Results from April 12, 2013 SWOT Analysis
(Internal and External Scan Assessment)

Strengths

- Prepared students succeed
- Experience of staff
- Diverse offerings (comprehensive)
- Reputation lead to the passing of Prop M/Perception of business
- Facilities upgrades and technology availability
- Community/ Education K-12 participation
- Students do well when they leave
- Faculty within their disciplines are committed to find ways to help student succeed.
- Open to change
- Articulation to UC and CSU
- Access to faculty / classes are small
- Grants enable to explore
- Faculty & staff willing to get out of box
- Creative faculty to support creativity and elevate / Innovative spirit
- Commitment of staff
- Variety of student support services
- Willingness to develop new student support measures / Creating programs like summer bridge, learning communities etc. to reach Basic Skills students
- Location of campus (convenient to reaching out to community and close to CSUSM)
- Positioned well with two new centers

Weaknesses

- Level of staffing
- Diversity of faculty
- Basic skills success rates and completion
- Marketing services of our student services
- Not nimble in our ability to respond to workforce needs -
- Communication with other education entities
- Support staff to help unprepared students
- Scalable program to meet needs of incoming students (first years)
- Financial resources to assist unprepared students
- Well rounded students (forums)
- Training of staff/current access for support staff
- No grant writer
- Need to develop define Career pathways
- We do not tailor our outreach to the community (e.g., Escondido parents/family outreach)
- Support creative faculty (originally listed as an opportunity – however this is an internal factor, so I moved it here)
April 12, 2013 WORKSHOP SWOT

Opportunities

- Stronger relationship with K12
- Business partners interest in internships/apprenticeships etc
- Demographics change = hiring new faculty
- Grant opportunities
- Job openings – opportunities to adapt to expand markets/ Align curriculum with better paying careers
- Common core
- Keep hold of students/shrinking younger population -
- Community outreach – make at an earlier age

Threats

- Money / Funding
- Legislation
- Accreditation / Standards (both accreditation and metrics) / Accountability
- Private ed / MOOCS
- Performance based funding
- Shrinking high school population
- Declining college age population (K-12 graduates / younger students who enroll and generate most FTES) will make growth challenging
### APRIL 12, WORKSHOP – Enhanced SWOT with Themes and additional comments

**Strengths**

- **Programs and Support**
  - Prepared students succeed
  - Students do well when they leave
  - Diverse offerings (comprehensive) / Variety of student support services
  - Access to faculty / classes are small
- **Staffing**
  - Experience, quality, and commitment of faculty, staff, and administrators
  - Commitment of staff
  - High level of knowledge across faculty and staff
- **Innovation to Improve Success**
  - Discipline faculty are committed to find ways to help student succeed
  - Open to change / Faculty & staff willing to get out of box
  - Grants enable to explore
  - Creative faculty to support creativity and elevate / Innovative spirit
  - Willingness to develop new student support measures / Creating programs like summer bridge, learning communities etc. to reach Basic Skills students
- **Reputation**
  - Reputation lead to the passing of Prop M / Perception of business
- **Partnerships**
  - Community / Education participation
  - Articulate to UC and CSU
- **Facilities and technology**
  - Facilities upgrades and technology availability
  - Location of campus (convenient to reaching out to community and close to CSUSM)
  - Positioned well with two new centers planned
APRIL 12, WORKSHOP – Enhanced SWOT with Themes and additional comments

Weaknesses

- **Staffing**
  - Level of staffing (faculty and staff) has “bottomed out”
  - Diversity of faculty
  - Lack support staff to help unprepared students
  - Training of staff/current access for support staff

- **Success of Underprepared Students**
  - Basic skills success rates and completion / Underprepared students not making it through the curriculum
  - Lack support staff to help unprepared students
  - Financial resources to assist unprepared students

- **Resources**
  - Financial resources to assist unprepared students
  - No grant writer / office
  - Support creative faculty

- **Pathways**
  - Scalable programs to meet needs of incoming students
  - Marketing services of our student services / Need to make faculty more aware of our student support services so that students use them more
  - Communication with other education entities
  - Need to develop define Career pathways
  - We do not tailor our outreach to the community

- **Responsiveness**
  - Not nimble in our ability to respond to workforce needs
  - Slow to change

- **Critical Thinking / Communication skills**
  - Businesses looking for well-rounded students (e.g., communication skills – oral and written) / Our students may not be well-rounded up
  - Critical thinking skills of our students
APRIL 12, WORKSHOP – Enhanced SWOT with Themes and additional comments

Opportunities

- **Partnerships**
  - Stronger relationship with K12 / Feeder schools are interested in outreach
  - Common core
  - Community outreach – make at an earlier age
  - Business partners interest in internships/apprenticeships etc
- **Resources**
  - Grant opportunities
- **Demographics**
  - As demographics continue to change, address diversity of staff
  - Keep hold of shrinking population (younger students)
- **Pathways**
  - Job openings – opportunities to adapt to expand markets
  - Align curriculum with better paying careers

Threats

- **Resources**
  - Money / Funding
  - Performance-based funding (fits under accountability theme as well)
- **Demographics**
  - Keep hold of students/shrinking younger population/ Declining college age population (K-12 graduates / younger students who enroll and generate most FTES) will make growth challenging
- **Accreditation**
  - Legislation related to accountability with possible funding implications
  - Accreditation
  - Public perception of success
- **Private Education**
  - Private ed
  - MOOCS