

Opportunities and Threats Institutional Summary Spring 2005

Opportunities and Threats were assessed by departments and incorporated into a summary report by division. At this juncture, many identified opportunities and threats have an impact on both academic and institutional issues.

The S.W.O.T. document will be the basis for budgeting each year. Each division and service area must complete this document in order to provide the evidence and measurements necessary to be considered during the budget allocations process.

Opportunities

Student Outcomes

The most far reaching observations have a direct impact on student outcomes. Some of the ideas presented include:

- Creation of job skills and new skills for workers. This is currently available in such programs as Career Skills, but could be a growth area for many of the vocational/occupational areas.
- Reduction of withdrawals – implement tracking system and early alert to help capture potential drop outs.
- Follow-up system for students who complete career skills program.
- Recruitment of high school students: concentrate on partnerships with area high schools to increase enrollments/recruitment of traditional age students for programs such as Career Skills and Computer Networking System programs.
- Job skills learning: as identified through study conducted by Yavapai College Economic Development Department. Many in the community are interested in skill development and not necessarily interested in obtaining a degree.
- Non-credit classes: fits into the above, and includes vocational classes, Continuing Education Units (to professional market) and mature market classes for lifelong learning.
- Development of more short intensive courses and online courses as identified by student requests. More student input is needed to schedule classes that are more attuned to our students' lifestyle and work constraints.

Technology

Among the opportunities that have an effect on the college's technology include:

- More use of ITV and similar technology that allows the college to provide a single class to multiple sites.
- Industry-wide reduced cost of technology solutions which allow the college to enhance both learning and administrative services within budget parameters.

Administrative and Service Areas

Opportunities were identified that support both administrative and service issues. In many cases these opportunities enhance existing services to the college community.

- Economic Development initiatives: enable the college community to identify and assist in workforce needs.
- Hispanic Market: while this segment crosses all areas within the college, currently the Command Spanish classes offered provide contract training to opportunities for all levels of the current workforce in Yavapai College.
- Identify job skills within the pool of college employees before outsourcing projects.
- Mature Market: provides opportunity to grow both academically and administratively as a service to this growing segment. Majority are not interested in degree or credit courses, but are interested in skill development and lifelong learning.
- NAU Partnership: the expansion of the NAU partnership can lead to increased opportunities to expand the role of the library in the community.

Threats

Academic

The following represents a sampling of both internal and external threats identified in the academic area. As with the identified opportunities, many of the threats have an impact on more than one area of the institution.

- YC student enrollment may decrease (or growth may slow significantly) as alternate educational options develop.
 - online course offerings from other institutions (universities, colleges, other organizations)
 - non-academic training options (employer training programs).
- Salary constraints impact the institution's ability to attract qualified, and talented faculty (full-time and adjunct).
- Inappropriate Internet use:
 - plagiarism may be on the increase (need to document?)
 - unsubstantiated information oftentimes viewed as reliable.
- Vocational program planning: Current facilities reduce the effectiveness of instructional delivery, and may impact program credibility. (Welding, automotive and gunsmithing)
- Course transferability: informal post completion/transfer tracking of students suggests occasional problems (Communications, Journalism, English).
- Unfunded district mandates: new start-up programs without funding support (Library, Weekend College).

Administrative and Service Areas

Listed below are primarily threats that are affected by, and to some extent, to the external community.

- Community Trust: need stable leadership to regain the trust of the community. This includes working out policy governance issues and reforming the district governing board.
- Financial: expenditures outpacing FTSE growth.
- Private Sector Competition: facing outside competition from private training companies with flexibility to quickly respond to changing marketplace.

- External: inadequate job opportunities, particularly in Verde, for students of Northern Arizona Regional Skill Center.
- NAU Partnership: the expansion of the NAU partnership without appropriate support can adversely affect the library's budget.

Technology

Technology threats have both an administrative and academic impact on the college. Listed below are the technology threats identified.

- Program and Database Issues: College is moving ahead with new technology, but must maintain legacy system for needed administrative functions.
- Student Expectations: Four distinct generations of users were identified with different perceptions and expectations about technology.
- Master Plan Implementation: lack of coordination, communication and project management among master plan participants (architects, general contractors, subcontractors and college representatives).
- Disaster Plan: ITS has a disaster plan that will bring services back online, but does not address individual departmental requirements to become effective should a disaster occur.

Next Steps:

This summary will be made available to the internal and external college community. In addition to this report, the entire S.W.O.T. roll-up will be available electronically via the college's website.