

**APPENDIX B**  
**SWOT ANALYSIS**

# SWOT ANALYSIS

February 2009

<p><b><i>Strengths – areas in which we excel (internal, positive)</i></b></p> <ul style="list-style-type: none"> <li>• Talented, dedicated employees</li> <li>• High level of commitment to serving students</li> <li>• Variety and quality of programs and services</li> <li>• Well-defined, effective governance structure</li> <li>• Infrastructure in place for operations</li> <li>• Strong reputation for transfer education</li> <li>• Good blend of seasoned employees and newly hired</li> <li>• Excellent location with freeway access</li> <li>• Increase student demand</li> <li>• Ability to find efficiencies in space, enrollment, scheduling</li> <li>• Culture of integrated budgeting and planning is evolving</li> <li>• Strong sense of family</li> </ul>	<p><b><i>Opportunities- areas where we may be able to improve, outreach or expand (external, positive)</i></b></p> <ul style="list-style-type: none"> <li>• Use of data, analysis to build a culture of data-driven decision-making</li> <li>• Build opportunities for different student groups (55+ plus)</li> <li>• Expand programs to continue to meet student demand</li> <li>• Provide access to learning 24 hours/day, 7 days/week in non-peak, accelerated formats</li> <li>• Expand DL to increase enrollment without placing pressure on facilities</li> <li>• Effective outreach to existing and new markets</li> <li>• Event planning and coordination</li> <li>• Develop other sources of money (grants, foundations, endowments)</li> <li>• Build and support a culture of entrepreneurship</li> <li>• Participate in national programs for innovation and student success</li> <li>• Provide a large percentage of public events that occur in the East County for many groups that would not have another venue in which to attend these events</li> </ul>
<p><b><i>Weaknesses – areas where we might need improvement (internal, negative)</i></b></p> <ul style="list-style-type: none"> <li>• Grant-writing structure and processes</li> <li>• Facilities are limited at peak times</li> <li>• Facilities require maintenance and care unfunded by community or state matching funds</li> <li>• Lack a strong culture of data-driven decision making</li> <li>• Lengthy decision processes may make us less than dynamic</li> <li>• Communication with effectiveness is challenging</li> <li>• Size of employee base makes it impossible to have an all-college meeting on campus and this challenges communication</li> <li>• Integration of budgeting and planning is evolving</li> </ul>	<p><b><i>Threats – areas that with or without our knowledge have the potential to negatively impact us (external, negative)</i></b></p> <ul style="list-style-type: none"> <li>• Funding from state is limited and unstable</li> <li>• Funding, dynamic nature and distance learning technology will challenge our ability to develop and deliver curriculum as responsively as others.</li> <li>• Other institutions seem to have unlimited marketing dollars</li> <li>• Legislation that negatively impacts us at state or federal level</li> <li>• Lack of clear communication will be detrimental to the institution</li> <li>• Focus on success rather than access will be challenging (and could be financially challenging)</li> <li>• State funding is poor and getting worse</li> </ul>

<ul style="list-style-type: none"><li>• Perceived limitations on ability to expand DL/hybrid delivery</li><li>• As we offer different modes and formats for courses, remain sensitive to student learning styles</li><li>• No clear standard of communicating to the college when District or college forms change (travel, payroll, leave, etc)</li><li>• Burdensome signature process on college/district forms</li><li>• Consistent enrollment management strategies and policies have not been applied over time</li><li>• Webpage and the online registration program is not user friendly</li></ul>	putting pressure on delivery of programs and services
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