ALAMANCE COMMUNITY COLLEGE
STRATEGIC PLANNING PROCESS 2013
Joint Administrative Council SWOT Analysis

Strengths of the College:
- Good Community Support
- Staff and Faculty have a desire to help students
- Good location
- A variety of programs
- Affordability and Customer value
- Convenience and location
- Reputation and community good will
- Small class size favors individual interaction
- Quality instruction / Masters vs. TAs at large universities
- Ties to the Scott Family bring political cachet
- Five Star Child Care Center
- State-of-the-art Biotechnology labs and equipment
- Middle College presence
- Aesthetics (grounds maintenance)
- Knowledgeable, dedicated, enthusiastic, competent staff
- Desire to provide excellent customer service
- Focus on stability, availability and reliability
- Excellent problem solving skills
- Use of open-source technology
- Virtualization in the datacenter
- Foundation relationships with ARMC, LabCorp, promoting community support
- Overall strong academic programs
- Faculty and staff
- Location of the College, i.e. proximity to Triad and Triangle
- The few strong employees that we have on the administrative side
- As evidenced by the college-wide support for QEP, when the College employees believe in something, we get behind it 100% and make it happen – however the understanding and 100% support must be present to make it happen
- Many highly qualified faculty and staff members that have a sincere loyalty and dedication to the overall success of the college and its students.
- There is such a potential for growth and success when we collectively work together to achieve our goals
- Affordability (and help for students from the Foundation)
- Student-focus
- WAC
- Well-qualified faculty
- Support for equipment
- Adequate supply budgets
- Maintain current software
- Adequate staffing
- Personnel
- Location
- Desire to stay relevant to the community
- Student-centered philosophy throughout the college
- Welcoming to new students
- Highly capable staff and faculty
- Strong transfer program and working relationship with local colleges
- Easily accessible to students since it has a central location in the state and is close to the interstate
- Beautiful and safe campus
- Central location in the state, surrounded by large hospitals and cities, local economy seems to be strong.
- Community support for the college.
- Involved faculty/staff who care about success of students
- Reputation of the college
- Solid reputation in the community
- Quality faculty and staff
- Quality programs (many accredited)
- Location

Weaknesses of the College:
- Limited room, space and equipment
- Facilities behind on technology in some areas
- Training facilities at surrounding colleges are better for fire, rescue and police (i.e.: losing students in fire to GTCC)
- Stagnant curriculum offerings/no new offerings
- Enrollment emphasis on acquisition at expense of retention
- Perceived diminishment of faculty-student interactions
- Performance data superficial and inexact (College surveys need retooling to collect meaningful data)
- Decision-making has been perception-driven and seat-of-the-pants, not driven by evidence, research or data
- Strategic relationships (ABSS, government, civic leaders) are weak
- Advertising/recruitment budget is 6/10 of 1% of total revenue (vs. 2-5% marketing standard)
- Funding from grants
- Technology
- Inadequate IT staffing
- Process documentation
- Succession planning/cross training
- Senior leadership knee-capping performance management efforts by supervisors across the campus/performance process and policy interference at the highest levels.
- Operational vs. Strategic focus
- IT partnerships
- Internal communication
  - Document and process flow
- Intranet
- Mobile WebAdvisor
- MYACcess student portal
• Staff development
• Expectations of IT not aligned with expectations of college
• Consistent project management
• Classroom technology
• Network capacity in datacenter
• No new programs added since 2000
• Out-dated facilities
• Need more technology
• Ratio of administrative staff to faculty; administrative personnel has not increased at the rate that faculty has in the past few years.
• The incessant gossip that travels “thru” the college
• Confidentiality is somewhat non-existent
• Increased budget cuts in coming fiscal years
• Faculty, staff and management prioritizing needs inappropriately, i.e. what is an “emergency” and what is not
• Present technology not up to modern standards
• Curriculum programs could be expanded and or new ones developed
• Entire college does not seem to be operating in an overall “team” atmosphere as it once did.
• We need to have a “united front” approach to meeting goals.
• Not any automated systems or processes
• Undocumented processes and procedures (lack of communication)
• Lack of compliance training
• Space for certain programs
• Need additional staff support in Horticulture
• Participation in state-wide and/or national conferences
• Technology in classrooms
• Lack of communication between areas
• Need to update technology on campus
• Technology in classrooms is behind
• More computer classrooms for curriculum classes
• Support staff in Student Development is too small to support larger faculty, student population and new regulations
• Little support for Distance Education program
• Culture of “this is how it has always been done”.
• No new programs in years
• Lack of technology
• No push for grant funding
• No active recruitment in local high schools
• Internal communication
• Administrative Processes/Workflow
  o Budgeting
  o Technology/Equipment/Travel Requests
  o Employee performance appraisals / assessment plans
  o ACC forms (need to be more consistent)
• Insufficient resources for distance learning (i.e. instructional design support, student and faculty help desks, collaborative technologies, etc.)
• Student advising practices
Opportunities of the College:

- Growth potential with partnerships in the community, industry and possibly of partnering with other colleges.
- Growth potential with diversity of community population as with the Hispanic community.
- Benchmark and introduce new needed programs (TBA)
- North Carolina is aging fast, what does that portend for new programming (eye care, physical therapy, pharmacy assistants)?
- Fast track developmental students to get them to the finish line
- Need higher percentage of students to attend orientation.
- Develop “first year” experience for incoming students
- Improve intervention processes for at-risk non-completers
- High school drop-out population represents a prime target (1 in 5 with no high school diploma)
- 70 percent of Alamance adults have no post-secondary degree. What do they want that we’re not offering?
- Expand Distance Learning; online offerings
- Aggressive relationship-building in the community and in Raleigh
- County illiteracy levels
- County college attainment levels
- Conduct a long-overdue salary scale and equity study
- Find a way to make text books more affordable to students
- Leverage empty classrooms 2-5 p.m.
- Increase/improve job performance standards
- Streamline and retain in new hire screening process/screeners playing fast and loose with standards.
- Mechanism to assist College-wide IT guidance and decision-making
- Planned, budgeted staff professional development
  - Project management training
- Incorporate document management/flow
  - Streamline/Update processes
- CORE team
- Intranet
- Student web portal – NCCCS Portal Project
- Single sign-on
- Ellucian Mobile – WebAdvisor → Student Self Service
- Increase classroom technology – Extron, lecture capture, video teleconferencing
- VOIP
- Distance Learning
- Align IT with College academic and business goals
- NCCCS ITS Security manual into policy
- Datacenter network capacity
- Explore adding new programs and facilities
- As faculty and staff retire, it gives the college an opportunity to streamline/reinvent itself.
- Review our current programs and assess what needs to be kept, what should be eliminated, and if new programs are needed to meet demand.
- Evaluate which curriculum programs are profitable and which are not
- Hire people that are truly needed, don’t just follow legacy
- Potential for further growth and community involvement
• We can continue and further improve on making a positive impact on our students and local community.
• Potential for new programs that reflect the direction of our economy and future employers
• New academic program opportunities – re-evaluate current offerings
• Organizational structure – reconfigure some reporting
• More efficient and effective relationships
• Professional development for staff and faculty
• Building community partnerships
• Seeking grant money for program development, etc.
• Investigate possible use of empty local businesses as a possible site for programs needing additional space.
• Investigate need for new programs
• Expand to buildings near the Dillingham Center
• Promote CCP program for college transfer
• Revise programs to make them more current
• Increase in baby boomer population may mean a growing segment of individuals with educational interests the college could address
• Target areas where there is projected job growth
• Increase in Hispanic population may be an outreach opportunity
• New programs could be started that would address community needs (e.g. in the health care field)
• More online courses and programs can be offered
• Active recruitment for the CCP program could be undertaken
• New programs:
  o AAS – Veterinary Medical Technology
  o AAS – Emergency Medical Science
  o Certificate – Esthetics Technology
  o Certificate – Manicuring/Nail Technology
  o AAS – Healthcare Interpreting
• Strategic plan for distance learning to address weaknesses
• New programs
• Look at alternatives for additional space in the community (e.g. Burlington Outlet Village)
• Increase community outreach
• Streamline administrative processes/workflow
• Strengthen partnerships with local public/charter/home schools
  o Career and College Promise
  o High School Articulation Agreement
• Reverse transfer

Threats for the College:
• Other colleges’ private and public
• Budget
• Economy
• Unemployment benefits no longer for two years
• Limited job market
• Incursion of proprietary/online schools
• Reduced county funding tied to decreased tax base, tied to stagnant population growth
• Reduced state funding via formula changes
• Employee satisfaction scores are slipping. Do we know why?
• Funding tied to new state performance measures/ACC below system average in half of the 8 measures and not meeting any of the system goals in the first year.
• GTCC poaches Alamance with massive Triad-wide broadcast media blitz
• SACS reaffirmation rulings
• Disruptive emerging technologies not now for seen
• Loss of institutional memory and expertise in the next 2-3 years with large-scale retirements
• Loss of quality staff and faculty due to pay and performance management issues
• College and local politicians are too parochial in workforce training and meeting business needs outside Alamance. Commuting trends show 1 in every 4 workers working in surrounding counties.
• Decreasing budget, staff
• Consumer technology driving campus technology
• NCCCS System Office
• Third Party Vendors
  o Ellucian – Colleague
  o Microsoft
  o Oracle
  o Web-based software solutions – Pearson
• PCI/DSS Compliance
• ITS Security manual – policy
• New and continuing data and system security and performance challenges
• Recruitment and retention of quality employees
• Age of hardware
• Better economy means fewer students
• Lower budgets
• Unfunded and vague state and federal mandates
• Decreased enrollment
• Decreased funding
• Prioritizing needs/wants
• Making decisions on a “whim” versus based on actual data
• Distrust of management and upper leadership
• State and county funding issues
• It is at times very difficult to provide adequate and above average services to our students, faculty and staff.
• Declining enrollment also a threat to future success and funding.
• Lack of succession planning
• Lack of accountability, performance management
• Gossip grapevine
• Declining enrollment/FTE/budget
• Close proximity to other community colleges
• Low enrollment programs
• Budget
• Commercial or profit institutions offering fast turn-around time for degrees
• Private for-profit schools
• Budget constraints
• Proprietary schools in area – Cosmetology, nursing assistant
• Enrollment numbers
• Decreased funding from state
• Surrounding community colleges with more relevant and innovative programs
• Four-year colleges and universities
• Other distance learning opportunities
• Improved economy