

Strengths and Weaknesses Institutional Summary

Strengths and weaknesses were assessed by each individual department and division within the college. Individual unit reports were then analyzed by unit managers to create a rollup report of strengths and weaknesses that affect the college at the institutional level. Identifying strengths and weaknesses benefits the college at the individual and institutional level by identifying what we do well and where we need to improve. This information is important for setting priorities and determining budget allocation. Strength and weakness information is necessary for making decisions related to the 2005-06 budget, but will also be used to identify and order long-term planning and budgeting decisions for the college. It is important to remember that planning involves both short- and long-term decisions and that the process is ongoing and fluid.

Strengths and weaknesses were categorized into five overarching themes: Instruction Issues, Technology Issues, Facilities Issues, Service Issues, and Employee Issues.

Strengths

Across all instructional and service areas, units identified their instructors and staff as highly qualified and skilled. Diverse and skilled faculty and staff were linked to strengths in expenditure limitation compliance and benefiting student learning.

Under instructional issues, quality transfer articulation and programs were cited by multiple general education programs. Other institutional strengths include high quality library services, and a strong internship program that benefits students with high quality academic and employment learning opportunities.

Technology strengths included state of the art technology for many academic programs, and highly reliable and secure information and technology infrastructures. Technology strengths support expenditure limitation compliance and student learning outcomes.

Examples of service area strengths include extensive partnerships with the community and a strong grants program that supports funding district growth and a five-year capital improvement plan.

Weaknesses

Instructional weaknesses include the need for more on-line class offerings, adjunct shortages and turnover, and a lack of long-term academic and administrative planning. Instructional weaknesses impacted a number of strategic initiatives including expenditure limitation, five-year capital improvement and student learning outcomes assessment.

Technology weaknesses identified were the need to upgrade the college's information system and telephony systems. Other issues cited the need to improve computer and data related documentation, and a lack of departmental level plans in case of disaster. Weaknesses negatively impact student learning outcomes assessment, and the expenditure limitation, while highlighting the need for a five-year capital improvement plan.

Facilities related weaknesses focused on the Master Plan and continuing escalating costs. Other facilities related issues included the need for increased instructional space and better usage of existing space at many locations. Also, the relocation of many programs has created a need for student housing outside the Prescott campus. Strategic initiatives impacted are the Master Plan completion, funding district growth, five-year capital improvement plan, and student outcomes assessment.

Service area weaknesses identified were the need for increased marketing of specific classes and programs, more data in the areas of long-term student follow-up and student retention information. Other issues include the need to address management of services at multiple district sites, and increase communication between departments/divisions/areas. Service area weaknesses addressed all strategic initiatives

Weaknesses under the Employee category addressed the lack of professional development opportunities for staff and faculty, and policy and business decisions systems within the college that are not responsive and difficult to change. Employee category weaknesses had a negative impact on expenditure limitation compliance, funding district growth and student learning outcomes.

The next step in this process is to complete the opportunities and threats portion of the SWOT exercise. With this next phase opportunities and threats information will be used to address weaknesses and assure that strengths remain. Once the entire SWOT has been completed a final report will be written and shared with the college community.