Timekeeping	73	68	(5)	3	\$19.50
21-1015	Rehabilitation Counselors	56	57	1	2	\$22.06
21-1029	Social Workers, All Other	66	67	1	2	\$42.52
21-1022	Healthcare Social Workers	98	105	7	2	\$32.79
21-1023	Mental Health & Substance Abuse Social Workers	133	140	7	1	\$20.29
21-1019	Counselors, All Other	49	52	3	1	\$28.94
31-1133	Psychiatric Aides	13	12	(1)	0	\$21.20
19-3039	Psychologists, All Other	47	55	8	0	\$42.57
21-1013	Marriage & Family Therapists	31	33	2	0	\$21.12
19-3033	Clinical & Counseling Psychologists	42	47	5	0	\$38.47
19-3034	School Psychologists	44	44	0	0	\$30.51
19-3032	Industrial-Organizational Psychologists	1	1	0	0	\$66.92
29-1223	Psychiatrists	23	25	2	0	\$105.38
BIOLOGY/BIOLOGICAL SCIENCES, GENERAL (CIP CODE 26.0101)						
25-2031	Secondary School Teachers, Except Special & Career/Technical Education	1,062	1,083	21	12	\$29.01
29-2018	Clinical Laboratory Technologists & Technicians	276	294	17	11	\$24.84
11-9111	Medical & Health Services Managers	491	623	132	7	\$51.05
19-4099	Life, Physical, & Social Science Technicians, All Other	94	100	5	6	\$23.86
19-4021	Biological Technicians	56	60	4	4	\$21.46
11-9121	Natural Sciences Managers	94	115	21	2	\$59.75
19-1021	Biochemists & Biophysicists	49	58	9	1	\$49.01
19-1042	Medical Scientists, Except Epidemiologists	103	133	30	1	\$45.49
19-1013	Soil & Plant Scientists	20	26	6	1	\$38.08

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
19-1022	Microbiologists	37	38	1	1	\$32.98
19-1029	Biological Scientists, All Other	25	29	5	1	\$50.03
19-4042	Environmental Science & Protection Technicians, Including Health	10	12	2	1	\$21.53
15-2041	Statisticians	22	27	5	1	\$49.79
19-1023	Zoologists & Wildlife Biologists	10	9	(0)	0	\$21.90
19-1041	Epidemiologists	3	3	(0)	0	\$35.92
19-1099	Life Scientists, All Other	3	2	(1)	0	\$37.61
19-1011	Animal Scientists	0	0	0	0	\$36.28

Programs award completers with an associate degree, but the demand for jobs considers a bachelor's degree level of education. Numbers may not sum due to rounding.
Source: Lightcast program demand gap model.

LIBERAL ARTS TRANSFER STUDENTS

A number of students attend MCC with the intention of transferring to a four-year institution to receive a bachelor's degree. Although these students study any number of topics at the college, a large portion of them receive an Associate of Arts in Liberal Arts.

Once liberal arts students leave MCC, their educational and career track is difficult to predict. They could attend a nearby four-year institution, and they could study any number of different programs that will ultimately determine their future careers. What can be shown is that over the next 10 years, jobs that require a bachelor's degree are projected to be in high demand. In any given year between 2024 and 2034, 3,250 job openings in the region will require a bachelor's degree level of education.

This section shows the top occupations mapped to liberal arts programs, using Lightcast's Profile Analytics database, which contains more than 125 million profiles of people in the U.S. from all the major professional social media websites. To identify the top occupations, the Profile Analytics database is filtered in several ways. First, profiles include people who have an associate degree or a bachelor's degree level of education. Second, the profiles list liberal arts as the person's program of study. Liberal arts programs are classified as CIP codes 24.01, 30.00, and 30.99 at the four-digit level. Finally, the database includes profiles most recently updated, from as early as 2010. Using these search parameters, 263,200 profiles are found in the database, and the occupations in Table 3.9 represent the most common jobs of liberal arts alumni.

As shown in the table, a considerable number of job openings are for retail salespersons, customer service representatives, and secretaries & administrative assistants. Together, the three occupations account for 49% of all the liberal arts program's job openings. The profiles data also include various kinds of managers and supervisors, which are occupations with

relatively higher wage rates. A liberal arts program expansion is not recommended at this time; the generally open-ended nature of these programs precludes this study from making recommendations for these programs, however MCC administrators should be aware that liberal arts graduates can find success in a variety of business-related occupations beyond retail sales and customer service.

Table 3.9: Occupations Related to Liberal Arts Programs

SOC CODE	SOC TITLE	2024 JOBS	2034 JOBS	JOB CHANGE	ANNUAL JOB OPENINGS	MEDIAN HOURLY WAGE
41-2031	Retail Salespersons	3,082	3,364	283	497	\$13.99
43-4051	Customer Service Representatives	3,152	3,008	(144)	409	\$17.58
11-1021	General & Operations Managers	3,618	3,975	357	341	\$41.30
43-6014	Secretaries & Administrative Assistants, Except Legal, Medical, & Executive	1,713	1,729	16	194	\$19.32
43-1011	First-Line Supervisors of Office & Administrative Support Workers	1,657	1,624	(33)	156	\$28.23
13-2011	Accountants & Auditors	896	1,020	124	86	\$34.97
13-1199	Business Operations Specialists, All Other	814	895	81	81	\$36.56
11-9199	Managers, All Other	760	859	99	72	\$42.00
13-1071	Human Resources Specialists	621	670	49	58	\$28.76
11-3031	Financial Managers	485	598	113	48	\$59.92
11-2022	Sales Managers	500	572	72	48	\$55.48
15-1252	Software Developers	508	654	147	44	\$56.51
13-1111	Management Analysts	367	468	101	44	\$38.77
43-6011	Executive Secretaries & Executive Administrative Assistants	297	309	12	33	\$31.37
21-1093	Social & Human Service Assistants	328	319	(10)	32	\$19.86
15-1232	Computer User Support Specialists	437	443	6	30	\$24.88
11-2021	Marketing Managers	283	318	36	27	\$58.13
11-1011	Chief Executives	167	197	30	15	\$77.81
11-3121	Human Resources Managers	148	157	10	13	\$57.12
25-3099	Teachers & Instructors, All Other	94	97	3	12	\$20.84

Source: Lightcast gap model.

SUMMARY

Across all award levels, there are a total of 6 programs associated with significant workforce gaps—with 2 programs having significant gaps at multiple award levels: Business Administration & Management, General and Child Development.

NON-CREDIT LEVEL ANALYSIS

Seven of MCC's non-credit programs are analyzed in this study by their six-digit CIP codes. The non-credit programs can be designed for self-enrichment; however, MCC offers them with workforce skills in mind. Using a customized non-credit program-to-occupation map, the programs are analyzed using similar methods to the program demand gap analysis. One non-credit program has a significant gap above the 50-openings level of significance (Figure 7). No programs at this level have a significant surplus of completions.

The three largest non-credit programs offered by MCC in terms of average annual completions are Truck & Bus Driver/Commercial Vehicle Operator & Instructor, Nursing Assistant/Aide & Patient Care Assistant/Aide, and Medication Aide. Truck & Bus Driving, has a surplus of 11 completers and commands a wage above the living wage for the region. Given the wide application of trucking as an industry as well as the ability of truckers to find work in a wide range of industries, this program is well positioned. The latter two programs train for support positions within the healthcare industry and as such have similar mappings with a number of overlapping occupations. Keeping this in mind we see that Nursing Assistant/Aide has a significant gap of 85, while the Medication Aide program has a gap that is not significant. While both of these programs have gaps, neither commands a wage above the living wage in the region (\$21.67); in fact, both of these programs have median hourly wages below \$15.00. Due to this dichotomy of demand and offered wages it is likely that this gap will remain until wages rise to incentivize students to pursue these opportunities. The non-credit level programs with the top three largest gaps are:

- Nursing Assistant/Aide & Patient Care Assistant/Aide (gap of 85; median hourly wage \$13.57).
- Medication Aide (gap of 27; median hourly wage \$14.24).
- Certified Patient Care Technician (gap of 25; median hourly wage \$14.62).

CERTIFICATE LEVEL ANALYSIS

MCC offers 28 certificate level programs, four of which have a significant gap above the 50-openings level of significance, as shown in Figure 8. No programs at this level have a significant surplus of completions. With regards to specific programmatic results, the following certificate level programs should be considered for expansion due to their gap and

median hourly wage: Business Administration & Management, Business/Commerce, and Criminal Justice/Safety Studies.

The three largest certificate level programs offered by MCC in terms of average annual completions are Health Information/Medical Records Technology/Technician, Cosmetology/Cosmetologist, and Business/Commerce. Although the Health Information/Medical Record Technology/Technician program has a median hourly wage over \$20.00, the program currently has a small gap of four annual openings, meaning that the program currently fulfills the bulk of local demand. Moving to occupations mapped to this program, we see that the majority of demand comes from openings for medical secretaries. This occupation has a median hourly wage of \$18.11, which is below the living wage for the region, and this should be considered when making determinations regarding this program. Similarly, Cosmetology/Cosmetologist has a non-significant gap of 36, and maps to occupations with wages below the living wage for the region. Overall, this program meets the bulk of local demand and a continued focus on program quality should be prioritized. Moving to Business/Commerce, occupations mapped to this program currently have a gap of 130 annual openings, well above the 50-openings threshold of significance. Moreover, the median hourly wage of this program is well above the living wage for the region, implying this program is a prime candidate for expansion. It is important to note that most associated occupations are in management fields, and they may not be immediately available to completers with only a certificate credential or students without significant experience in their field. This should be considered when analyzing this and other business-related programs

The certificate level programs with the top three largest gaps are:

- Business Administration & Management, General (gap of 436; median hourly wage \$24.91)
- Business/Commerce, General (gap of 130; median hourly wage \$41.16)
- Data Entry/Microcomputer Applications, General (gap of 89; median hourly wage \$17.69)

ASSOCIATE DEGREE LEVEL ANALYSIS

MCC offers 27 associate degree level programs, three of which have a significant gap above the 50-openings level of significance (Figure 9). One program at this award level has a significant surplus of completions. With regards to specific programmatic results, the following associate degree programs should be considered for expansion due to their gap and median hourly wage: Business Administration & Management, Business/Commerce, and Criminal Justice/Police Science.

The three largest associate degree programs offered by MCC in terms of average annual completions are Registered Nursing/Registered Nurse, Business Administration & Management, and Substance Abuse/Addiction Counseling. The largest of these three programs in terms of completions is Registered Nursing; this program is mapped to a number

of high wage occupations but is currently experiencing a surplus of completions regionally, with the bulk of regional completions coming from MCC. While there is a regional surplus, completers may be able to find employment outside of the region. Ensuring MCC maintains strong partnerships with regional and extra-regional employers will be important to ensure success for these students.

The second largest program offered by MCC is Business Administration & Management. The program has a projected gap of 377 and commands wages well above the living wage for the region. When examining the openings mapped to this program about half of the openings are in occupations with wages below the regional living wage, these are customer service representatives and first-line supervisors of retail sales workers. These low wage occupations are balanced in the calculation of the median hourly wage by a number of management occupations with a lower number of openings but high median wages. Ensuring that students have the skills necessary to fill these occupations should be prioritized. Be aware that students without prior work experience may not be immediately eligible for many managerial roles.

The third largest program analyzed at the associate degree level is Substance Abuse/Addiction Counseling. Demand for this program is low with only 12 regional job openings; the majority of these openings are for social & human service assistants, an occupation with a median hourly wage slightly lower than the living wage for the region. With this in mind, providing students with the necessary skills to find employment outside of the service region may be necessary to ensure placement of these students in roles related to their program.

Turning to Engineering, General, this program has a small gap of 4 annual openings, with a median hourly wage well above the living wage for the region. Occupations mapped to this program range across specialties in engineering which may require specialized study. Working with students to identify their preferred specialization is recommend, and utilizing the available data to help identify which specializations are in demand in the region is recommended for student advising purposes as well. Lastly, the success of transfer-track programs is also highly dependent on the ease with which students can transfer to a four-year institution. Therefore, it is important that MCC continues to work with the four-year institutions in the region to streamline this process.

The transfer-track degree level programs with the three largest gaps are:

- Criminal Justice/Safety Studies (gap of 36; median hourly wage \$32.88)
- Computer & Information Sciences & Support Services (gap of 13; median hourly wage \$35.88)
- Engineering, General (gap of four; median hourly wage \$46.74)

LIBERAL ARTS

A liberal arts program expansion is not recommended at this time; the generally open-ended nature of these programs precludes this study from making recommendations for these

programs, however MCC administrators should be aware that students can find success in a variety of business-related occupations. Using the Profile Analytics database, many liberal arts program completers are currently employed as administrative assistants and customer service representatives, as well as a variety of managers and supervisors. These occupations have a considerable number of job openings in the McLennan County Junior College District, and the college's liberal arts program serves as a starting point to students' future career goals.



New Program Opportunities

Thus far, the analysis has centered around programs offered by MCC. This chapter looks at workforce gaps that exist within occupations that the college does not currently train for and provides new program recommendations. For each award level, a table shows the occupations' current employment, projected percentage growth over the next decade, average annual projected job openings, average annual completers, gap, and median hourly wage rates. In addition, the figure in the certificate level section details the current annual wage rates for those employed in a selection of occupations.

Recommendations are based solely on the gap and whether or not the occupation looks promising (job growth, wages, etc.). These are initial findings and should serve as a starting point for further research. MCC's administration will still need to undergo steps before deciding whether these programs would be a good fit for the college and the region. This future work could include surveying local employers, analyzing skills and similar programs offered elsewhere, calculating program specific economic impacts, and looking at capacity and capital requirements for building these programs.

OPPORTUNITIES AT THE CERTIFICATE LEVEL

One hundred occupations have been identified as certificate level programmatic areas of opportunity, as shown in Table 4.1. The select occupations present unmet annual job openings within the McLennan County Junior College District (i.e. they have a gap), their median hourly wage rates are greater than \$17.50, and the occupations typically require some college education but no degree or a high school diploma or equivalent for entry. Occupations with the latter level of education are included here because, while some college education may not be required for entry into these occupations, college education may still improve employment outcomes and add value for completers entering these occupations.

As shown, there is diversity in the types of occupations in the table, with a limited number of job openings in the region for some. Although some occupations have relatively few openings on an annual basis, there may be opportunities to train for multiple occupations found in the table through a single program. The most represented occupational group in the table is production occupations (SOC 51-0000), with 30 occupations and about 3,330 jobs in the region in 2024. The second most represented occupation group is installation, maintenance, & repair and is followed by office & administrative support.

Due to the number of opportunities available, MCC should prioritize which occupations would result in the best employment outcomes for students. The top three opportunities by median hourly wage are electrical & electronics repairers, powerhouse, substation, & relay; petroleum pump system operators, refinery operators, & gaugers; and elevator & escalator installers & repairers. There are also a number of opportunities for MCC to support occupations experiencing positive employment growth over the next decade. The top three opportunities by percent job change from 2024 to 2034 are farm equipment mechanics & service technicians; elevator & escalator installers & repairers; and travel agents.

Some of MCC's current offerings, such as its certificate level Business Administration, General program, may already be teaching the skills needed for employment as one of the various occupations in the table. Furthermore, there are numerous opportunities available for construction related occupations. While investment in specific programs related to occupations such as carpenters or electricians may be viable, the college could focus its efforts on related management or more general construction industry related programming. Additional opportunities exist in manufacturing occupations, these occupations are diverse in their skills as well as potential experience levels, while this may not indicate the need for a specific program it does indicate that this industry is experiencing a labor shortage and exploring a more generalized program may be advantageous.

Table 4.1: MCC's Programmatic Areas of Opportunity at the Certificate Level

SOC TITLE	2024 JOBS	10-YEAR % JOB CHANGE	ANNUAL JOB OPENINGS	ANNUAL COMPL.	GAP	MEDIAN HOURLY WAGE
Secretaries & Administrative Assistants, Except Legal, Medical, & Executive	1,713	0.9%	107	1	106	\$19.32
Bookkeeping, Accounting, & Auditing Clerks	1,214	2.8%	88	0	88	\$21.78
Shipping, Receiving, & Inventory Clerks	1,250	(0.6%)	83	0	83	\$21.43
First-Line Supervisors of Production & Operating Workers	799	8.1%	53	1	52	\$30.11
Plumbers, Pipefitters, & Steamfitters	734	14.1%	54	2	52	\$27.73
Inspectors, Testers, Sorters, Samplers, & Weighers	630	0.1%	45	0	45	\$18.31
Carpenters	717	8.8%	40	0	40	\$21.25
Operating Engineers & Other Construction Equipment Operators	482	6.9%	32	0	32	\$23.57
First-Line Supervisors of Transportation & Material Moving Workers, Except Aircraft Cargo Handling Supervisors	426	12.0%	32	0	32	\$28.09
Electricians	752	13.3%	54	25	29	\$23.22
Claims Adjusters, Examiners, & Investigators	1,183	(0.9%)	29	0	29	\$33.91
Heating, Air Conditioning, & Refrigeration Mechanics & Installers	490	19.9%	38	11	27	\$23.46
Dental Assistants	261	15.2%	26	0	26	\$17.65
Industrial Machinery Mechanics	443	24.2%	33	10	22	\$27.83

SOC TITLE	2024 JOBS	10-YEAR % JOB CHANGE	ANNUAL JOB OPENINGS	ANNUAL COMPL.	GAP	MEDIAN HOURLY WAGE
Information & Record Clerks, All Other	392	0.9%	20	0	20	\$20.11
Insurance Sales Agents	483	11.3%	18	0	18	\$22.88
Installation, Maintenance, & Repair Workers, All Other	244	12.2%	18	0	18	\$20.43
Mobile Heavy Equipment Mechanics, Except Engines	259	11.0%	17	0	17	\$26.48
Food Service Managers	245	12.9%	18	1	16	\$26.80
Machinists	230	13.7%	20	4	16	\$23.18
Real Estate Sales Agents	400	18.5%	16	0	16	\$25.75
First-Line Supervisors of Housekeeping & Janitorial Workers	179	10.6%	15	0	15	\$18.39
First-Line Supervisors of Construction Trades & Extraction Workers	876	9.2%	52	37	15	\$30.63
Production, Planning, & Expediting Clerks	269	9.5%	14	0	14	\$22.49
Property, Real Estate, & Community Association Managers	368	8.1%	14	0	14	\$30.16
Brickmasons & Blockmasons	258	8.6%	12	0	12	\$25.04
Mixing & Blending Machine Setters, Operators, & Tenders	165	1.0%	11	0	11	\$21.54
Exercise Trainers & Group Fitness Instructors	177	10.6%	11	0	11	\$17.86
Maintenance Workers, Machinery	158	10.2%	12	1	11	\$29.55
Chefs & Head Cooks	128	17.2%	10	1	9	\$20.26
Cutting, Punching, & Press Machine Setters, Operators, & Tenders, Metal & Plastic	134	2.2%	10	2	8	\$19.17
First-Line Supervisors of Landscaping, Lawn Service, & Groundskeeping Workers	135	8.6%	8	0	8	\$21.41
Water & Wastewater Treatment Plant & System Operators	122	5.4%	8	0	8	\$28.93
Court, Municipal, & License Clerks	136	10.3%	8	0	8	\$20.64
Eligibility Interviewers, Government Programs	263	(0.7%)	8	0	8	\$24.96
Elevator & Escalator Installers & Repairers	74	46.7%	8	0	8	\$39.42
Library Technicians	99	(6.9%)	8	0	8	\$19.15
Chemical Equipment Operators & Tenders	156	(11.3%)	8	0	8	\$32.86
First-Line Supervisors of Non-Retail Sales Workers	196	6.0%	8	0	8	\$29.63
Pest Control Workers	69	14.6%	7	0	7	\$18.64
Electrical, Electronic, & Electromechanical Assemblers, Except Coil Winders, Tapers, & Finishers	151	18.6%	13	7	7	\$22.34
Computer Numerically Controlled Tool Operators	138	2.4%	9	3	7	\$22.11
Printing Press Operators	101	(27.5%)	6	0	6	\$21.08
Highway Maintenance Workers	80	12.8%	6	0	6	\$18.24

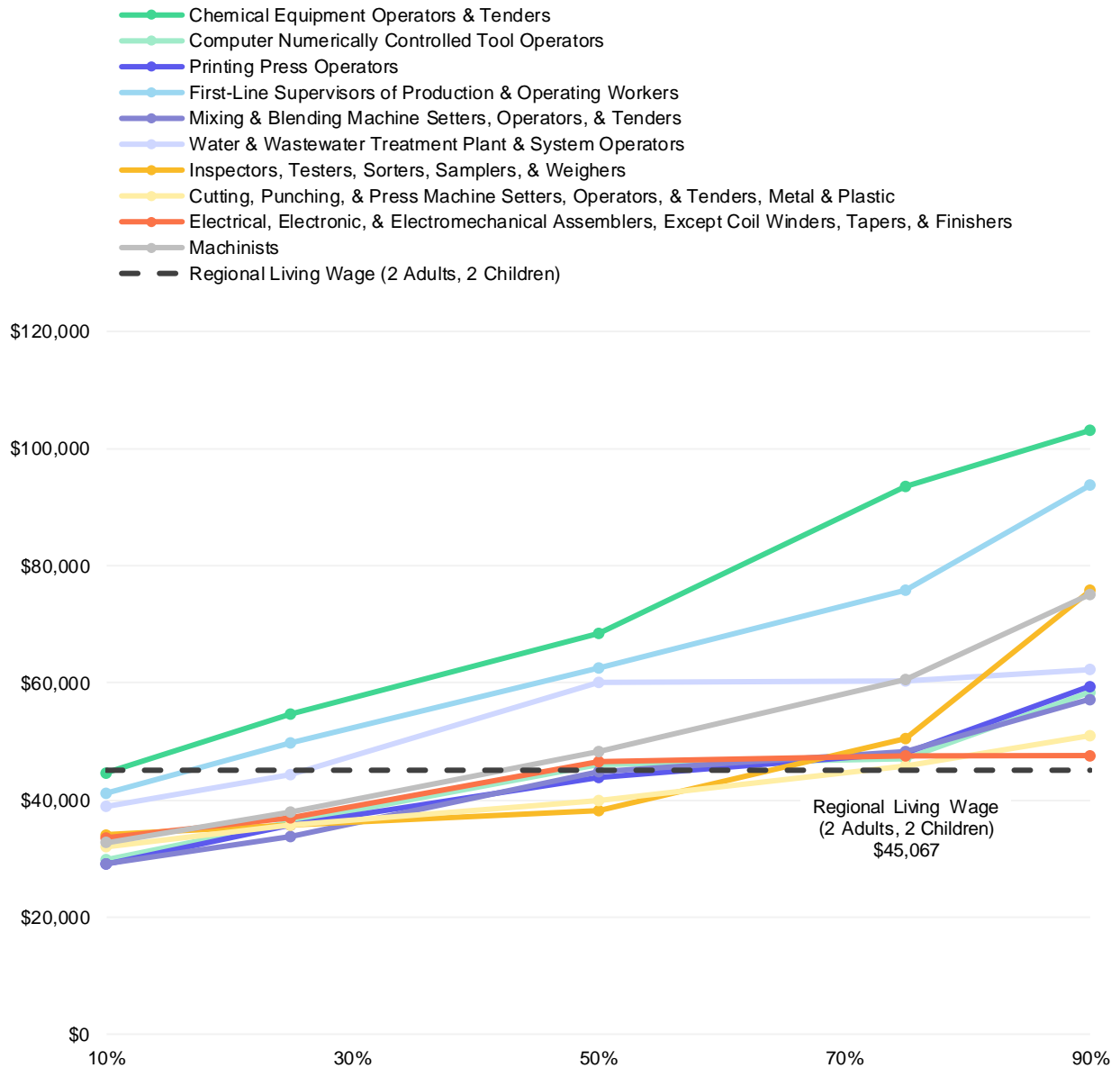
SOC TITLE	2024 JOBS	10-YEAR % JOB CHANGE	ANNUAL JOB OPENINGS	ANNUAL COMPL.	GAP	MEDIAN HOURLY WAGE
Loan Interviewers & Clerks	134	(0.4%)	6	0	6	\$22.00
Surveying & Mapping Technicians	61	24.2%	6	0	6	\$29.06
Payroll & Timekeeping Clerks	109	(12.0%)	5	0	5	\$24.75
Recreational Vehicle Service Technicians	52	21.4%	5	0	5	\$22.47
Multiple Machine Tool Setters, Operators, & Tenders, Metal & Plastic	99	4.5%	7	2	5	\$20.59
Paving, Surfacing, & Tamping Equipment Operators	83	3.2%	5	0	5	\$21.04
Farm Equipment Mechanics & Service Technicians	32	84.0%	5	0	5	\$22.42
Construction & Building Inspectors	123	8.8%	8	3	5	\$29.73
Real Estate Brokers	119	15.7%	4	0	4	\$33.38
Plant & System Operators, All Other	76	(0.9%)	4	0	4	\$24.03
Weighers, Measurers, Checkers, & Samplers, Recordkeeping	45	9.5%	4	0	4	\$19.83
Cutting & Slicing Machine Setters, Operators, & Tenders	63	(6.9%)	4	0	4	\$18.95
Structural Metal Fabricators & Fitters	43	6.2%	4	0	4	\$22.16
Millwrights	40	39.0%	4	1	4	\$26.80
Lodging Managers	57	26.0%	3	0	3	\$27.72
Audio & Video Technicians	89	6.0%	4	0	3	\$21.44
Outdoor Power Equipment & Other Small Engine Mechanics	40	11.6%	3	0	3	\$19.55
New Accounts Clerks	74	(15.9%)	3	0	3	\$19.35
Separating, Filtering, Clarifying, Precipitating, & Still Machine Setters, Operators, & Tenders	51	2.8%	3	0	3	\$18.33
Grinding, Lapping, Polishing, & Buffing Machine Tool Setters, Operators, & Tenders, Metal & Plastic	51	(1.7%)	3	0	3	\$21.32
Control & Valve Installers & Repairers, Except Mechanical Door	35	16.1%	3	0	3	\$28.72
Photographers	93	7.8%	3	1	2	\$19.38
First-Line Supervisors of Farming, Fishing, & Forestry Workers	28	25.3%	2	0	2	\$22.15
Tool & Die Makers	31	(5.3%)	2	0	2	\$25.67
Computer, Automated Teller, & Office Machine Repairers	42	2.1%	2	0	2	\$21.82
Solar Photovoltaic Installers	31	15.2%	2	0	2	\$21.29
Security & Fire Alarm Systems Installers	89	(27.9%)	5	3	2	\$23.26
Dental Laboratory Technicians	31	(16.0%)	2	0	2	\$25.75
Motorboat Mechanics & Service Technicians	21	20.8%	2	0	2	\$23.24
Woodworkers, All Other	23	14.8%	2	0	2	\$17.56

SOC TITLE	2024 JOBS	10-YEAR % JOB CHANGE	ANNUAL JOB OPENINGS	ANNUAL COMPL.	GAP	MEDIAN HOURLY WAGE
Pesticide Handlers, Sprayers, & Applicators, Vegetation	17	31.9%	2	0	2	\$23.32
Travel Agents	20	46.6%	2	0	2	\$20.96
Milling & Planing Machine Setters, Operators, & Tenders, Metal & Plastic	27	(12.6%)	2	0	2	\$22.28
Audiovisual Equipment Installers & Repairers	25	3.1%	2	0	2	\$22.02
Etchers & Engravers	17	14.3%	2	0	2	\$24.47
Hazardous Materials Removal Workers	32	(20.2%)	2	0	2	\$20.61
Electrical & Electronics Repairers, Powerhouse, Substation, & Relay	25	17.1%	2	0	2	\$43.63
Crushing, Grinding, & Polishing Machine Setters, Operators, & Tenders	25	(9.0%)	2	0	2	\$18.48
Reservation & Transportation Ticket Agents & Travel Clerks	16	44.7%	2	0	2	\$20.27
Wind Turbine Service Technicians	16	36.6%	2	0	2	\$25.13
Procurement Clerks	36	1.5%	2	0	2	\$20.34
Engine & Other Machine Assemblers	18	(5.0%)	2	0	2	\$17.89
Prepress Technicians & Workers	31	(49.8%)	2	0	2	\$22.55
Furnace, Kiln, Oven, Drier, & Kettle Operators & Tenders	21	(4.9%)	1	0	1	\$17.61
Automotive Body & Related Repairers	116	2.9%	7	5	1	\$22.29
Heat Treating Equipment Setters, Operators, & Tenders, Metal & Plastic	26	(10.1%)	2	0	1	\$18.48
Community Health Workers	44	8.5%	1	0	1	\$22.25
Occupational Health & Safety Technicians	29	21.0%	1	0	1	\$26.56
Stationary Engineers & Boiler Operators	20	15.7%	2	0	1	\$28.39
Airfield Operations Specialists	35	8.0%	1	0	1	\$33.96
Upholsterers	18	9.6%	1	0	1	\$17.88
Lathe & Turning Machine Tool Setters, Operators, & Tenders, Metal & Plastic	21	(11.0%)	2	0	1	\$25.23
Petroleum Pump System Operators, Refinery Operators, & Gaugers	12	38.2%	1	0	1	\$42.43
Tax Preparers	20	35.5%	1	0	1	\$23.17
Motorcycle Mechanics	17	19.6%	2	1	1	\$22.60
Brokerage Clerks	15	15.9%	1	0	1	\$25.18

Numbers may not sum due to rounding.

Source: Lightcast program demand gap model.

Figure 4.1: Percentile Wage Rates of Top Production Occupations Identified as New Program Opportunities at the Certificate Level



Source: Employees & Self-Employed 2025.4.

The annual wage rates of the top production occupations by gap size from Table 4.1 are shown in Figure 4.1, with an emphasis on low and high wage-earners. For those people in the McLennan County Junior College District employed as chemical equipment operators & tenders, annual wage rates are the highest. Notably, the difference between the lowest wage earners in the occupation (10th percentile) and the highest (90th percentile) is about \$58,000. For MCC students, these results may indicate that time spent working as chemical equipment operators & tenders could lead to progressively higher wages throughout their careers. On the other hand, there is about a \$14,000 difference between the lowest and highest wage earners

for electrical, electronic, & electromechanical assemblers, except coil winders, tapers, & finishers. Data on percentile wage rates highlight the occupations that should be incorporated into a new or existing MCC program, for the benefit of students first coming into the region's labor market or those looking to change career paths.

OPPORTUNITIES AT THE ASSOCIATE DEGREE LEVEL

Fewer occupations, compared to the previous section, have been identified as associate degree level programmatic areas of opportunity (Table 4.2). There are not as many occupations that specifically require such an education, and most have been considered in the previous chapter's analysis. The select occupations present unmet annual job openings within the McLennan County Junior College District (i.e. they have a gap), their median hourly wage rates are greater than \$17.50, and the occupations typically require an associate degree for entry.

Of the 11 occupations in the table, three are related to healthcare practitioners & technical occupations (SOC 29-0000), with about 130 jobs in the region. While the gaps for many of these occupations are smaller in size, these occupations provide critical healthcare services to residents in the McLennan County Junior College District and completers could likely find employment in other areas of the state. Additionally, all occupations are projected to grow over the next decade.

Table 4.2: MCC's Programmatic Areas of Opportunity at the Associate Degree Level

SOC TITLE	2024 JOBS	10-YEAR % JOB CHANGE	ANNUAL JOB OPENINGS	ANNUAL COMPL.	GAP	MEDIAN HOURLY WAGE
Human Resources Assistants, Except Payroll & Timekeeping	73	(6.4%)	3	0	3	\$19.50
Cardiovascular Technologists & Technicians	65	8.0%	2	0	2	\$21.11
Drafters, All Other	26	12.3%	2	0	2	\$27.65
Diagnostic Medical Sonographers	46	21.3%	2	0	2	\$39.40
Morticians, Undertakers, & Funeral Arrangers	26	0.6%	2	0	2	\$17.51
Forest & Conservation Technicians	34	3.0%	1	0	1	\$22.31
Air Traffic Controllers	30	8.3%	1	0	1	\$85.96
Mechanical Engineering Technologists & Technicians	15	18.9%	1	0	1	\$34.10
Broadcast Technicians	18	9.7%	1	0	1	\$19.57
Civil Engineering Technologists & Technicians	39	7.9%	2	1	1	\$24.41
Magnetic Resonance Imaging Technologists	19	14.4%	1	0	1	\$40.43

Numbers may not sum due to rounding.

Source: Lightcast program demand gap model.

OPPORTUNITIES AT THE TRANSFER-TRACK DEGREE LEVEL

As shown in Table 4.3, 29 occupations have been identified as transfer-track degree level programmatic areas of opportunity. The select occupations present unmet annual job openings within the McLennan County Junior College District (i.e. they have a gap), their median hourly wage rates are greater than \$25.00, and the occupations typically require a bachelor's degree level of education.

The table shows a diverse set of occupations, with a limited number of job openings in the region for some. Although some occupations have relatively few openings on an annual basis, there may be opportunities to train for multiple occupations found in the table through a single program. The most represented occupational group in the table is education, training, & library occupations (SOC 25-0000), with seven occupations and about 780 jobs in the region in 2024. The second most represented occupation group is business & financial operations and is followed by life, physical, & social science.

Due to the number of opportunities available, MCC should prioritize which occupations would result in the best employment outcomes for students. The top three opportunities by median hourly wage are compensation & benefits managers; architects, except landscape & naval; and training & development managers. There are also a number of opportunities for MCC to support occupations experiencing positive employment growth over the next decade. The top three opportunities by percent job change from 2024 to 2034 are architects, except landscape & naval; personal financial advisors; and therapists, all other.

As previously mentioned there are a number of opportunities in the education sector, while the college already offers general teacher education programs many of the opportunities listed in this table relate specifically to special education; so, exploring specific related course work, or a new program, may prove fruitful in making MCC students competitive candidates.

Table 4.3: MCC's Programmatic Areas of Opportunity at the Transfer-Track Degree Level

SOC TITLE	2024 JOBS	10-YEAR % JOB CHANGE	ANNUAL JOB OPENINGS	ANNUAL COMPL.	GAP	MEDIAN HOURLY WAGE
Training & Development Specialists	401	12.7%	19	3	15	\$29.29
Construction Managers	561	13.9%	18	5	14	\$36.98
Buyers & Purchasing Agents	316	16.6%	17	3	14	\$31.12
Career/Technical Education Teachers, Secondary School	273	1.6%	7	1	6	\$29.46
Directors, Religious Activities & Education	165	12.7%	9	2	6	\$33.39
Sales Representatives, Wholesale & Manufacturing, Technical & Scientific Products	184	11.1%	9	4	5	\$38.92
Occupational Health & Safety Specialists	128	13.2%	7	2	5	\$34.33
Special Education Teachers, Kindergarten & Elementary School	196	2.4%	5	1	5	\$26.50
Surveyors	55	17.9%	4	0	3	\$26.85

SOC TITLE	2024 JOBS	10-YEAR % JOB CHANGE	ANNUAL JOB OPENINGS	ANNUAL COMPL.	GAP	MEDIAN HOURLY WAGE
Securities, Commodities, & Financial Services Sales Agents	320	11.4%	16	13	3	\$28.17
Conservation Scientists	42	13.6%	3	0	3	\$31.49
Adult Basic Education, Adult Secondary Education, & English as a Second Language Instructors	69	(14.9%)	3	0	3	\$32.09
Architects, Except Landscape & Naval	58	34.2%	3	0	3	\$55.47
Personal Financial Advisors	152	28.1%	9	6	3	\$38.16
Compensation & Benefits Managers	72	(4.2%)	3	0	3	\$72.76
Tax Examiners & Collectors, & Revenue Agents	95	3.3%	4	1	2	\$25.53
Special Education Teachers, Secondary School	85	2.6%	2	0	2	\$29.39
Loan Officers	162	5.9%	6	5	2	\$30.00
Sales Engineers	25	23.6%	2	0	2	\$50.25
Compensation, Benefits, & Job Analysis Specialists	51	10.0%	2	1	2	\$31.85
Art Directors	53	17.8%	3	2	1	\$31.82
Special Education Teachers, All Other	84	(1.2%)	2	1	1	\$29.63
Training & Development Managers	47	6.2%	2	0	1	\$54.42
Social Scientists & Related Workers, All Other	64	16.6%	3	1	1	\$40.23
Special Education Teachers, Middle School	49	2.8%	1	0	1	\$26.43
Physical Scientists, All Other	41	2.1%	1	0	1	\$37.99
Landscape Architects	12	21.5%	1	0	1	\$32.76
Special Education Teachers, Preschool	22	4.6%	1	0	1	\$27.36
Therapists, All Other	20	25.0%	1	0	1	\$33.74

Numbers may not sum due to rounding.

Source: Lightcast program demand gap model.

SUMMARY

One hundred certificate level programmatic areas of opportunity have been identified in the program demand gap analysis, many of which are related to production occupations. At the associate degree level, there are fewer opportunities for new programs, considering the college's current offerings. Nonetheless, MCC should consider new programs related to healthcare practitioners & technical occupations, whether its focus is on job openings in the McLennan County Junior College District or Texas. Another 29 transfer-track degree level programmatic areas of opportunity were identified in the program demand gap analysis, many of which are related to education, training, & library occupations. Some program opportunities

may be related to the college's current program offerings, which indicates an opportunity for a curriculum adjustment to better align with the region's current and projected labor market demand.