



## S.W.O.T. ANALYSIS (Internal)

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### **Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T.)**

*Office of Institutional Effectiveness and Planning – 2017*

Halifax Community College

# S.W.O.T. ANALYSIS

## WITH LIST OF ACCOMPLISHMENTS BY UNITS



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## Halifax Community College

### PRIDE Male Mentoring Program PBI Grant (PRIDE II) SWOT Analysis Template

#### Strengths (highlight these)

- The PRIDE Male Mentoring Program PBI Grant (PRIDE II) provides substantial funds for quality implementation
- Provides extensive wrap-around services that support student engagement, academic success, retention, and graduation rates
- Provides learning, success, & wellness coaches-single point of contact case managers for all personal, academic, and social matters
- Provides professional development funds to ensure enhanced staff training
- PRIDE is fully supported by the HCC President & CEO
- Provides professional development funds to support faculty training and teaching, and instruction for diverse and underprepared students
- Provides funds for professional development opportunities for students
- The Community Advisory Committee (CAC) made up of superintendents, Sheriffs, police chiefs, judges, Chamber of Commerce President, and the Weldon mayor offers broad external support.
- The Campus Steering Committee (CSC) consist of key campus academic and student development professionals with broad insights
- PRIDE fully committed math, English, Science state of the arts lab
- Lap top loan program for students without computers
- Early alert program monitors and improve student performance
- Offers professional math and English tutors to provide enrichment
- Co-curricular activities that involve kinetic activities for men

#### Weaknesses (mitigate these)

- Funding awarded for only five years
- Low response from faculty regarding referrals and early alert reports
- Difficulty identifying male mentors to work with students
- Transportation challenges of young men interested in internships
- Low pass rates in developmental math and science courses
- Inconsistent student participation in activities due to transportation
- Limited office space and facilities
- Low participation in tutoring programs
- Drop outs due to loss of financial eligibility
- Students need developmental academic advising
- Students could benefit from career interest inventory

<ul style="list-style-type: none"> <li>• Offers a summer academy to advance to student</li> <li>• Funds are available to take faculty and students on regional field trips to reinforce learning and opportunities</li> <li>• PRIDE offers student internships to assist with off-setting personal expenses and to increase work and soft skills</li> <li>• Grants offer opportunities for nationally recognized third party credentials to increase</li> </ul>	
<b>Opportunities (exploit these)</b>	<b>Threats (defend against these)</b>
<ul style="list-style-type: none"> <li>• PRIDE successes can potentially be duplicated campus wide</li> <li>• Program has potential for becoming a national model</li> <li>• Faculty development can enhance all areas</li> <li>• Identify various grant resources that might provide source of continuous funding</li> <li>• Work closely with middle and high schools to impact youth</li> <li>• PRIDE Math, English, Science Lab can increase performance in math courses</li> <li>• Community service can increase program visibility</li> <li>• Community advisory Committee expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Funds are guaranteed for 5 years. Must wait a 2 year cycle to reapply without guarantee of re-funding.</li> <li>• Will need a sustainability plan at a time when HCC funds are scarce</li> <li>• Nearly one third of participants demonstrate less than desirable participation levels</li> <li>• Low support of faculty with training and early alerts</li> <li>• Difficulty finding professional tutors with math, English &amp; science degrees</li> <li>• Difficulty identifying dependable professional mentors</li> <li>• Apathetic behaviour can manifest in low success rates</li> <li>• Students with judicial charges, child support, apathy, &amp; drugs charges</li> <li>• Students with exceptional children background reluctance to accept disability services</li> <li>• Low salaries jeopardize staff quality</li> <li>• Over-qualified staff can also be a liability</li> </ul>

**What is required to mitigate your weakness?**

1. Identify alternative grant funds to continue PRIDE after the 5 year award period; 2) establish a sustainability plan by preparing another PBIF formula grant and allocate funds for a Title III Office.
2. Ensure the PRIDE Assessment Officer appeals personally to each faculty to submit early warning and referrals.
3. Get Support from Departmental Chairs, Heads, Dean, Vice Presidents, and the President to require early warning submissions and arrange travel to regional businesses and industry field trips.

4. Send monthly reminders to instructors, chairs, and deans to remind and encourage internship travel and opportunities.
  5. Continue to identify incentives to increase student attendance and participation in activities.
  6. Continue to identify incentives to increase faculty support for PRIDE program, early alerts, and travel.
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**What is required to defend against threats?**

Identify additional funding sources that might provide funding support.

Find ways to increase faculty and staff participation.

Consider including midterm grading & early alert requirement in faculty contract.

Increase salaries of professional staff.

Require learning coaches to ensure all exceptional children to meet with HCC counselors.

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**List all accomplishments in your units in the past three years (includes one year accomplishments only).**

Date	Accomplishments
2015	Received funding for new 5 year PRIDE male mentoring program.
2013-2017	Conducted PRIDE Induction Ceremony to increase program commitment and participation rates
2013-2017	Presented faculty development and faculty/student travel opportunities during spring 2016, fall 2016, and spring 2017 faculty convocations
2013, 2014, 2015, 2016	Presented PRIDE at American Association of Community Colleges (AACC), American Association of College Trustees (AACT), National Institute of Staff and Organizational Development (NISOD), Rural Community College Alliance, Conferences, Minority Male Consortium of Community Colleges (2), Male of Colour Empowerment and Retention Conference (2014), College Board National Forum, and the Fifth Annual International Colloquium on Black Males in Education, Minority Serving Institutions (2).
2013, 2014, 2015, 2016	Attended four (4) North Carolina Community College Minority Male Mentoring Program (NCCCS 3M) program meetings
2013-2016	Sponsored Annual Men To Men Summits

**2016-17 Title III  
SWOT Analysis Template**

<b>Strengths (highlight these)</b>	<b>Weaknesses (mitigate these)</b>
<ul style="list-style-type: none"> <li>• Provides additional resources to support limited budgets</li> <li>• Title III director is also an experienced grant writer</li> <li>• Director has experience with federal and philanthropic grants</li> <li>• External funds account for more than \$7 million dollars over 4 years</li> <li>• Title III office can be partially sustained (human capital) with support from current director and resource development office</li> <li>• Comprehensive grant dashboard records all grant activity by year</li> </ul>	<ul style="list-style-type: none"> <li>• Low response from faculty interested in grant writing</li> <li>• Campus wide training should be implemented by the resource director</li> <li>• Low faculty/staff attendance at SBDC grant writing workshops</li> <li>• Low responses to Title III invites for training and support</li> </ul>
<b>Opportunities (exploit these)</b>	<b>Threats (defend against these)</b>
<ul style="list-style-type: none"> <li>• Establish a campus-wide grant writing training program</li> <li>• Small business development center also conducts grant writing workshops and provides opportunity for faculty/staff training</li> <li>• Provide grant research to assist faculty/staff and encourage increased grant writing</li> </ul>	<ul style="list-style-type: none"> <li>• Title III funding (PBI-F) ends in year 2016-17</li> <li>• Funding awarded for only five years. Must wait two years to reapply. Competitive, does not guarantee repeat funding.</li> <li>• There is no sustainability plan for Title III in terms of funding.</li> <li>• There is no capacity building option given additional funds will be needed to offset declining budget related to enrolment decline.</li> <li>• Blurred lines of authority with Title III and Resource development officer</li> </ul>

**What is required to mitigate your weakness?**

7. Identify alternative grant funds to continue the Title III office after the 5 year award period; 2) establish a sustainability plan by preparing another PBIF formula grant in 2017-18, after the mandatory wait-out period.
8. Work with the Resource development director to increase grant making.
9. Get Support from Departmental Chairs, Heads, Dean, Vice Presidents, and President asking them to encourage staff to participate in grant training workshops and pursue new grant opportunities.
10. Identify interns, faculty, staff, or independently conduct grant research to identify grant making opportunities.
11. Send monthly reminders to instructors, chairs, and deans reminding them to pursue grant making opportunities.

12. Continue to identify incentives to increase faculty grant making support.

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1. Identify alternative grant funds to continue to pursue with the same level of motivation and vigour.
2. Ensure faculty/staff understand that grant writing might offer departmental/staff rewards.
3. Be sure to submit the US DOE Financial Eligibility Form to be eligible to apply for the next PBI Formula grant.

**List all accomplishments in your units in the past three years (includes one year accomplishments only).**

Date	Accomplishment
2014, 2015, 2016	Attended three (3) Minority Service Institutions (MSI) workshops in Washington DC and Texas.
2013, 2014, 2015	Attended three (3) Predominantly Black Institutions Workshops in Washington DC and Atlanta Ga.
2014, 2015	Attended two (2) Title III conferences.
2014	Registered HCC as a MSI Lead Institutions – making the college one (1) of four (4) selected.
2013, 2014	Attended two (2) American Community Colleges Trustees Conferences and meet with Congressman Butterfields representatives to discuss PBI funding.



## SWOT Analysis - Information Systems

### Strengths (highlight these)

- Established Procedures
  - Procedures Manual
    - Living document
- Self-assessments, IT security
- IT audit pause, bridges the gap
- Self-reliant
  - Not dependant upon consultants and contractors
- Flexible
  - The ability the react and adjust to changing digital landscape and needs of the college

### Weaknesses (Challenges)

- Budget
  - Difficult to replace hardware
  - Difficult to repair hardware
  - Difficult to implement state-of-the-art technologies
- Infrastructure
  - Most buildings built before computers
  - Wiring closets, utilities, HVAC
- Continuing education
  - Difficult to remain on top of a fast moving field

### Opportunities (exploit these)

- Innovation
  - Use of open source tools
  - Gmail students, faculty, staff - @halifaxcc.net
  - Use consumer equipment
  - Adapt end-of-life equipment
  - In house repairs of out of warranty equipment
  - Tech support for students, faculty, staff

### Threats (defend against these)

- Digital explosion
  - Exponential increase in digital resource demand
    - Storage
    - Backup / archive
    - Communications (video/conferencing/meetings)
    - Distance learning
- Ciber attacks
  - Attack bots
  - Directed attacks
  - Social engineering
  - SPAM

## What is required to mitigate your weakness?

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### Action Plan

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- Seek low cost hardware replacements
  - Extend service beyond life expectancy
  - Cannibalize parts
  - Investigate and implement open-source solutions when possible
  - Investigate Wi-Fi to overcome infrastructure issues
  - Continuing education at work
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## What is required to defend against threats?

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- Educate users
    - Large files in multiple locations
    - Large email attachments
  - Hardware upgrades
    - BlackBoard / Distance learning
  - Firewall / Monitor
  - Educate users
    - Protect digital resources

**List all accomplishments in your units in the past three years.**

Date	Accomplishment
February 2017	Acquired and installed a new server for the College Information System (CIS). The old M10 was moved to a disaster recovery mode and placed in the Disaster Recovery room, B218. Snapshots of our critical database are sent from the primary server in room 303a to the disaster recover server throughout the day.
February 2017	Preparations for migration from Solaris 10 to Solaris 11 completed, CIS.
February 2017	Purchased and installed two new Dell servers to support CIS. These servers are virtual machine hosts which host a number of virtual machines
February 2017	Purchased two servers to substantially the amount of digital storage available for all faculty and staff. The servers will not be operational until April 2017.
January 2017	HCC's Google Domain was upgraded to include unlimited cloud storage. In addition, Google Vault was enabled to retain all email and cloud documents for ediscovery searches. All this at no cost to HCC.
March 2016	HCC placed 4 <sup>th</sup> in the 2015-2016 Digital Community College Survey, Small Colleges Category. HCC has been in the top ten for the past 6 years.

## SWOT Analysis Template (Unit)

### Strengths (highlight these)

- Annual Flu Clinic, State Health Plan Open Enrollment, Pierce Group Supplemental Plans. Employees are notified, agents come to campus, HR and Payroll assists and follows up on enrolment.
- Policy Consultation - Retirement, Worker's Compensation, Family Medical Leave, Voluntary Shared Leave, Unemployment Insurance, Separations, Longevity, Short-term and Long-term disability. HR Director has open door policy and explains or researches information on personnel policies for employees.
- New Hire On boarding – Employees complete new hire paperwork and policies with HR Director face-to-face to ensure accuracy and completeness.

### Weaknesses (mitigate these)

- HR Applicant Tracking System - Length of New Hire Process
- Job Classification System – Implement to align job functions and duties with the business needs of the section.
- Performance Management – Job descriptions don't align with needs of the business units; therefore, the employee is unclear of expectations.
- Title IX Training – Conduct a mandatory Title IX Workshop (2-4 hrs).

### Opportunities (exploit these)

- Streamline New Hiring Process - HR Screens applications and submits to manager, manager and staff interview candidates, manager make recommendation to President for approval, and HR completes process. Current process is done manually and requires a significant amount of copying, printing and paper. Advertising costs appx. \$8k per year. A HR Applicant Tracking System est. cost of \$10K for software and training with a licensing fee yearly.
- Job Classification – Conduct a job classification workshop to train on how to write job descriptions. Result will be to recruit the high performing candidates with the correct KSA's.
- Personnel Policies are reviewed and updated according to the NCCCS and Office of State Human Resources.

### Threats (defend against these)

- Recruitment Process – Lengthy resulting in the loss of high performing candidates.
- Performance Management – Managers write updated job descriptions with the assistance of HR to evaluate performance. The updated job descriptions are for performance management and recruitment.



**What is required to mitigate your weakness?**

HR Software with modules for recruiting that will increase applicant pool, enhance the college's image, and decrease application screening time, on boarding, and performance management that will streamline HR processes, reduce time to hire, and decrease costs.

- Move to paperless processes
- Promote culture
- Build online forms



**Perform**

- Manage competencies
- Automate employee appraisals
- Stimulate social collaboration

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**What is required to defend against threats?**

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**List all accomplishments in your units in the past three years.**

<b>Date</b>	<b>Accomplishment</b>



## SWOT Analysis Template (Unit)

### Strengths (highlight these)

Customer Service

Affordable Options

Price Match Program

Follett

Buyback

### Weaknesses (mitigate these)

Book prices

Overstock on certain materials

Security Equipment

### Opportunities (exploit these)

ConnectOnce

Follett Discover

Included Program

Remodel of the Bookstore

### Threats (defend against these)

Amazon

Barnes & Noble

Chegg

Lack of Traffic inside Bookstore

**What is required to mitigate your weakness?**

We are currently active on pursuing different options to help lower the prices of textbooks. We are continuing to sell through the overstocked merchandise we have in the store. With a possible remodel of the bookstore, the security system will be updated and should no longer pose a threat.

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**What is required to defend against threats?**

Follett is constantly reviewing policies and procedures to ensure we are operating at the effective level. Competition will always exist in any market. Therefore it is critical that we continue to give the best customer service and make sure our products and services are the top of the line.

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**List all accomplishments in your units in the past three years.**

Date	Accomplishment
7/16	Follett officially took over campus bookstore
7/16	Introduced Follett Rental Program and Price Match Program
12/16	First in-store buyback
3/17	Introduced ConnectOnce to IT department with assistance from Follett Home Office. This will be a major win for HCC if we can finalize this opportunity.

## Student Services SWOT Analysis (Dr. Hasty)

### Strengths

- Entire unit committed to student success
- Entire unit uses strategies assist students during points  
i.e.: (1) assists with completing electronic and paper Admission application (2) assists with completing and submitting electronic FAFSA
- Teamwork is used to complete unit tasks
- Strong collaboration/partnerships with local high schools
- Positive customer service exhibited during interaction with current and prospective students
- New Student Orientation revised to promote academic programs
- Majority of team able to advise students

### Weaknesses

- Personnel to focus 100% of time on retention/enrolment
- Limited space for placement testing
- Lack of transportable testing for high school students
- Lack of staff for outreach in community and at each high school
- Outreach to home-school students

### Opportunities

- Collaboration with middle school students prior to transitioning to high school
- Increase staff/faculty involvement in community and high school recruitment
- Provide each multiple measures student with a laptop
- Make all parents aware of the advantages of students starting at HCC and transferring
- Recruitment of Latino population in community
- Recruitment of Home School Students

### Threats

- Decrease in Northampton and Halifax County population and its impact on enrolment growth
- Job opportunities for current students and graduates
- Electronic Application system may malfunction, this impacts the time the application is processed, which also impacts Financial Aid and Testing
- HCC is competing with the four year institutions for students

**What is required to mitigate your weakness?**

- Employment of Retention Specialists to focus solely on Student Retention
- Identify larger testing area on campus
- Partner with local high schools to identify testing areas on each campus
- Utilize part-time EOC Specialists for outreach to students 19 or older
- Initiate on-going list serve/database of Home-School Listings in each county
- Utilize PBI and other funding sources to support professional development for staff

**What is required to defend against threats?**

- Examine the current educational levels of the population and recruit via social media based on the need
- Employ a Career Coach for Job Placement
- Information Systems Department may actively identify ways to combat challenges with the electronic application process
- Partner with four year colleges to create transfer pathways
- Active/ongoing faculty referrals of students at risk of failing academically

**List all accomplishments in your units in the past three years.**

<b>Date</b>	<b>Accomplishment</b>
8/2013	Admissions office now does all traditional students Accuplacer Testing
2013-2014	Received five year renewal of SSS grant through us Dept. of Education
2015-2016	Registrar’s Office began submitting transcripts electronically ( Transcript exchange)
Fall 2016	There was an increase in enrollment of 29.6%
Fall 2016	Increase in Career and College Promise Enrollment
November 2016	Register submitted Military Friendly survey and Halifax Community College was named as a Military Friendly institution for 2017.
2013-2016	Provided quality academic enrichment (tutoring) services. At least 70% of the CAE Students pass their classes with a 2.0 GPA or better.
Spring 2017	Increase of 58.5%
Since 2000	HCC has not had any audit exceptions for curriculum



## SWOT Analysis (Admissions & Testing) (Harrell)

### Strengths (highlight these)

1. Department works as a team.
2. Excellent Customer Service to Students
3. Applications/Transcripts/ and placement tests are processed in a timely manner
4. Communications Management is timely
5. Test Scores are immediately given and explained after each student test.
6. Test scores are automatically imported.
7. Our location is advantageous for students (All Student Services in one area)
8. Great relationship with area high schools

### Weaknesses (mitigate these)

1. Still using paper applications
2. Work study students need to be trained
3. Need an electronic filing/management system
4. Office needs its own copy machine and scanner
5. Accuplacer testing can last all day
6. Lack of resources for recruitment supplies
7. Limited funds for marketing
8. HCC website needs to be updated

### Opportunities (exploit these)

1. Continue to participate in professional development. (Cross Connect, residency, Regional Registrars/Admission Conferences)
2. Market New Programs
3. Revamp Open House
4. Implement Student Ambassador Program

### Threats (defend against these)

1. Application system may malfunction causing delays in an application being processed. This will cause financial aid, and testing to be put on hold.
2. Automatic importing of test results could be broken, which could cause delays in students being registered.
3. Competition from other schools

**What is required to mitigate your weakness?**

1. Encourage all students to apply online and eventually do away with paper applications.
2. Require all work study students to go through training and sign a contract showing that they understand the rules.
3. Purchase a copy machine /scanner
4. Offer students a five-minute break in between testing sessions and switch out proctors to allow for small breaks.
5. Submit a proposal of cost to Dr. Hasty for new recruitment supplies and marketing.
6. Work with IT staff to see if there is a way to create an electronic filing/management system
7. Suggest changes to update website.

**What is required to defend against threats?**

1. Make sure that the Admissions team is staying abreast of all changes going on with Cross Connect and all departments on campus.
2. Collaborate with the IT department to ensure updates are being maintained in the testing lab and keeping current with any trends or changes in testing policies and procedures.
3. Stay on top of marketing to high school seniors and also do workshops with freshmen and sophomores.

**List all accomplishments in your units in the past three years.**

8/2013	Admissions office now does Accuplacer Testing
5/2014	Implemented early acceptance for Multiple Measure High School Seniors
8/2016	Converted from CFNC to Cross Connect Application Suite
8/2016	Implemented new equivalencies for SAT, ACT scores by the state
7/2015	Changed communication flow to now include text messaging and revised letters and the order they are mailed from the office.
10/2015	Converted to the new import process for testing
3/2015	Revamped JLAC with an interactive portion
8/2013	Admissions office now does Accuplacer Testing

## SWOT Analysis (Educational Opportunity Center – Michael B.)

### Strengths

- College to Community Partnerships
- Willingness of Community to cultivate and foster an environment for learning. High priority in for education in targeted areas. (Halifax, Northampton, Hertford, and Bertie counties)
- Willingness of other TRIO directors in region to collaborate exchange ideas, and programming partnerships.
- Ability to make meaningful impact relevant to educational goals with persons living in poverty in Halifax, Northampton, Hertford, and Bertie counties.
- Excited, hungry, hardworking team that desire to make an impact in the community at large.

### Weaknesses

- The exponential need for more educational services and financial resources that's sustainable to make a measurably impact with educating the residences in this region. Not unlimited, however more unrestricted grant funds.
- Gap between services that are provided and the community knowing what is available to qualified residents.
- Lack of **Wi-Fi** access.
- Ineffective and lack of public transportation
- Lack of ability for students to work and maintain jobs while taking classes.

### Opportunities

- The opportunity to be more creative in how we do business.
- Thinking outside the box/worry less about tradition.
- Branding the Educational Opportunity Center and services rendered to the community by way of social media avenues.

### Threats

- The need is growing at a faster rate than our impact.
- Potential turnover in staff.
- Transportation limitations in the region.
- Tough balancing the administrative and recruitment obligations of the grant with part-time employees.
- Lack of conversational collaboration with other state and federal grant sand services coordinators.

### **What is required to mitigate your weakness?**

With a predominately rural and vastly isolated target area, the resident's lack of transportation and access to information caused by reasons like the lack of WIFI in certain areas is critical. It prohibits planning, researching, or even considering post-secondary training. There is also widespread lack of knowledge regarding availability of any financial aid resources, types of training available, job opportunities, labor market trends, or the process involved in gaining entry into the next level of their educational goals. Members of the EOC team will attempt to mitigate these factors by way of carrier the information to the streets. The EOC team will be hosting workshops, information sessions, and inviting them to one of the field offices of the EOC program to obtain helpful information. Radio announcements, news releases, brochures, flyers, Public Service Announcements, and a quarterly newsletter will be sent to interested persons, human service agencies and faith based centers. The EOC Center will maintain a toll-free incoming telephone service at the main office (located in accessible space adjacent to the campus). Potential low-income participants are able to use the service to make individual appointments with EOC Staff. Lastly creating a meaningful partnership with NC Work Force Development will assist with job placement and career development and planning. With time, these services will assist with mitigating the problems.

### **What is required to defend against threats?**

In order to create a defense against elements that's creating the social problems, we must first understand the problems. It is projected that North Carolina will need to increase the proportion of its job force with some college education (N.C. Employment security Commission). To mitigate a defense EOC will be assisting 1000 eligible residents in the targeted areas again targeting adults to access postsecondary education each year. The EOC will assist the state and this region in meeting this need while having a dramatic and positive impact on the workforce. To attempt with the reduction of staff turnover the director will continue to recruit well qualified applicants to fill the positions of the Outreach Specialist. The requirement of a bachelor's degree in education, social work, or related field (Master's degree preferred). Selecting the presumed right applicant that's vested in the community already hopefully will reduce turnover. Transportation has and likely continues to be a problem in most rural areas. The rural transport problem refers to difficulties experienced in providing transport links to rural communities. Low rural population density makes viable public transport difficult, though people in rural areas usually have a greater need for transport than urban dwellers. Good transportation systems are essential to rural areas to provide access to jobs, to facilitate the movement of goods and people, to access opportunities for health care and educational skills, and to provide links to other social services. Transportation supports businesses and is a critical factor in a company's decision to locate new business operations. For communities that rely on tourism and natural amenities to help support their economy, transportation is the key link between visitors and destinations. To help mitigate transportation problems we must remember to write transportation allocations in future grant proposals.

<b>Date</b>	<b>Accomplishment</b>
01/2017	Established a Memorandum of Agreement w/ NC Works for EOC Outreach Specialist to work in the NC Works office several days a week.
01/2017	Established a Memorandum of Agreement with Halifax County Schools for accessibility by EOC Outreach Specialist.
02/2017	Filling of remaining staff positions.
02/2017	Establish External Advisor Board
02/2017	Began the establishment of campus based advisor board.
02/2017	EOC Website Launched
02/2017	Launch of Online EOC Application in both English and Spanish
02/2017	Staff Training Sessions Began – Kick-off Pitt Community College

## The CAE SWOT Analysis (Iris)

### Strengths

- The Center for Academic Excellence (CAE) has strength and effort in assisting and further educating Halifax Community College (HCC) students with academic enhancement (tutoring).
- Provide supplemental instruction to HCC curriculum students.
- Educating and assisting students on all potential curriculum levels and special accommodations needs.
- Having available educational materials for both students and tutors.
- Excellent 'teamship' - helping each other in areas of expertise
- Tutees assigned according to tutor's strengths
- Civil, friendly, knowledgeable, professional and qualified staff/tutors.
- Compassionate, creative, critical thinkers, go-getters, intelligent, and hard/smart-working, innovative staff/tutors.
- Utilize resources and apply knowledge effectively. Collaborate with faculty to better understand the requirements for assignments.
- Collaborate and coordinate with HCC resources and programs (SSS, PRIDE, faculty, RVEC and the counselling department to provide extra curriculum activities and academic enrichment to students.
- Provide test proctoring services with students from other colleges and universities.
- Increase FTE by 20% each fiscal year (depending HCC enrollment)
- Endeavour to increase student passing, retention, graduation and transfer rates.
- Always thriving to improve education (learning and pedagogy).
- The CAE department as a whole is strong - everyone brings their best to work.
- Work collaborative and effectively with faculty and present CAE informational services, time management workshops, and establish protocol.
- Teamwork and collaboration amongst the CAE staff/tutors through monthly meetings and training.

### Weaknesses

- Need exact detailed information for student assignments.
- Need additional faculty to refer and encourage student participation to enhance positive learning outcomes.
- The CAE is a bit noisy at times. This gets frustrating for some students.
- The lack of conducive educational environment can get frustrating at times due to respecting student's privacy and learning styles.
- Improve staff multi-tasking capabilities for better student/tutoring services.
- Only a few computers are updated to Windows 10.
- Need enough privacy space for tutoring. Need additional consistent space and locations for tutoring labs.
- Rules must apply to all and be enforced.
- Change in entry/exit the Tutoring Center. Some sessions were not documented as a result of this change because students didn't sign in.
- Instructors need to sign the Student Referral cards and send them back to the CAE. This will make everything easier for students.
- Better/more resources (books, spaces, partitions, etc.)

## **Opportunities**

- Collaborate with faculty and tutors for coverage to create a quiet reading and writing area/center to provide extensive services for people who needs it.
- Change CAE Coordinator's title to CAE Director and offer better salary.
- Get the CAE program certified through the College Reading and Learning Association (CRLA) and National Tutoring Association (NTA).
- Purchase books for tutor's usage to assist students during the semester courses.
- Additional grant funded opportunities (better tutor salaries, state-of-the-art learning tools, conducive learning environment, supplies)
- Allow tutors to attend school functions.
- Better advertisement and marketing techniques for the CAE (automated phone calls, media, newspapers, posters, flyers, Gmail, college/community functions - Everywhere)
- Involve all instructors, staff and tutors to be advocates for the C.A.E.
- Pursue more creative opportunities through professional development, workshops and conferences.

## **Threats**

- Some students sign-up for tutoring services, get scheduled and fail to show up for sessions. This is a loss in potential FTE's and student success.
- Safeguard and keep student's personal information and tutoring sessions confidential.
- CAE staff should avoid excessive talking and time with students during tutoring sessions.
- Hold students accountable for attending tutoring sessions; have consequences when students are not accountable.
- Decentralized tutoring
- Provide better salaries for tutors to prevent employee turnover.
- Tutors should be paid for time present whether or not students show up.

**What is required to mitigate your weakness?**

Communicate with faculty to double check the exact information students need for assignments. Encourage CAE staff to keep weakness in check and work to eliminate the majority of them by providing activities and increase professional development activities with faculty. Understand what about the weakness is in need of and work on strategies to build up weak areas; request resources for more space for privacy and conducive educational environments. Educate and provide the required CAE protocol information to the faculty/instructors, staff and students so that they are aware of the importance for them to sign referral cards for their students; and for students to attend academic enrichment (tutoring) sessions. This will make it easier for students when they come to get help for their coursework, and for the tutoring services to be properly FTE documented.

**What is required to defend against threats?**

Understand what the threat truly is and develop better strategies. Taking a firm stand against these threats and make sure that they do not become major problems. Incorporate more effective ways of communication with faculty, staff, and students. Ensure to keep everything (student information, tutoring sessions) confidential by signing a confidentiality form and provide FERPA information. Avoid wasted time with students, during tutoring session and work-study student's activities. Hold students accountable for attending tutoring sessions and have them sign a commitment contract. Implement consequences when students are not accountable. Provide better salary for CAE coordinator and tutors through college funding resources.



**List all accomplishments in your units in the past three years.**

Date	Accomplishments
7/2015	Renamed the Student Success Center; New name: The Center for Academic Excellence (CAE)
2013-2016	Provided quality academic enrichment (tutoring) services. At least 70% of the CAE Students pass their classes with a 2.0 GPA or better.
2013-2016	Scheduled and monitor over 1,100 tutoring sessions
2013-2016	Provided group Biology, DMA, and math study sessions
10/2016	Taught DMA-10 Class
2013-2016	Recruited, hired, and trained successful professional tutors
2016	Gave a demonstration of professional Graphic Tablets for Artists/Graphic Designers
2013-2016	Helped students, complete and understand assignments while implementing course study skills information and techniques.
10/2016	Developed first CAE Newsletter
2013-2016	Designed Flyers for the C.A.E
2013-2016	Conducted time management workshops for ACA 111, 118, 122 classes
2013-2016	Conducted Annual Tutor Orientation; coordinated with SSS and the Counselling departments
2013-2016	Presented CAE information to various classes
2013-2016	Assisted and presented CAE during NSO and Parent Orientations
2013-2016	Proctored many tests for various college and university students
2013-2016	Participated and setup CAE informational booths in fall festivals, spring flings, community events
2013-2016	Collaborated with faculty, staff, and students enhance student's academics, pass rates, graduation, success and transfer rates.
2013-2016	Served on the Strategy Team
2013-2016	Assisted with JLAC Day
2013-2016	Support and attend various college, area schools, and community events
2014	Participated in and graduated from the HCC Leadership Institute



## SWOT Analysis Template (Counseling) (Rosser)

### Strengths

- Variety of Services (Mental Health, Substance Abuse, Academic, Career Assessment, Learning Styles, Temperament, Personality Assessments)
- Use of Best Practices
- High Student Body Involvement
- Free Services
- High Involvement with Faculty and Staff
- Crisis Intervention Trained
- Suicide Prevention Trained
- Office Location is convenient and accessible to students
- Works with both student groups and one to one
- Culturally Sensitive
- Partner with outside community service agencies
- Short Term counselling
- Duplication of Services

### Weaknesses

- Lack of Financial Resources
- Multiple Roles
- Low interaction with Community Resources
- Low involvement in recruitment efforts
- Marketing/Promotion of Services (Internal and External)
- Thin on cultural/racial/ethnic diversity

### Opportunities

- Eliminate Barriers for students
- Collaborate with local agencies and organizations
- Increase Retention Rates
- Increase Graduation Rates
- Increase Enrollment
- Online and/24 hour hotline Counselling resources
- More Opportunities for partnerships with local employers
- On campus Support Groups
- Continual education of mental health and substance abuse barriers for intellectual enrichment and for all ages
- Mobile services on campus
- Create a Therapeutic Culture for community Development

### Threats

- Decrease in Services Provided
- Decrease in Retention Rates
- Decrease in Graduation Rates
- Limited Community College Resources
- Limited Community Resources
- Reduction of Funding
- Societal Stigma of participating in Counseling Services

**What is required to mitigate your weakness?**

The Counselling Center would benefit for having access to more financial resources and more man power to provide additional specific and complex services. These financial benefits will allow the Counselling Center purchase supplementary therapeutic activities and interventions for the academic support for students with a documented disability, need for academic counselling, support groups and one to one counselling. Obligating more diverse man power will allow the Counselling Center to provide more inclusive services to meet the multidimensional needs for each student. The Counselling Center has multiple roles within the capacity of HCC. The Counselling Center is capable of providing supplemental academic advising with other support services as primary (Student Support Services and PRIDE), but is it judicious for the Counseling Center to be utilized as a specialized, persistent and unambiguous resource for those in need of specialized counseling. The Counseling Center could be an asset in HCC recruitment efforts by way of providing harmonizing services with outreach/admission/ recruitment efforts. Primarily to establish and coach future students about the emotional, mental, psychological and socio-economic obstacles that could play a role in their personal and professional goals. The Counseling Center’s need for marketing and promoting more psychosocial education flyers, events, newsletters, chiefly to reach those who may need motivation to request and be informed of services for self and others.

**What is required to defend against threats?**

The Counseling Center must continue to be mindful of the Societal Stigmas that are attached to mental health, intellectual barriers, substance abuse and psychosocial issues with in the student body and the community. It is vital for the Counseling Center to be deliberate in demonstrating a safe and hopeful coordination of services to bring forth awareness for the normality for holistic counselling. This ideology will make use of the benefits of the contributions for all students including those with mental, intellectual, physical, emotional issues. The Counseling Center can offer workshops within the North Carolina Community College system that can focus on strategies to increase both retention and graduation rates. This approach could be a strategy to cultivate funding opportunities, community development and community college resources.

**List all accomplishments in your units in the past three years.**

Date	Accomplishment
8/8/16 to Present	Ms. Rosser was employed with Halifax Community College. She is not aware of the accomplishments of the Counseling Center within the past three years.

## Financial Aid SWOT Analysis (Terra)

### Strengths

- Experienced, competent staff
- Staff to student ratio, accessible
- Sufficient aid programs available
- Colleague software, efficient processing and communication
- Utilization of available technology (Gmail, Web advisor, Colleague Self-Service)
- No audit findings, organized, accurate data and files

### Weaknesses

- Registration, delays due to late applicants
- Student's lack of understanding of the financial aid policies (Satisfactory Academic Progress, deadlines, etc.)
- Volume of Return of Title IV (R2T4) requiring a return of unearned funds is greater than 5% for past 3 consecutive years (13/14 = 8%, 14/15 = 8%, 15/16 = 7%)

### Opportunities

- Cost, more affordable than nearby 4 year institutions
- Computer lab available to students for online access to web applications
- One to one warning/probation counseling required for students not making Satisfactory Academic Progress
- Implementation of Self-Service Module within Colleague
- FAFSA available beginning in October (3 months earlier than previously)

### Threats

- Cohort Default Rates can affect Title IV eligibility
- Return of Title IV (R2T4) policy is expensive to HCC, because the college is required to return unearned funds on behalf of the student and then absorbs the cost of collection
- Late withdrawals from faculty create noncompliance issues for the college, because R2T4 processes must be completed in 45 days.
- Number of late aid applicants
- Number of students that will not maintain satisfactory academic progress (SAP). Percentage of students not making SAP annually has decreased from 15% in 2014-15 to 11% in 2015-16.

**What is required to mitigate your weakness?**

- Students should meet application deadlines and read policies,
- earlier availability of FAFSA using prior-prior year income (i.e. 2015 income for 2017-18 FAFSA),
- Raise awareness of policies through New Student Orientation and ACA classes.

**What is required to defend against threats?**

- Effective Default Management Plan,
- retention of financial aid recipients,
- cooperation and compliance from Faculty,
- advertise deadlines,
- Improvements in academic advising.

**List all accomplishments in your units in the past three years.**

<b>Date</b>	<b>Accomplishment</b>
2014-15 (2016)	No audit findings
2013-14 (2015)	No audit findings
2012-13 (2014)	No audit findings
9/2016	2013 Official Cohort Default Rate (27.5%) reduced by 5.3% over previous year. Rate below 30%, avoiding sanctions
9/2015	2012 Official Cohort Default Rate (32.8%) reduced by 6.7% over 2011 cohort year

## SWOT Analysis – Registrar’s Office (Dawn)

### Strengths

- Excellent customer service and individualized attention to all students.
- Handles Curriculum and reporting and the checking, grading and reporting for Workforce Development accurately and efficiently. No late submission of State reports since 2000.
- Transcripts processed same day or within at least 24 hours (except holidays). Online orders can be processed when the College is closed if the recipient receives electronically.
- Students can order and pay for transcripts online if they wish (never have to come into the office to order a transcript).
- Academic information is available to students online (grades, transcripts) through Web Advisor.
- Final grades available to students via web within 24 hours of end of semester.
- Use of technology (Web Advisor, Intranet) to assist students with access to grades, transcripts and registration. The Intranet has provided faculty with another option for submitting drop forms. This was particularly aimed at online instructors and adjunct faculty. However, on-campus faculty have taken advantage of this as well.
- Use of Degree Audit in Colleague for potential graduates has helped identify potential graduates by advisors and Registrar as well as eased the workload of verifying graduates (and posting of degrees).
- Registrar’s Office webpage accessible from the HCC home page. This site provides information regarding FERPA, grades, transcripts, enrollment/degree verifications and graduation. Transcript request forms and graduation applications are downloadable from the web.
- Provided FERPA training to faculty during orientation. The Registrar’s Office also has a FERPA training power point available to everyone on file exchange.
- Registrar meets with various groups throughout campus to promote awareness of Web Advisor and Student Self Service (has met with the PRIDE group as well as faculty upon request).
- Instructions for using Colleague/Web Advisor are available to all faculty and staff through the file exchange.
- Diplomas for students are printed in-house using the Diplomas on Demand Software

## Opportunities

- Document Imaging: The Registrar's Office would like to contract with a document imaging company to scan information in student folders and old grade/attendance rosters. We maintain the hardcopies of these documents.
- Provide more training opportunities for faculty and students on Web Advisor/Student Self Service through instructional videos and workshops.
- Provide more extensive training to ALL faculty and staff regarding FERPA and privacy of student records. A Blackboard class is "in progress" and will be made available to all faculty and staff with access to student records. The Registrar's office would like to make this class mandatory for all current and new employees (similar to the "safety" class and the IT department's training).

## Threats

- Budget cutbacks: Many of our regional meetings have been cancelled and/or postponed due to the financial situation at HCC and at other institutions – still an issue.
- Insufficient staffing. As enrollment increases, the workload in the Registrar's Office increases. Registrar's Office also maintains records for the Continuing Education Department (grading and reporting) and assists all students.
- Some faculty and students still reluctant to use the EVAL/PSPR process and Degree Audit through Web Advisor/Self-service.  
Registrar's Office communicates deadlines and instructions to faculty through HCC Gmail and Google Docs. Some faculty/staff state that they still don't view these documents. The Registrar's Office needs to find ways to communicate effectively to faculty and students deadlines, etc.

## Weaknesses

- We are not able to utilize some free services available through the National Student Clearinghouse due to limitations of our school's computer system (e.g., a "portal" is needed in order to participate in the Clearinghouse's Student Self Service for enrollment verifications).
- Web registration usage has decreased among students for unknown reasons (perhaps they prefer face-to-face registration or possibly not comfortable with online registration. This needs to be evaluated.
- The Registrar's office is often focused on the daily tasks and routine processes along with requests for data from across campus therefore it takes time away from exploring new possibilities and stay up-to-date with current trends (technology, etc.).
- The College has not yet implemented a document scanning system. Registrar's Office would like to have all old academic records scanned and implement scanning of all incoming applications and transcripts (high school and college). The cost for this is prohibitive (75,000 for implementation plus an additional 25,000 for a server. Registrar still intends to submit a requisition for scanning in spring 2017.



**What is required to mitigate weaknesses?**

- Expand on ways to effectively communicate deadlines and instructions to faculty, staff and students.
- Implement document imaging as soon as possible.
- Find ways of communicating effectively with potential students in the community who are possibly eligible to receive VA educational benefits (and increase overall enrollment).

**What is required to defend against threats?**

- Attend more training as the budget allows (VA, Web Advisor and Colleague training).
- Begin the implementation of document imaging as soon as possible.

**List all accomplishments within the last three years:**

Date	Accomplishments
November 2013	Registrar submitted Military Friendly survey and Halifax Community College was named as a Military Friendly institution for 2014.
2013 – 2014	Student Self-Service is being implemented and Web Advisor is being phased out. Registrar’s Office has created training videos for faculty and students and Student Self Service should be fully implemented by the end of the Spring 2017 semester.
January 2014	The Vocational and Technical division of the College implemented Web Attendance
August 2014	All curriculum faculty began entering attendance online using Web Attendance. This eliminated the need for printed rosters and eliminated extra paperwork for faculty, Registrar’s Office staff and the Financial Aid office staff
November 2016	Registrar submitted Military Friendly survey and Halifax Community College was named as a Military Friendly institution for 2017.
2015-2016	Registrar’s Office began submitting transcripts electronically (Transcript exchange) upon students’ online request. Students can order and pay for a transcript online and have their transcript either mailed or transmitted to their recipient electronically.
February 2017	The Registrar’s Office began implementation of Web Attendance for Basic Skills. Implementation is scheduled for July 1, 2017. Training videos have been created for faculty and meetings are scheduled for faculty and staff to review the process and workflows.

## SWOT Analysis (CCP) (Jennifer)

### Strengths

1. High schools are open to communication
2. Enrollment increases most every semester:  
There was a decrease in enrollment of 11.6% from fall 2012 to fall 2013, but the enrollment increased by 247% fall 2013-14. Enrollment decrease by 33% again fall 2014-15, but increase again by 88.6% by fall 2016.  
There was an increase in enrollment of 29.6%, spring 2012-13, an increase in enrollment of 50.7% spring 2013-14, and an increase of enrollment of 40.8% spring 2014-15. However, there was a decrease of 18% spring 2015-16. Thus far, there has been an increase of 58.5% spring 2016-17.
3. Applications/transcripts/placement tests are processed in timely manner
4. Test scores are immediately given and explained after student test
5. CCP Communication and updated material is shared in a timely manner among HCC and LEAs.

### Weaknesses

1. High school counselors need to be more efficient with application process.
2. Having an identified orientation date that meets the needs of all CCP students.
3. Need assistance with filing, answering phone, and student contact
4. Testing may last an entire day
5. No resources for recruitment supplies
6. Communication among high school counselors and students needs to be improved

### Opportunities

1. Continue to offer professional development opportunities to high school counselors and administration, HCC faculty and staff.
2. Market new pathways

### Threats

1. High schools scheduling testing dates and not keeping appointments for testing
2. Application system may malfunction causing delays in applications being processed. This will hold up other processes: testing
3. Automatic importing of test results could be broken, which would cause delays in students being registered

**What is required to mitigate your weakness?**

1. High school counselors and administration taking advantage of professional development opportunities.
2. Need assistance with high school visitations
3. Need assistance with filing and preparing records for audit visits, numerous CCP daily phone calls.
4. Ability to make placement testing mobile

**What is required to defend against threats?**

1. Making placement mobile

**List all accomplishments in your units in the past three years.**

<b>Date</b>	<b>Accomplishment</b>
Fall 2016	Increase in Career and College Promise Enrollment.
Fall 2016	Establishment of Northampton County Early College
Fall 2016	Establishment of Weldon High School STEM NAF Academy
Fall 2016	Establishment of Northampton County NAF Academy

## SWOT ANALYSIS SSS (Sherida)

### Strengths

- Serves as learner support system as students matriculate toward graduation
- Advising program keeps students on track to graduation
- Laptop lending program assists students who do not have a computer in completing assignments
- Financial literacy program increases students' knowledge in money management
- College visits assist students in transfer planning
- Cultural events expose students to other cultures
- Students enrolled in SSS are receptive of services and report overall success in their classes

### Weaknesses

- Limited amount of laptops available for checkout
- Limited funds to take students on college tours outside of N.C.
- Limited funds to take students to cultural events outside of N.C.
- Some students do not take full advantage of advising services
- Low participant transfer rates

### Opportunities

- Classroom/Social Media marketing for program
- Partner with local businesses to provide sponsorship for additional laptops
- Partner with financial institutions to provide financial literacy education
- Reignite the SSS advisory board for feedback on program strengths/challenges and include students

### Threats

- Lack of student engagement in SSS activities
- Lack of strong referral base for services from curriculum side
- Students typically want to be registered, not advised
- Availability of a diversity of cultural events in the Roanoke Valley

**What is required to mitigate your weakness?**

1. SSS can place additional funding in the technology budget for laptops and/or appeal to local businesses for donations
2. Partner with other campus organizations to fund cultural events and college tours
3. Educate campus departments/organizations and faculty about program benefits via website and SSS app (pending)
4. Start a college transfer club to garner interest in transferring to four-year colleges

**What is required to defend against threats?**

1. Keep SSS relevant on campus through faculty/staff interaction, data sharing, and newsletters
2. Provide the benefits of the program to students through the SSS Advantage marketing program-includes visual aids and a an interactive guide that promotes college success
3. Inquire with the chamber of commerce in various localities throughout the U.S. about cultural events calendar

**List all accomplishments in your units in the past three years.**

Date	Accomplishment
2012-2013	Provided data sharing campus-wide via SSS report card and newsletter
2012-2013	Established SSS advisory board that included HCC students, faculty, and staff
2012-2013	Met 4 of 4 program objectives on DOE Annual Performance Report (Persistence, GPA, Graduation, Transfer)
2013-2014	Successfully met college Institutional Effectiveness assessment goals
2013-2014	Received five year renewal of SSS grant through U.S. Dept. of Education
2013-2014	Provided data sharing campus-wide via SSS report card and newsletter
2013-2014	Met 4 of 4 program objectives on DOE Annual Performance Report (Persistence, GPA, Graduation, Transfer)
2015-2016	Met 2 of 4 program objectives on DOE Annual Performance Report (Persistence, GPA)
2015-2016	Successfully implemented the DOE Competitive Preference Priority for developmental education through partnership with HCC developmental English faculty (SSS Learning Community DRE 96, 97,98)

## SWOT Analysis PE/Health/Wellness Center

### Strengths (highlight these)

Provide physical education and physical fitness opportunities to the campus community.

Working together with many different college departments/programs to provide space/time for Wellness Center Usage (College Transfer Classes, BLET, Continuing Education, General Student Usage, Faculty/Staff Usage, PRIDE Program, and Early Colleges).

Offering PE/Health classes in the Associate/College Transfer Program – Personal Health/Wellness, and Fit and Well for Life.

### Weaknesses (mitigate these)

Budgetary concerns, shortage of necessary equipment to improve learning environment. Improvement or replacement of existing equipment.

Lack of Faculty/Staff involvement in campus wellness programs.

### Opportunities (exploit these)

To improve the overall health and wellness of the campus community through education and additional opportunities in the Wellness Center, and to increase usage of our campus facilities, including the F.I.T. Trail

To offer additional campus wellness opportunities due to grants/"Wellness Coach" position

To improve worksite wellness for all employees by working with our Wellness Committee, and to continue our partnership with Prevention Partners

### Threats (defend against these)

Low participation in faculty/staff worksite wellness activities and programs.

Lack of usage – F.I.T. Trail

Student retention.

**What is required to mitigate your weakness?**

- Look into grants designed to help improve health and wellness on college campuses by purchasing/updating exercise equipment.
- Possible fund raisers for equipment improvements.
- Special “kick-off” programs to generate excitement

**What is required to defend against threats?**

- The Wellness Committee will continue to work with “Prevention Partners”, which is designed to improve worksite wellness.
- Promotion and campus/community outreach concerning the usage of the F.I.T Trail – special events, etc.
- In order to improve retention of students, contact and communication should be utilized when a student is regularly absent, and/or doing poorly in class. The “Early Warning” system should be used as it is intended by the instructor.

**List all accomplishments in your units in the past three years.**

Date	Accomplishment
2007-2009	At least 95% of PE students agreed with the following statement “Life-long physical activity is important to my overall well-being”
2007-2009	Wellness Center usage has increased significantly due to larger curriculum class sizes, BLET usage, a growing general student usage program, Continuing Education classes, and other campus programs such as PRIDE and Men of Distinction



## SWOT Analysis (College Transfer)

### Strengths (highlight these)

- Involved external stakeholders (advisory board)
- Use of uniform ACA courses to emphasize study skills and student success
- New curriculum standards that streamline program completion
- Critical Thinking (HUM 115) has been added to the college-transfer program as an elective.
- Use of room 208 to provide assistance to students who need one-to-one and/or small group instruction and interventions.
- Ongoing recruitment of a full-time professional tutor/developmental instructor to assist with low pass rates in developmental mathematics.

### Weaknesses (mitigate these)

- Students continue to struggle with developmental mathematics
- Difficulty in meeting all student needs for courses offered in the division.
- Graduates of the program have limited experience with APA formatting.
- Limited connection with advisors from 4-year institutions
- Absence of summer start program for transfers – allows opportunity to acclimate to the university culture
- Encourage advisors to familiarize themselves with senior institution's requirements
- Advisors are not enrolling students in courses that make them the most likely to succeed

### Opportunities (exploit these)

- Capitalize on the Career and College Promise population as area high schools provide viable opportunities for outreach and program growth.
- Recruitment initiatives with the Roanoke Valley Early College students.
- Form additional partnership with four-year institutions as a pathway to a baccalaureate degree in science.
- Offer a face-to-face foreign language class – currently, SPA 111 and SPA 112 are offered as part of the NCIH portal.

### Threats (defend against these)

- Limited budget that minimizes access to professional development
- Additional responsibilities of faculty relating to teaching, advising and registration
- Language requirement and MAT 171 at senior institutions
- Ongoing training for advisors on transfer requirement of senior institutions
- Streamlined process for students to register

**What is required to mitigate your weakness?**

On-going training for developmental mathematics instructors

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Additional course offerings within the division

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Use of APA formatting structure across disciplines

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Investigate methods to allow summer enrichment opportunities for students who transfer to senior institutions

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On-going training on how to advise students (NOT just register)

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**What is required to defend against threats?**

Promote collegiality that allows experts to provide on-campus training that meet PD needs

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Ensure that first semester students enrol in ACA to ensure introduction to material related to understanding the transfer process

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Continuous training on adequate advising process

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Training for new faculty on the advising components of Colleague

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**List all accomplishments in your units in the past three years.**

Date	Accomplishment
2013-2014	APA tutorials and writing assignments implemented in Humanities and Social Sciences
2013-2014	Implemented Comprehensive Articulation Agreement for AA and AS students
2015-2016	Instituted mandatory ACA courses to be taken by first-year students
2015-2016	Implemented the DREC Lab (216) to provide one-to-one group tutoring of developmental math students
2014-2015	Installed technology (projector/computer) in classrooms in the 100 building
2015-2016	Installed Smartboards in 509 and 511
2014-2015	Instituted a New Student Orientation (College Transfer) – 2 times per year
2015-2016	Collaborated with the admissions department as part of enrollment management process
2015-2016	Collaborated with CCP schools to increase offerings of college transfer courses to high school students

## SWOT Analysis Template (Business Administration)

### Strengths (highlight these)

- Qualified Instructional pool
- Multifaceted phase to graduation
- Diverse course offerings
- Involved Advisory Board members
- Advising and scheduling options-eVising
- Different pathway to program completion

### Weaknesses (mitigate these)

- Instructional pool is limited
- Funding for supplies is curtailed
- Professional development for faculty is reduced
- Limited Online course offering

### Opportunities (exploit these)

- Increase in Enrolment due to new pathways to completion
- Increase in online course offerings
- The need by local High Schools for transfer courses

### Threats (defend against these)

- Influx of Online private Institutions
- Reduction in students Financial aid eligibility
- Competing course offerings by neighbouring colleges
- Students access to the internet grid

**What is required to mitigate your weakness?**

\_\_\_Availability of Adjunct  
funding.\_\_\_\_\_

\_\_\_Increase in supply  
funding\_\_\_\_\_

\_\_\_Increase in the funding of professional development internally and  
externally\_\_\_\_\_

\_\_\_Request for 100% program offering of the Business Administration  
program\_\_\_\_\_

**What is required to defend against threats?**

**The need to increase Online course offerings that are 100% online, such as offering of the Business Associate program totally online.**

\_\_\_Need for more publicity of programs using social media like Facebook,  
Linedin..etc\_\_\_\_\_

\_\_\_Availability of scholarships and or grants for  
students.\_\_\_\_\_

## SWOT Analysis Template (ECH)

### Strengths (highlight these)

- NAEYC ECADA Accreditation 2015
- Dedicated full-time and adjunct faculty
- All SLO's in courses coincide with NAEYC professional standards.
- Dept. Head serves on local Smart Start board allowing program to stay abreast of needs of community and trends in early care.
- Faculty are vested in maintaining currency, by staying abreast of latest research, examining new text published, critically looking at performance of students and measure against performance of faculty.

### Weaknesses (mitigate these)

- Department Head is the only full-time faculty person and has the sole responsibilities of the program. (Advising, teaching, reports, collection of data, serve as Early Childhood Education Club advisor, NAEYC Accreditation, market and recruitment of students for program, etc.)
- Not enough time to complete all responsibilities of program and teach a full load of courses.
- Need to offer more on-line, hybrid, and evening courses.

### Opportunities (exploit these)

- More Head Start and Early Head Start programs in our communities mean more hiring opportunities for our graduates as assistant teachers with AAS degree.
- NCDCDEE requirements and rules are changing and requirements are now pushing employees to achieve AAS and higher degrees.
- More exceptional children programs in our early care and elementary schools give more opportunities of employment to our graduates as assistant teachers.

### Threats (defend against these)

- Pre K programs in school require teachers to have B-K license and BS degree.
- Private childcares are being forced to close due to Head Start/Early Head Start programs and Public Pre-K programs.

**What is required to mitigate your weakness?**

Having a full time part time faculty person to help with the teaching load so that Dept. Head can have time to carry out program responsibilities.

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\_\_\_\_Survey programs serving young children in our community again to assess need for off-site training or even weekend programs to recruit students. Offer more online, hybrid courses to meet the needs of our students (We have offered on-line courses, but due to high speed internet connection in our rural areas students were not successful in these courses. Many students had to drop out of the courses.)

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**What is required to defend against threats?**

\_\_\_\_Work on better articulation agreements with 4 year schools to develop 2 plus 2 programs, so that our students can transfer right into a bachelor program.\_\_\_\_

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**List all accomplishments in your units in the past three years.**

Date	Accomplishment
Sept. 2015	Early Childhood Education Program submitted self-study for ECADA accreditation.
March 2015	Peer review team for NAEYC ECADA visited our campus.
June 2015	Early Childhood Education Program received NAEYC ECADA accreditation.
Sept. 2016	Submission of Annual report or ECADA accreditation.

## SWOT Analysis (Medical Office Administration)

### Strengths (highlight these)

1. Medical Office Administration opportunities are in the top ten fastest growing jobs.
2. Graduates are working at facilities across the state.
3. Department head and full-time instructor is re-certified in all areas of the medical office each year.
4. Department head attends conferences and seminars to make sure that students are exposed to the most recent technology.
5. There is a CCP/CTE Medical Coding & Billing certificate that the high school students are enrolling in.

### Weaknesses (mitigate these)

1. Students are looking for more online courses for the curriculum.
2. High school student must complete the English pre-req before registering for most of the CCP/CTE courses.

### Opportunities (exploit these)

1. New opportunities for graduates to earn certification in several medical administration areas.
2. Create new CTE/CCP certificates for the local high school students.
3. Students updating their resume with additional certificates will be better positioned for moving up in their organization.
4. Create additional online courses

### Threats (defend against these)

1. Largest threat is the inability to attract qualified/certified instructors.
2. Department head carries a large course load each semester.
3. Losing students to larger community colleges that offer a larger array of courses in an online format.



**What is required to mitigate your weakness?**

- 
1. Add additional online and hybrid courses to attract local students and also students from outside the region.
  2. Search for possible adjunct instructors in other community colleges.
  3. Encourage students to continue on for their Bachelor's degree and the ability to come back and teach at HCC
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**What is required to defend against threats?**

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1. Offer courses in the summer that are not being offered at larger colleges. Have the ability to attract students for the summer semester
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**List all accomplishments in your units in the past three years.**

Date	Accomplishment
2017, 2016, 2015	Department Head: Certified Medical Billing Specialist (CMBS) certification renewed.
2017, 2016, 2015	Department Head: Attended North Carolina Computer Instruction Association conference (NCCIA) to network with other medical office instructors
2017, 2016, 2015	Department Head: Attended North Carolina Computer Instruction Association (NCCIA) conference to stay up-to-date with new technology.
2013, 2015	Department Head: Attended North Carolina Community College Association of Distance Learning (NC3ADL) conference to stay up-to date on changes in distance learning opportunities for online course.
2016	Department Head: Selected as Faculty Superstar at HCC
2015	Department Head: Selected as Faculty Member of the month for October 2015.
2017, 2016, 2015	Over 75% of graduates were able to find jobs either in this area or throughout the state.
2017	In final stages of having the capability at HCC for medical office students to earn a national certification. Should be fully in place for the OST-243 Medical Office Simulation students for Fall 2017.

## SWOT Analysis (Office Administration)

### Strengths (highlight these)

1. Office Administration opportunities are one of the fastest growing jobs.
2. Changes in program and recruitment have increased interest in office administration certificates.
3. Department head attends conferences and seminars to make sure that students are exposed to the most recent technology.

### Weaknesses (mitigate these)

1. Students are looking for more online courses for the curriculum.
2. Not the most popular career for many tech-savvy students. Old ideas are sometime hard to change.

### Opportunities (exploit these)

1. New opportunities for graduates to earn certification in several office administration areas.
2. Create new CTE/CCP certificates are available to the local high school students.
3. Students updating their resume with additional certificates will be better positioned for moving up in their organization.
4. Link the Medical Office Administration and Office Administration programs to provide graduates with more stackable credentials.

### Threats (defend against these)

1. Largest threat is the inability to attract qualified/certified instructors.
2. Losing students to larger community colleges that offer a larger array of courses in an online format.
3. The stigma of “dull office positions” sometimes prevents students from enrolling in the program.

**What is required to mitigate your weakness?**

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1. Show students how the 21<sup>st</sup> century administrative assistant can now have an exciting, challenging career.
  2. Add additional online course into the current and the proposed curriculum.
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**What is required to defend against threats?**

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1. Show new students how technology is in the office environment as much as in the computer related careers.
  2. Attract current office professionals to consider providing instruction at the community college.
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**List all accomplishments in your units in the past three years.**

<b>Date</b>	<b>Accomplishment</b>
2017, 2016, 2015	Department Head: Attended North Carolina Computer Instruction Association conference (NCCIA) to network with other medical office instructors
2017, 2016, 2015	Department Head: Attended North Carolina Computer Instruction Association (NCCIA) conference to stay up-to-date with new technology.
2013, 2015	Department Head: Attended North Carolina Community College Association of Distance Learning (NC3ADL) conference to stay up-to date on changes in distance learning opportunities for online course.
2016	Department Head: Selected as Faculty Superstar at HCC
2015	Department Head: Selected as Faculty Member of the month for October 2015.
2017, 2016, 2015	Over 50% of graduates were able to find jobs either in this area or throughout the state.

## SWOT Analysis Template (automotive)

### Strengths (highlight these)

- Highly experienced and qualified instructors
  - One Master ASE Certified with independent shop ownership and work experience
  - One Master Ford Certified with dealership work experience
- Strong support from area businesses:
  - Powell's Garage donates many parts to our program
  - Dealerships and Independent shops willingly assist the program with information, special tools, and serve on the program's advisory board
- Huge need for automotive technicians throughout the service area and also nationwide
- Perkins provided the purchase of the latest technology diagnostic equipment
- Student are able to receive stackable credentials through various certificate and diploma programs

### Weaknesses (mitigate these)

- Lack of time available for effective recruitment, quality class preparation, student advising, and tutoring because of course load and administrative responsibilities
- Amount of space needed for storage and to teach multiple classes
- Automobiles owned by the program are dated
- Technology used in today's automobiles overwhelms many students who are academically underprepared for college. Often deterring them from completing the program
  - Having the misconception that it would be easy because they would just be working with their hands
  - Being unaware of the large amounts of information needing to be comprehended, retained, and processed for an accurate diagnosis or repair

### Opportunities (exploit these)

*Automotive News* recently reported that more than 237,000 jobs are expected to open up in the automotive repair field between 2014-24, according to the U.S. Bureau of Labor Statistics.

### Threats (defend against these)

- Constantly changing technology in the automotive industry
  - Requiring new tools and equipment to service vehicles
  - Funding for the equipment or tools will be needed
  - Annual software license are needed for a lot of them
- Public perception of automotive technicians (mechanics) in general deters many students that have a lot of the skills needed, and are college ready, from considering choosing this career path

### **What is required to mitigate your weakness?**

Construction of a larger facility

Purchase of newer cars for the program

The automotive industry has so many diverse positions available so that most all students who possess some kind of mechanical ability and complete the program can find employment. We need to find a way to stress to local high school guidance counselors of the huge demand for top level technicians. The technology used in today's automobile requires a higher level of academic and problem solving skills.

### **What is required to defend against threats?**

- Increased funding for the program.
- Work on developing a marketing strategy to inform local high school students of the demand of qualified technicians and the salaries that are possible.
  - With the advanced technology used on vehicles today's and the demand for qualified technicians (not mechanics) salaries will continue to increase hopefully changing the perception of this career path.

**List all accomplishments in your units in the past three years.**

<b>Accomplishment</b>
We implemented new state revised program changes 2014
Mr. Renn was hired in 2015 to replace an instructor that resigned. Mr. Renn brings 17 years of experience to the automotive program
Mr. Mumford renewed his L1 Advanced Engine Performance ASE Certification July of 2015
Mr. Mumford Received his A9 Light Duty Diesel ASE Certification in July of 2015
Participated in the Advanced Manufacturing Expo event for the last three years and have provided tours and presentations of the automotive program to visitors.
Completed program review in 2016
Participated in the Go Green Initiative in 2016 with a presentation on how to maximize fuel mileage
Requested and received the factory Toyota Diagnostic scan tool (Techstream) in 2016
Requested and received the factory Ford Diagnostic scan tool (VCM2) in 2016
Requested and received two laptop computer to run the Toyota and Ford Diagnostic tools in 2016
The state funded a Web based automotive interactive training software (Electude) for students in 2016



## SWOT Analysis - Cosmetology

### Strengths (highlight these)

- 90% or more of the completers in the cosmetology curriculum actually take State Board Exams for licensure
- Maintaining a pass rate of 90% or higher for students taking the theory aspect of the state board exam
- Maintaining a pass rate of 100% for students taking the practical portion of the state board exam
- Evaluations by students are positive
- Evaluations by superiors are positive
- A continual improvement in professionalism of students as they serve clientele in our clinic
- Improvement in student behaviour overall

### Weaknesses (mitigate these)

- Only offering beginner classes in the fall semester
- Only offering intermediate COS 113/114 classes in spring semester
- Only offering COS 115/116 in summer semester
- Only offering completion classes COS117/118 the second fall semester in the curriculum
- Not having a competent beginner classes instructor full time
- Having one instructor teaching a minimum of 28 classroom hours each week that also has the responsibility of maintaining all student records as required by the college and the state board of cosmetology as well as attending to the daily operation of all details that make the program successful
- Completing and submitting all state board documents
- Preparing all state board documents for required changes in the curriculum

### Opportunities (exploit these)

- Hiring a full time beginner instructor to provide our students with the fundamentals to complete the cosmetology program successfully and perform sufficient to obtain employment in the industry
- Reduce the teaching load for the instructor that is required to keep student records, maintain documentation of state required clock hours and practical state requirements for every student as well as submit enrollment, withdrawal, and graduation documentation to NC Cosmetic Art Board each time one of these criteria occur
- Hire an adjunct instructor to help with all duties for successful clinical operation and the provision of guidance for every student as needed

### Threats (defend against these)

- A loss of current and future students is a threat due to the inability for them to proceed through the program in a reasonable time. If student withdraws or is dropped or fails any giving semester they have a long waiting period before the needed class is offered again
- Instructor burn out from work overload

**What is required to mitigate your weakness?**

Hire professional instructors that have successfully taught cosmetology in a community college for at least 5 years. Offer the classes students need to proceed through the program each semester and in the event they did not move to the next level as dictated by the AAS degree schedule

Use an adjunct instructor to help with the overload for the instructor acting as program head, teaching a minimum of 28 hours, supervising a clinic that is open to the public all 5 days of the week as well as completing all state board documentation and curriculum changes per their request.

**What is required to defend against threats?**

Hire professional instructors that have successfully taught cosmetology in a community college for at least 5 years. Offer the classes students need to proceed through the program each semester. Use an adjunct instructor to help with the overload for the instructor acting as program head to provide time for instructor to complete requirements without feeling one aspect of the job is being neglected to work on another.

**SWOT Analysis Template**  
Industrial Systems Technology

**Strengths (highlight these)**

- We currently offer an AAS degree, a diploma and 6 certificates plus one CCP certificate.
- Our program transfers to ECU to allow our graduates to continue on and earn a 4-year degree (all online) if they so desire.
- Open enrolment
- Diverse students (all ages, sex, and race)
- Well trained instructors
- Program has good reputation with local industry
- High paid graduates
- Program was recently award Golden Leaf and Duke grants helping with program/equipment upgrades.
- Program has new course offerings in Solar, CNC and Robotics

**Weaknesses (mitigate these)**

- Budget
- Low number of lab stations means students are having to double up
- Many of our students live over 20 miles from the college and have transportation issues.

**Opportunities (exploit these)**

- Increase marketing by getting new brochures
- Build better relationship with Advisory committee
- Use the marquee out front more to advertise program.
- Look into evening course offerings

**Threats (defend against these)**

- Economy – program cycles with economy
- Economic base of community and decreasing population
- Difficult to find quality adjunct instructors
- Equipment costs

**What is required to mitigate your weakness?**

Budget: Pretty much at the control of the college/state.

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Low number of lab stations means students have to double or triple up: This is directly tied to budget. Without funds, additional lab stations cannot be purchased and students will have to continue to double up. I have been playing around with the idea of an open lab which would allow the students to use the lab at their convenience.

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Travel issues: Not real sure how to address this issue.

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**What is required to defend against threats?**

Economy – program cycles with economy: After being here 28 years and seeing this occur, I’m not sure how to go about defending this threat. Hopefully aggressive marketing can help to a degree.

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Economic base of community and decreasing population: I as an HCC employee have no control over.

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Those who could be adjuncts in my program area typically make in excess of 6 figures working in industry. It’s hard to get someone to come in on their off time for what we pay. This will continue to make adjunct IST instructors for HCC a challenge

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Equipment Costs – As we have moved into solar, robotics PLC and CNC, the price of lab equipment greatly increases. Hopefully local industry will help where they can – Cummins has donated us 2 robots and a few PLC training items. This will greatly help with bottlenecks during lab time for the robotics and PLC courses.

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**List all accomplishments in your units in the past three years.**

Date	Accomplishment
	Added 6 certificates plus 1 CCP certificate
	Added 2 photovoltaic/solar courses into the program
	Added CNC course into the program
	Added robotics course into the program
	Instructors have been trained and received credentials in all new technologies being taught
	Received Golden Leaf Grant for equipment purchases.
	Received Duke Energy Grant for equipment purchases.
	Had 2 robots donated from Cummins
	Added several third party certification opportunities for our students/graduates

## SWOT Analysis Template (Welding)

### Strengths (highlight these)

- Instructors bring years of experience and knowledge to the program.
  - Each instructor is a Certified Welding Inspector and Certified Welding Educator through the American Welding Society.
  - Both have attended professional welding training and seminars through professional welding organizations such as Lincoln Electric, Hobart Institute of Welding, and the American Welding Society.
- The welding program has seen an increase in enrollment. Two sections of each WLD course are being operated this Spring 2017 semester due to high numbers.
- New technology equipment has been installed. The Golden Leaf grant allowed the program to update all welding equipment. It also provided the purchase of many pieces of equipment related to the welding and fabrication field including a CNC plasma table.
- The Duke Energy grant has allowed the program to acquire new cutting equipment, weld testing equipment, and a virtual welding system.
- Perkins grant has allowed the program to purchase materials and equipment as well.
- Advanced course offerings have been added to the program:
  - GTAW Pipe Welding
  - Inspection and Testing
- Students are able to receive stackable credentials through various certificate programs which were recently added.
- Program course sequence was revised so students can complete their welding diploma in one year no matter if they start in the Fall or Spring semester.
- Students have been able to receive third party certifications through grant funds:
  - Forklift Training
  - CPR/First Aid
  - OSHA 10
- The instructors are teaching to a higher level due to training they have received and due to new equipment now placed in the program.
- Graduates are obtaining positions in local fabrication shops.
- The welding program continues to receive scrap metals donated by Weldon Steel Corporation.
- Offered specialized training to Kapstone Kraft Paper, Flambeau Plastics, and Wiggins Designs.
- The program now has portable welding equipment that was purchased through grant funds. This was a recommendation from advisory committee members.
- Support from local and distant industry and welding related businesses.
- Skilled welders are in high demand.

### Weaknesses (mitigate these)

- Space limitations for storage, equipment and student workspace.
  - Large welding and fabrication projects require space that is not available.
  - Materials are hard to move around due to shop equipment, racks, and tables.
  - Large equipment can't be purchased due to the space concern.
- Not being able to offer concurrent welding courses due to shop availability, especially for high school offerings.
- Donations of steel and other scrap metals are not always readily available.

### Threats (defend against these)

- Lack of space:
  - Will prevent optimal instruction.
  - Will limit equipment purchases due to size of certain equipment.
- Difficulty finding qualified adjunct faculty when needed. Also someone who can meet the course times appointed when need arises.

### **Opportunities (exploit these)**

- There are many areas welding and fabrication shops located in a 50 mile radius of HCC. These companies rely on HCC as a way to recruit new hires. Weldon Steel in Weldon, NC has hired three welding graduates. Steel technology in Rocky Mount has recently hired graduates. Many other fab-shops and mechanical companies in the area rely on HCC as a source for employees.
- New and old infrastructures are being built or repaired. They include power plants, road construction, pipelines, etc.
- According to the American Welding Society, the demand for skilled welding professionals is constantly growing. By 2025, our nation's workforce will need over 400,000 welders to satisfy the demands of several industries.
- Companies such as Klausner Wood Mill and Dominion Power may assist with opportunities in Halifax County.

**What is required to mitigate your weakness?**

Construction of a new welding facility with two times the square footage as existing welding shop and to include additional welding booths and equipment.

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Increase supplies funding if donation of scrap metal can't be readily obtained.

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**What is required to defend against threats?**

Gain additional space.

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Continue to advertise adjunct position in order to have pool of applicants on standby if need arises.

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**List all accomplishments in your units in the past three years.**

Date	Accomplishment
	Mr. Joshua Hall was hired to replace previous full-time instructor who resigned. Mr. Hall brings 8 years of welding experience to the program. He also recently became a certified welding inspector and certified welding educator through the American Welding Society.
	Retired all welding equipment that was between 15 and 40 years of age with new technology welding equipment. This was funded by Golden Leaf.
	Purchased many pieces of equipment that enhances instruction in many of the WLD courses. Golden Leaf and Duke Energy grants funded the purchases.
	Both full-time welding instructors received pipe welding training from Lincoln Electric in Cleveland, OH. The training allowed the instructors to learn methods and procedures which enhanced the newly implemented WLD 132 GTAW (Tig) Plate/Pipe course to the diploma program. Many area industries and advisory members mentioned that skill demand.
	Both full-time welding instructors received on-site training for the newly implemented CNC plasma cutting system provided by Golden Leaf.
	Both full-time instructors had the opportunity to attend Fabtech in Atlanta, GA. Fabtech is a welding related expo and training event hosted by the American Welding Society.
	The program was able to implement virtual welding training into the classroom with funds provided by Duke Energy.
	The program received electrical upgrades to accommodate new equipment purchased through grants. The renovation also made the shop safer by having all electrical installed that met code requirements.
	The welding department has become more presentable and organized. Space has been slightly increased due to the purchase of a wall mounted materials rack. Old equipment along with other inoperable shop components was removed.
	Provided students with field trips to local industry such as Weldon Steel Corporation and Nucor Steel Mill.
	The welding program has been able to provide welding students with third party certifications in forklift training, CPR/First aid, and OSHA courses provided through grant funds.
	The welding program can now teach various welding processes with specialized equipment purchased through grants. Many new methods and procedures have been taught since the equipment has been installed.
	Participated in the Advanced Manufacturing Expo event and have provided tours and presentations of the welding program to visitors.
	The welding program had a curriculum revision to allow any student who enrolls into the program in a Fall or Spring semester to graduate in one year depending on their remedial course status.
	The program has added two additional certificates which allow a student to obtain stackable credentials while they pursue their welding diploma.
	CNC Plasma cutting operations have been taught in the WLD 151 fabrication course. The CNC is a great addition to the welding program and provides a student with awareness and operation of computer aided drafting along with CNC programming.

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## SWOT Analysis Template (Unit)

### Strengths (highlight these)

- Instructor is Licensed NC and VA Electrical Contractor
- Prison strives to provide Tools and Materials needed to teach the Electrical to a more complete result
- Maintenance Department at Prison hires High Performing Students in Inmate Jobs from this Program
- Students work as teams with Standout students assuming Team Leader rolls
- Students perform better with Hands On Labs
- National Electric Code anchors all Electrical Procedures
- Instructor keeps up to date on new Industry Products and Procedures
- Instructor attends Seminars and Con Ed yearly

### Weaknesses (mitigate these)

- HCC provides zero Tools or Materials to Program
- Instructor pays his own Con Ed Electrical License requirement hoping College will find funds for Tools/Materials for classroom
- Classroom is too small
- Weather and Bird Dropping prohibit safe and clean working environment at outdoor mock housing units
- Student education levels vary from 2<sup>nd</sup> grade level to College level students
- GED is not required to take Program
- All Students are not available at start date of class due to DOC rules must be first observed at all times
- Security for school is a different Officer daily/Disrupts class

### Opportunities (exploit these)

- Information for students as far as Felony Hire practices of Industry is needed and available
- Prison Students are starving for the outside work force contacts that is out there
- Students have available several other Programs available to them / Cross training must be stressed in today job market
- There are other Prison Programs that we can gain knowledge about their accomplishments and implement into HCC Prison Programs
- Guest Speakers from Industry are available to speak to Program Students

### Threats (defend against these)

- Instructors are acquiring more responsibilities and no consideration for Merit Raises because Prison is satellite located and sometimes overlooked
- Declining enrollment make cause cancelling of Programs by Prison Officials
- Qualified Instructors are overlooked in the desperate attempt to get FTE at loss to quality instruction

**What is required to mitigate your weakness?**

HCC must provide funding for “ALL” Prison Programs

GED should be required to enroll in Electrical Program

Students need to be available on Tillery Campus 2 weeks prior to Program Begin Date

Assigned Security Officer must be maintained

**What is required to defend against threats?**

Instructors must be supported completely and treated the same” as can be done”

Prison must do their part to get students in classroom

List all accomplishments in your units in the past three years.

Date	Accomplishment
2016	3 hours CON ED – Virginia Masters Electrical License met
2016	8 hours CON ED NC Electrical Contractors License met
2015	8 hours CON ED NC Electrical Contractors License met

**SWOT – Foodservice Program Caledonia Correctional Institution – Wylene Goins, Instructor**

**Strengths (highlight these)**

- Instructor was trained in the Military Food Service Program
- Certified Dietary Manager
- Owned & operated a catering service over 20 years
- Continuous enrolment of students
- Team work
- Low drop rate (class attendance)

**Weaknesses (mitigate these)**

- Lack of internet
- Lack of resources
- Limited continuing education food service in state workshops
- Limited monthly food allowance
- Apprentices

**Opportunities (exploit these)**

- Lack of internet
- Lack of resources
- Limited continuing education food service in state workshops
- Limited monthly food allowance

**Threats (defend against these)**

- Budget cuts
- Political changes in Department Of Corrections and Department of Education
- Program cuts

**What is required to mitigate your weakness?**

Food items - Need more funding for food ingredients to support the requirements for the community college systems. Correctional food inventory does not provide required food items to support the course requirements.

Professional Development – Food tradeshow and cooking seminars.

Apprenticeship program increase in student enrolments

**What is required to defend against threats?**

Contact elected officials to support funding for correctional programs to support inmate re-entry into society.

**List all accomplishments in your units in the past three years.**

<b>Date</b>	<b>Accomplishment</b>



**Strengths (highlight these)**

- I have worked in the masonry field for 40 yrs. And have run my own business since 1998.
- The Graduate Performance Checklist contains appropriate and detailed skills to assess the program goal.
- This is up-to-date by the program textbooks, audio-visuals, masonry materials and techniques.
- The instructor attends trade shows and seminars
- The students get the chance to work on real projects around the Institution.
- The instructor works well with the students and the students are very interested with the program.

**Weaknesses (mitigate these)**

- Laboratory activities are dictated by weather conditions – rain, cold, heat, because the lab area is outside and unprotected.
- The program head is limited on the size of lab projects he can assign.
- The need for scaffolding/ladders, in some situations, limits the height of the project.
- The lab is next to the fence so that limits the size of some of the projects that can be built.
- Not knowing what my budget will be from one year to another.

**Opportunities (exploit these)**

- The students get the chance to get a job with the ICP (Inmate Construction Program) after they have completed the Masonry Program.
- After the student has been released, he has the opportunity to pursue a job as a mason's helper

**Threats (defend against these)**

- The biggest threat would be that the state would cut the program that pays the inmate tuition, which if that happens we would not have any students.

**What is required to mitigate your weakness?**

Weather conditions: Unless the Program has a lab area that is enclosed, there is no solution.

Size and location of lab: Unless the lab has a different location, the program is limited.

Budget: If the program head had a budget, he could be better prepared.

**What is required to defend against threats?**

Continue to lobby with the Department of Corrections and the benefit of the program as a re-entry skill that is in demand.

List all accomplishments in your units in the past three years.

Date	Accomplishment

**Strengths (highlight these)**

- Instructor has worked in the plumbing field for 40 years with licences in North Carolina and Virginia.
- The Graduate Performance Checklist contains appropriate and detailed skills to assess the program goal.
- The program in kept is up-to-date by the program textbooks, audio-visuals, plumbing materials and current techniques.
- The instructor attends trade shows and seminars.
- The students get the chance to work on real projects via the house that is used as a laboratory.
- The instructor works well with the students and the students are very interested with the program.

**Weaknesses (mitigate these)**

- Lab activities are dictated by weather conditions – rain, cold, heat, because the lab area is outside and unprotected.
- The program head is limited on the size of lab projects he can assign. The need for scaffolding/ladders, in some situations, limits the height of the project. The lab is next to the fence so that limits the size of some of the projects that can be built.
- Not knowing what my budget will be from one year to another.

**Opportunities (exploit these)**

- The students get the chance to get a job with the ICP (Inmate Construction Program) after they have completed the Masonry Program.
- After the student has been released, he has the opportunity to pursue a job as a plumber's helper, pipe fitter, plumbing supply store, and construction laborer

**Threats (defend against these)**

- The biggest threat would be that the state would cut the program that pays the inmate tuition, which if that happens we would not have any students.

**What is required to mitigate your weakness?**

Weather conditions: Seek plumbing projects with the facility.

Budget: Provide a budget prior to the start of classes

**What is required to defend against threats?**

Continue to communicate the accomplishments of the program to stakeholders as a re-entry program benefit

List all accomplishments in your units in the past three years.

Date	Accomplishment

**SWOT Small Engine Program at Caledonia Correctional Institution Roy Brown, Instructor**

**Strengths (highlight these)**

- Instructor has been in small engine field for 29 years. I have been working in my own shop since 1999.
- The graduate performance checklist contains appropriate and detailed skills to assess the program goal.
- Current textbooks, audio visuals, small engine materials, tools and supplies.
- The Instructor attends professional development seminars when possible.
- The students get the chance to work on equipment for the Institution.
- The Instructor works well with the students and the students are very interested with the program.

**Weaknesses (mitigate these)**

- Classroom size is an important aspect of learning, because the number of students being taught does not have sufficient space per student.
- The program head works with the Institution to co-ordinate equipment to be brought in for repairs.
- Unknown budgets from one year to the next.

**Opportunities (exploit these)**

- The students have the chance to obtain a job anywhere in the small engine repair field, after they have completed the Small Engine Repair Program.
- After a student has been released, he has the opportunity to pursue a job as a mechanic or open his own Small Engine Business.

**Threats (defend against these)**

- The biggest threat would be that the state would cut the program that pays the inmate tuition, which if that happens we would not have any students.

**What is required to mitigate your weakness?**

Larger classrooms are needed for the number of students that we are teaching.

More co-operations are needed from the Institution to bring in equipment to be repaired.

Budgets need to be set ahead of the program needs.

**What is required to defend against threats?**

This year prison Instructors all over the state sent letters and Emails out to state Representatives asking them not to pass the bill that was trying to stop free tuition for prison inmates.

**List all accomplishments in your units in the past three years.**

<b>Date</b>	<b>Accomplishment</b>
04/19/2016	The Small Engine Program is a newly established program with an opportunity to teach students valuable skills with hands on training.

**SWOT Analysis- Nursing Program**



### Strengths

- \*Advisory council survey results show 100% employees of HCC nursing program graduates are “satisfied” with employee
- \*Faculty have all completed test writing workshop to improve test questions
- \*All faculties have either completed NC Board of Nursing education requirement or are currently enrolled in a program
- \*Syllabi are now revised each semester to ensure better continuity from course to course
- \*Nursing coach has been hired to provide tutoring
- \*100% of students on Fall 2016 survey would “recommend course”
- \*Entrance requirements changed for Fall 2017
- \*NCLEX pass rates increased from 68% to 85% in one year

### Weaknesses

- \*In past 2 years, have hired 6 new faculties with little to no previous teaching experience
- \*Retention rate remains around 32% for students in the nursing program
- \*NCLEX passes rates not within 95% of national 3-year average

### Opportunities

- \*Faculty to continue to attend professional development activities to improve teaching modalities/remain current in practice
- \*Peer review of tests prior to administration
- \*NCLEX review to be offered on HCC campus to graduates
- \*Monthly meetings among nursing faculty
- \*Continued use of HESI standardized exams

### Threats

- \*Budget constraints for faculty development
- \*Number of students who meet new admission criteria
- \*Attrition/retention rates
- \*NCLEX passes rates

**What is required to mitigate your weakness?**

Continue to work with current faculty to increase confidence in teaching ability and retain them in their position

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Nurse Coach continue to work with students who fail each unit test to remediate information

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Continue to offer NCLEX review on HCC campus

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Continue to improve test writing skills

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Recruit students who meet new admission requirements

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**What is required to defend against threats?**

Faculty motivated to want to remain in employment at HCC at current salary rate

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Faculty work together to support one another and nursing program

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Market to a better qualified student to meet admission criteria

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**List all accomplishments in your units in the past three years.**

Date	Accomplishment
Ongoing	Faculty attend professional development opportunities
Ongoing	Faculty attend test writing workshop
Ongoing	Monthly nursing department meetings
2016	NCLEX pass rates increased to 85% (from 68%) and 71% (from 60%)
2015 & 2016	Advisory council meetings – provide positive results about program graduates as employees
Ongoing	Faculty obtaining MSN (if not previously obtained)
Ongoing	Collecting data from standardized HESI testing to improve content delivery
2016	Admission criteria changed for entry into nursing
2016	Therapeutic and diagnostic program for students not admitted into nursing

## SWOT Analysis Template (Dental)

### Strengths (highlight these)

1. Dedicated Faculty/Staff
2. New adjunct faculty
3. Enrollment/Retention Rates
4. CODA Accreditation (Next accreditation site visit 2019)
5. Clinic serves as a community Resource
6. Location for North Carolina and Virginia
7. Utilize electronic records (was opportunity last meeting)

### Weaknesses (mitigate these)

1. Patients not being able to follow through on dental referrals
2. Patients not understanding educational setting
3. Patients not keeping appointments
4. Students delaying licensing exams due to finances

### Opportunities (exploit these)

1. Partner with other community health agencies (Health Departments/Adult Day Care Centers/Child Day Care Centers)
2. Partner with ECU Dental School
3. Allow graduate students to complete internship studies in the HCC Dental Hygiene Program

### Threats (defend against these)

1. Employment Opportunities for Graduates (over-saturated job market)
2. Aging clinic equipment (seeking grant funding for replacement/upgrade)

**What is required to mitigate your weakness?**

Better communication with patients when making appointments and during the initial visit

Finding resources to help students finance licensing exams

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**What is required to defend against threats?**

Encourage students to be proactive with non-traditional employment opportunities

Continue to seek funding for aging equipment

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**List all accomplishments in your units in the past three years.**

Date	Accomplishment
Summer 2016	Radiographic requirements are all digital
Fall 2016	Hired new adjunct clinical faculty
Fall 2015	Increased use of dental software
Fall 2015	All full-time faculty have masters degrees
2014-2016	Maintained licensing exams passing rates at 75% or greater

## SWOT Analysis Template (Unit)

### Strengths (highlight these)

- ❖ Variety of options for students who are interested in Human Services Technology program
- ❖ Area businesses and organizations are willing to work with Halifax Community College students as it relates to providing an internship/co-op experience

### Weaknesses (mitigate these)

- ❖ Most Human Services Technology students are in developmental classes and cannot move forward until completion of DMA's and DRE's
- ❖ WBL courses prevent students from graduating on time because obligation to work full-time versus completing internship requirement needed for program completion

### Opportunities (exploit these)

- ❖ 2 Plus 2 Transfer Program in Social Work with Elizabeth City State University
- ❖ Completion of Human Services Technology program with a concentration in Social Services from Halifax Community College effective Summer 2017
- ❖ Increased enrollment because of degree options

### Threats (defend against these)

- ❖ Students not completing program because of personal/transportation issues
- ❖ Finances

### **What is required to mitigate your weakness?**

To help mitigate weaknesses in Human Services Technology, students need to pass developmental courses. Also, identifying internship locations that will allow students to complete internship requirements at night and on the weekend.

### **What is required to defend against threats?**

To help defend against threats in Human Services Technology, students need to secure reliable transportation. Most students depend on CPTA or other students. However, CPTA costs money and other students may have graduated or no longer attend Halifax Community College. Students need to become more aware and knowledgeable about using their financial aid. Understanding the importance of passing classes and completing program requirements allows students to graduate without worrying about how they are going to pay for school, especially if they are receiving financial aid. Students that are experiencing personal issues can use the counseling center as a resource to help navigate through some of their issues, if they choose to.



List all accomplishments in your units in the past three years.

Date	Accomplishment
02/17/16	Articulation Agreement between Elizabeth City State University & Halifax Community College Bachelor of Science: Social Work
12/12/16	Human Services Technology Social Services Program Approved (A4538D).

## SWOT Analysis MLT 2016

### Strengths (highlight these)

- ✓ Clinical Sites (Experience techs with top of the line equipment and large number of patients)
- ✓ Only 14 MLT Programs within the state (each college program serves several different sites that need qualified MLT employees)
- ✓ Strength and experience of faculty (almost 40 years of combined clinical experience in the field in all areas including management)
- ✓ High Job demand for MLT (the demand for this field is higher than the national average)

### Weaknesses (mitigate these)

- ✓ Clinical Sites (Limited number of sites that can take students). Reasons vary for location to location but many times it's due to lack of staffing or they are training new employees.
- ✓ Lack of exposure of the Medical Laboratory Technology Field in the media, schools etc.

### Opportunities (exploit these)

- ✓ Articulation agreement with WSSU. We can use this to promote our program as well as attracting former MLT students to attend HCC for prerequisites (General Knowledge Course) for WSSU before attending WSSU for their CLS degree. Co-branding of the two schools to promote the both laboratory programs.
- ✓ Work with local schools to promote the MLT program and the Laboratory field in general. This may help create interest in the laboratory field.

### Threats (defend against these)

- ✓ Low enrollment
- ✓ Clinical Sites (Limited number of sites that can take students). Reasons vary for location to location but many times it's due to lack of staffing or they are training new employees

**What is required to mitigate your weakness?**

Building strong relationship with the clinical sites and continuing a proven track record with our students may help control this weakness.

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Attending career day functions and other public events can help make the public aware of the laboratory field. MLT program now participates in the public allied health pinning ceremony.

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**What is required to defend against threats?**

Building strong relationship with the clinical sites and continuing a proven track record with our students may help control this weakness.

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Build enrolment by finalizing the Articulation agreement with WSSU. We can use this to promote our program as well as attracting former MLT students to attend HCC for prerequisites (General Knowledge Course) for WSSU before attending WSSU for their CLS degree. Co-branding of the two schools to promote the both laboratory programs.

Continue to Work with local schools to promote the MLT program and the Laboratory field in general. This may help create interest in the laboratory field.

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## SWOT Analysis PBT 2016

### Strengths (highlight these)

- ✓ Clinical Sites (Experience staff and large number of patients)
- ✓ Only 9 NAACLS Approved PBT Programs within the state. Most employers prefer accredited programs over continuing education programs.
- ✓ Strength and experience of faculty (almost 40 years of combined clinical experience in the field in all areas including management)
- ✓ High Job demand for PBT (the demand for this field is higher than the national average)
- ✓ Can be used as an entry point into many different medical fields and careers.
- ✓ A skill set that can be used by many different medical fields.
- ✓ Only one semester long, can gain rapid employment.

### Weaknesses (mitigate these)

- ✓ Clinical Sites (Limited number of sites that can take students).  
Reasons vary for location to location but many times it's due to lack of staffing or they are training new employees.
- ✓ Can be seen as an entry level position from within the medical field.

### Opportunities (exploit these)

- ✓ Look to promote the PBT program as an entry level program into the medical field.

### Threats (defend against these)

- ✓ Low enrolment
- ✓ Clinical Sites (Limited number of sites that can take students).  
Reasons vary for location to location but many times it's due to lack of staffing or they are training new employees
- ✓ Non NAACLS programs that offer phlebotomy as a continuing education program.

**What is required to mitigate your weakness?**

Building strong relationship with the clinical sites and continuing a proven track record with our students may help control this weakness.

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Attending career day functions and other public events can help make the public aware of the laboratory field. MLT program now participates in the public allied health pinning ceremony.

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**What is required to defend against threats?**

Building strong relationship with the clinical sites and continuing a proven track record with our students may help control this weakness.

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Build enrolment by finalizing the Articulation agreement with WSSU. We can use this to promote our program as well as attracting former MLT students to attend HCC for prerequisites (General Knowledge Course) for WSSU before attending WSSU for their CLS degree. Co-branding of the two schools to promote the both laboratory programs.

Continue to Work with local schools to promote the MLT program and the Laboratory field in general. This may help create interest in the laboratory field.

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## SWOT Analysis- Practical Nursing

### Strengths

- \*Advisory council survey results show 100% employees of HCC nursing program graduates are “satisfied” with employee
- \*Faculty have all completed test writing workshop to improve test questions
- \*All faculties have either completed NC Board of Nursing education requirement or are currently enrolled in a program
- \*Syllabi are now revised each semester to ensure better continuity from course to course
- \*Nursing coach has been hired to provide tutoring
- \*100% of students on Fall 2016 survey would “recommend course”
- \*Entrance requirements changed for Fall 2017
- \*NCLEX pass rates increased from 68% to 85% in one year

### Weaknesses

- \*In past 2 years, have hired 6 new faculties with little to no previous teaching experience
- \*Retention rate remains around 32% for students in the nursing program
- \*NCLEX passes rates not within 95% of national 3-year average

### Opportunities

- \*Faculty to continue to attend professional development activities to improve teaching modalities/remain current in practice
- \*Peer review of tests prior to administration
- \*NCLEX review to be offered on HCC campus to graduates
- \*Monthly meetings among nursing faculty
- \*Continued use of HESI standardized exams

### Threats

- \*Budget constraints for faculty development
- \*Number of students who meet new admission criteria
- \*Attrition/retention rates
- \*NCLEX passes rates

**What is required to mitigate your weakness?**

Continue to work with current faculty to increase confidence in teaching ability and retain them in their position

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Nurse Coach continue to work with students who fail each unit test to remediate information

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Continue to offer NCLEX review on HCC campus

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Continue to improve test writing skills

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Recruit students who meet new admission requirements

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**What is required to defend against threats?**

Faculty motivated to want to remain in employment at HCC at current salary rate

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Faculty work together to support one another and nursing program

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Market to a better qualified student to meet admission criteria

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**List all accomplishments in your units in the past three years.**

Date	Accomplishment
Ongoing	Faculty attend professional development opportunities
Ongoing	Faculty attend test writing workshop
Ongoing	Monthly nursing department meetings
2016	NCLEX pass rates increased to 85% (from 68%) and 71% (from 60%)
2015 & 2016	Advisory council meetings – provide positive results about program graduates as employees
Ongoing	Faculty obtaining MSN (if not previously obtained)
Ongoing	Collecting data from standardized HESI testing to improve content delivery
2016	Admission criteria changed for entry into nursing
2016	Therapeutic and diagnostic program for students not admitted into nursing



## SWOT Analysis (English/Communications)

### Strengths (highlight these)

- Faculty engagement & commitment to student success
- Faculty participation in professional development
- Uniform syllabi and student learning outcomes
- Involvement in initiatives such as the DREC (a one-on-one supplemental instruction studio run by faculty)

### Weaknesses (mitigate these)

- Technology and textbook satisfaction among students and faculty
- Lack of campus-wide support to mitigate plagiarism

### Opportunities (exploit these)

- Strengthen collaboration with early colleges, high schools and four-year institutions to offer more seamless transitions to students
- Develop more streamlined pathways to completion for students, especially in AA, AS, and AE programs

### Threats (defend against these)

- Losing academic rigor

**What is required to mitigate your weakness?**

\_\_\_More professional development on new technologies being used in the classroom.\_\_\_\_\_

\_\_\_Faculty Senate continuing to work on crafting and adopting campus-wide plagiarism policies.\_\_\_\_\_

**What is required to defend against threats?**

\_\_\_Collaborate closely on assessments and achieving student learning outcomes while focusing on student success and completion.\_\_\_\_\_

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**List all accomplishments in your units in the past three years.**

<b>Date</b>	<b>Accomplishment</b>
May 2016	Implementing Connect technology in all gateway English courses.
May 2015	Expanding DREC studio access to all English and Communication courses.
May 2014	Training all English faculty on redesigned development education initiatives.

## SWOT Analysis (Math)

### Strengths (highlight these)

Dedicated and qualified instructors

Good communication within the department

High standards for students

Traditional, hybrid, and online courses

Individual tutoring for students by faculty

Use of MML in developmental courses and curriculum courses

### Weaknesses (mitigate these)

Lack of computer math lab to be used by all math students

Large class size for Mat 171

Student retention/pass rates

Scheduling of DMA's

### Opportunities (exploit these)

Communicate with teachers in area high schools

Attend conferences for professional development to stay up-to date on technology and find out new teaching techniques.

Offer additional online and hybrid courses

Actively participate in list-serves for professional organizations such as NCMATYC and AMATYC

Offer math courses at local high schools

### Threats (defend against these)

Low performing schools in our service area-unprepared students

Budget restraints

Loss of students to other community colleges near by due to limited course offerings at HCC

Low performance of students in mathematics as a national problem that administrators need to be aware of

Placement of students through multiple measures

**What is required to mitigate your weakness?**

Funds to hire a math instructor to allow smaller classes(will help us retain students)  
Funds for computer lab  
Open up math lab again for tutoring.

**What is required to defend against threats?**

Communicate more with secondary schools.

**List all accomplishments in your units in the past three years.**

Date	Accomplishment
	Online Math 151 course
	Implementation of exit test for developmental courses
	Implementation of MML in math courses
	Self-paced Math 050
	Hybrid Math 115 course
	Instructors attended AMATYC and NCMATYC


## SWOT Analysis Template (Unit)

### Strengths (highlight these)

- Maintaining a well-managed library collection including print and non-print resources; kept up to date by weeding & ordering updated materials
- Maintaining an experienced, diverse library staff and utilizing their strengths to improve the LRC/ERC
- Incorporating new ideas, programs and initiatives to modernize the LRC/ERC
- LRC/ERC is open in the evenings through Thursday to better serve students and the community

### Weaknesses (mitigate these)

- One very important full-time position has been cut – cataloguer. In response, the ERC technician position has been reconfigured to include cataloguing. The staff now has only 3 full-time staff and 3 part-time staff
- More full-time and part-time positions are needed to fully cover LRC/ERC
- Furniture and décor is very outdated and in dire need of an upgrade. So far, funds for this purpose have not been available
- Update study rooms with whiteboards & new furniture
- Create more useful space design in the LRC

### Opportunities (exploit these)

- Continue to promote the LRC/ERC through library awareness campaigns, contests, HCC news, g-mail, book sales, student/faculty interest clubs
- Continue to utilize PRIDE and financial aid work study students to assist in the ERC Lab and LRC as much as possible
- Continue to seek professional development opportunities for all staff to improve in and outside of their assigned job descriptions

### Threats (defend against these)

- Running out of space for expanding – need to create more study and space more materials
- Professionally short-staffed/spreading current staff too thin to cover too many areas
- Need funding to cover furniture/technology/aesthetics to make the LRC/ERC a state of the art academic library

**What is required to mitigate your weakness?**

Show need for the re-instatement of full-time ERC Technician; or a part-time ERC Technician;

Work with a library consultant/space planner for layout of LRC/ERC, modern technology and furniture, and appealing atmosphere to create a state of the art academic library.

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**What is required to defend against threats?**

Hire ideally a full time ERC Lab Technician or part time ERC Lab Technician;

Hire professional consultants for better use of space and technology;

Continue to educate current LRC/ERC staff through professional development opportunities in ever changing world of academia and technology.

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**List all accomplishments in your units in the past three years.**

<b>Date</b>	<b>Accomplishment</b>
Fall 2016	Extensive collection development and management through weeding/purging & ordering new titles to keep print and non-print collection up-to-date; addition of three wi-fi “hot spots” available for faculty and staff; HCC Book Club initiated for students, faculty and staff; Fall Book Sale, Fall giveaways and contests; conducting instructional lessons for classes in ERC for use of online resources; Library Director attending NCCC Library Director’s Conference, visiting other NCCC LRCs, and HCC Leadership Institute
Spring 2016	Large print and non-print materials order placed to keep collection up to date; creating a new description for full time position to include ERC Technical duties as well as Cataloguing; hiring a new part-time evening MLS Librarian; hiring a new part-time ERC Technical Assistant; Library Director and staff met with a paint consultant, a planning consultant, and a consulting committee to discuss updating the LRC/ERC; used book sale
Fall 2015	IPADS transferred to LRC collection; additional staff laptops added to collection; outdated/broken equipment deleted from collection and tagged for spring HCC yard sale; collection development; NC LIVE regional meeting held in ERC
Spring 2015	New smartboard for ERC Lab; Literacy Club and Poetry Jams; collection development
Fall 2014	ACA orientation classes for LRC/ERC; regional meeting for NC LIVE instruction; additions to print collection ordered
Spring 2014	Purchased Ebook titles that were added to the Gale Virtual Reference Library (7,500); Literacy Club activities; continuing collection development
Fall 2013	Purchased 38 new chairs for study and public seating in LRC; new online database subscriptions purchased including Mometrix, Credo Reference, and Ebsco Academic and Clinical Collections; Ipads were transferred to the library from the business office for storage and faculty checkout

HCC Print Shop SWOT Analysis  
2016 – 2017

**Strengths**

- Highly experienced graphic designer
- A combination of both creative and marketing abilities
- Equipment up-to-date and adequate for current needs
- Adequate space housing for print shop personnel, equipment and supplies

**Weaknesses**

- Limited budget
- Increasingly limited amount of time for larger design projects as more time is required for special events, committee meetings and other non-design activities
- Peers not adhering to print shop guidelines and policies
- Inadequate staffing – one graphic designer for entire college

**Opportunities**

- Expansion of personnel to permanent part-time help
- Having latest version of graphic design software provides the opportunity for the college's marketing materials to professionally portray HCC's image
- Seek additional funding resources

**Threats**

- Print shop procedure not followed by community college faculty and staff, resulting in some external marketing materials distributed to the public that are inconsistent with the print shop's mission, negatively affecting HCC's public image
- New project requests not submitted in a timely manner/limited turn-around time

**What is required to mitigate the print shop's weaknesses?**

- Seek additional funding
- Additional staff, hire part-time assistant for the HCC print shop
- Educate faculty and staff on HCC printing/marketing policies and procedures and request executive team to ensure those policies and procedures are followed

**What is required to defend against threats?**

Educate faculty and staff on HCC printing/marketing policies and procedures and request executive team to ensure those policies and procedures are followed

## SWOT Analysis Template (Foundation)

### Strengths (highlight these)

- The foundation has \$1.2+ million in assets.
- Years of scholarships to students are a great track record.
- The emotional plea of donating resources so the students who might not otherwise attend the Community College are powerful.
- The staff and faculty of the College have a strong commitment to the students.
- Thousands of residents of the county have been engaged in one form or another with Community College.

### Weaknesses (mitigate these)

- The audit showed \$175,000 overspent for the scholarships (This is being corrected but the public does not understand) At present, right or wrong, several donors are not happy with the way the finances have been handled.
- Internal systems of donors and scholarship recipients information seems complicated and not all departments are sure how to access the information.
- Being a poor region of North Carolina, fundraising is not as robust as other regions of the state.
- The current HCC Foundation website needs updating and is not current.

### Opportunities (exploit these)

- New leadership for Institutional Advancement and new leadership for the Foundation both offer the opportunity to restructure the Foundation Board to set large fundraising goals and help execute a strategic 5 year plan to double the assets of the Foundation. This strategic plan should incorporate major gifts, faculty and staff donations, alumni giving, planned gifts of life insurance/stocks and small business donations.
- Funding from outside the community will have to be acquired to achieve this goal.
- Internal controls can be enhanced by having everyone that needs such information afforded the opportunity to easily access the information.
- Donors want to see, hear and feel the impact of their donations. Office visits to donors with scholarship recipients to companies would be very beneficial.
- Current donors to the Foundation could be expanded through visits and interactions.
- Update the HCC Foundation website and focus on student success stories

### Threats (defend against these)

- The local economy is struggling. Several manufacturers have ceased operations and the economy has not recovered.
- Other non-profit and for-profit agencies are fundraising constantly. There is a limited pool of resources.

### **What is required to mitigate your weakness?**

1. Foundation Board must take a lead role in establishing a 5 year strategic plan and recruiting new Board members. The Board needs to be composed of visionary fundraisers committed to raising \$5,000 to 10,000.00 each to retain a seat on the Board.
2. Establishing a plan to double the assets of the Foundation over a 5 year period is aggressive and will take planning and commitment. Leaders in the community must “buy-in” to reach such a goal. This strategic plan should incorporate major gifts, faculty and staff donations, alumni giving, planned gifts of life insurance/stocks and small business donations.
3. Correcting the expenditures uncovered by the audit needs to be a priority. The brick campaign requires a new roll out to add a flurry of excitement.
4. Activities such as the Golf Tournament will require more planning in the future and can be beneficial. Erasing this debt will build confidence in the Foundation and the College.
5. Training on existing database or development of a new system will require several departments’ involvement.
6. Access to information on donors to scholarship recipients is much needed for efficiency.
7. The 50<sup>th</sup> celebration offers opportunities to fund raise and correct some of the expenditures that were overspent.
8. Update the current HCC Foundation website and focus on student success stories

### **What is required to defend against threats?**

The College is the key to economic recovery offering a qualified workforce to help recruit manufacturing to this region.

The image of the Foundation and the importance of scholarships is the “selling” point of the Foundation. Funding for pursuing higher education is a viable sales pitch.

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List all accomplishments in your units in the past three years.

Date	Accomplishment
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## SWOT Analysis Template (PR & Mktg)

### Strengths (highlight these)

- Greater coverage by local media
- Greater radio exposure
- Stronger willingness to promote the College
- High student satisfaction
- Quality of instructor initiatives
- Broader connection to the community through Career & College Promise program
- Student involvement in community initiatives
- Kim Edwards – she is invaluable to the College, but is also invaluable as a colleague. I couldn't do my job well without her.

### Weaknesses (mitigate these)

- Falling retention numbers
- Negative public perception, especially of Foundation
- Lack of course/program offerings
- Recent cancellations of programs
- Lack of student promotion in media
- Lack of employee motivation
- Ignoring of protocol and procedures for marketing

### Opportunities (exploit these)

- Improve relationships with area businesses
- Streamlining of admission materials
- Promotion of staff and faculty initiatives
- Community outreach events to broaden the base
- More strategic speaking engagements with scripted remarks
- Streamlined marketing approach across the College

### Threats (defend against these)

- Negative public perception of college leadership
- Lack of community connection – do not feel the College is beneficial or welcoming to the whole community
- Lack of community trust with regard to financial matters
- Steadily dropping enrollment numbers
- Lack of leadership engagement beyond the President's office
- Inconsistent, and incorrect, messaging being disseminated
- Minimal oversight/proofreading of messages and information sent to key stakeholders (board)
- Lack of oversight for President's remarks

### **What is required to mitigate your weakness?**

- There must be greater control over the President's messaging, meaning all speeches/remarks must come through, and be edited by, the Public Information Officer.
- We must promote the offerings we have, rather than allowing the public to focus on the ones we do not.
- More media coverage must be for student initiatives and student successes, rather than a focus on the leadership of the College and their awards.
- Employee morale must be improved quickly; otherwise, HCC will begin hemorrhaging employees
- Mandate the following of protocol with regard to marketing, not allowing for the continuation of bad habits.

### **What is required to defend against threats?**

- Many of the opportunities provided with help to defend against the threats. However, it is imperative that we first get control of all messaging from the College – from the website to internal messages. In addition, there need to be more oversight of the remarks of the President, as well as the phrasing of his message. Currently, things are being sent out that are grammatically incorrect, demonstrating a lack of professionalism and creating the impression that the College is subpar. Once we begin to defend against these, we then have the opportunity to improve the College's perception in the community. This will require a rejuvenation of its image, as well as a consistent message from ALL leadership of how the College is serving the greater community. It will improve perception, but can also contribute to improving the enrollment and retention numbers.



**List all accomplishments in your units since July.**

Date	Accomplishment
July 2016	Development of overall marketing plan for the College
July 2016	Development of Faculty and Staff Superstars initiative to recognize the accomplishments across campus
August 2016	Developed relationships across departments to encourage communication with faculty
September 2016	Developed plan for HCC Foundation Golf Tournament, including re-negotiate pricing, and solicit prizes for each winning team
September 2016	Re-designed the “Brick-by-Brick” campaign logo and initiative
September 2016	Re-designed admissions brochure template for consistency across programs
October 2016	Developed logo for SGA and the Cosmetology program
October 2016	Had six front-page newspaper articles
August – October	Increased Facebook traffic by 781%

## SWOT Analysis Template (QEP)

### Strengths (highlight these)

- Addresses what stakeholders perceived to be an underlying factor in student success (the ability to self-regulate learning and solve problems)
- More comprehensive and meaningful ACA courses
- Uniform syllabi
- Higher volume of students practicing self-regulated learning and college success strategies via ACA learning communities (strongly recommended students take in first year)
- SRL strategies learned positively impact students taking developmental math courses
- Students self-report heightened self-efficacy on general and math self-efficacy assessments

### Weaknesses (mitigate these)

- Somewhat limited faculty/staff available to consistently teach ACA courses (based on course load and availability)
- ACA courses meet only once per week
- Students taking ACA in later semesters benefit less
- Not all students are open to ideas presented in course
- Number of ACA courses offered puts strain on one-person student services areas in conducting workshops (I. Johnson, D. Veliky, C. Rosser)
- Students taking the wrong ACA course (advising issue)
- QEP budget (not funded after 2015 spring)

### Opportunities (exploit these)

- Build on lessons learned from initial QEP to determine direction moving forward (broad participation needed)
- Implement universal ACA 122 course (increase FTE, transferrable credit for all students—proposal already submitted)
- Offer ACA courses in 8-week format (meet twice per week for improved continuity)
- Full-time faculty positions to teach in ACA learning community courses (more consistency)

### Threats (defend against these)

- Faculty/staff acquiring more responsibilities due to a decline in enrollment
- Obtaining individuals (faculty/staff) genuinely interested in teaching the course (not based on course load or a strategy for specific program recruitment)
- Overlapping initiatives (first year experience)
- SACSCOC feedback on QEP Impact Report

**What is required to mitigate your weakness?**

Consider full-time ACA instructors

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Solicit broad-based input on direction of QEP moving forward

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Improve advising

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Min-semester courses

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**What is required to defend against threats?**

Faculty and staff dedicated and motivated to do more with less

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Develop a plan for QEP direction in response to any possible SACSCOC questions/recommendations

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Work closely with committee the developing first year experience to ensure SRL strategies continue to be embedded

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**List all accomplishments in your units in the past three years.**

<b>Date</b>	<b>Accomplishment</b>
2013 – 2014	Adopted an electronic portfolio (School Chapters) system for QEP assessment and artifact collection
2013 – 2014	Established QEP Advisory Board
2013 – 2014	Finalized 2009 – 2013 Fact Book
2013 – 2014	Conducted campus-wide QEP learning community session (1 hr. professional development credit)
2013 – 2014	Established QEP Fact of the Week
2013 – 2014	Presented QEP at New Student Orientation
2013 – 2014	Developed timeline for QEP Impact Report
2013 – 2014	Complete Informer Training (1 hr.)
2013 – 2014	Surveyed faculty for input on direction of QEP after implementation of the NC Developmental Education Initiative
2013 – 2014	Presented proposed changes to be made to QEP to QEP advisory board, executive team, curriculum committee, and the “Big Meeting”
2013 – 2014	Developed 2014 QEP Newsletter
2013 - 2014	Completed Spring 2011 – Fall 2013 Indirect Assessment Report
2013 – 2014	Restructured ACA 111 and 122 courses to promote self-regulated learning and include QEP SLOs
2013 – 2014	Developed Performance Measures Newsletter
2014 – 2015	Coordinated training on School Chapters software for ACA and Early Childhood instructors
2014 – 2015	Attended IPEDS Key holder and Best Practices training

2014 – 2015	Began collecting CS 3.3.1.1 documents from assigned faculty
2014 – 2015	Completed first draft of QEP Impact Report
2014 – 2015	Developed 2015 QEP Newsletter
2014 – 2015	Co-presented on the QEP at 2014 SACSCOC Annual Conference
2014 – 2015	Submitted student satisfaction survey and graduate survey data to IOTA
2014 – 2015	Co-presented on the QEP at 2015 AACCC Conference
2014 – 2015	Submitted proposal to implement ACA Academy for faculty teaching in ACA learning communities
2014 – 2015	Presented QEP update at the “Big Meeting”
2014 – 2015	Attended SAS training at Pitt CC
2015 – 2016	Co-presented at 2015 NCCCS Performance Partnership Summit (
2015 – 2016	Held first annual QEP ACA Academy at HCC
2015 – 2016	Co-presented at 2015 SACSCOC Annual Conference (
2015 – 2016	Submitted student satisfaction survey and graduate survey data to IOTA
2015 – 2016	Updated QEP Impact Report
2015 – 2016	Worked with and collected student learning outcomes and artifacts from various departments

## SWOT Analysis-Resource Development

### Strengths (highlight these)

Provides Grants funds that assists HCC by creating/sponsoring Staff positions

Provides Financial Support through Grant funds for HCC students and other citizens of the Roanoke Valley for tuition and other training needs

Supports Halifax Community College infrastructure by securing funds for program equipment

Supports the Roanoke Valley Business/Industry Community through grants that arm future employees with relevant job skills

### Weaknesses (mitigate these)

Sometimes Grants funds do not address the needs of a situation because of the size of a grant

In many cases HCC does not have an adequate number of staff persons to respond to all relevant available Grants

### Opportunities (exploit these)

Heightening the “quality of life” of Halifax and Northampton residents by assisting them with obtaining long-term unsubsidized employment

Creating/completing Grant applications that address pressing or prevailing needs of the Roanoke Valley area and its citizens

Working with other Community Colleges, the Turning Point Council of Governments or other regional agencies to engage in joint fund solicitation with common goals

### Threats (defend against these)

Proposals are funded on a competitive basis and there is not a guarantee of funding

Federal Programs that were offered in years past may not be reauthorized (approved for continued program support, operation and funding).

**What is required to mitigate your weakness?**

Seek to locate additional funding sources by utilizing current contacts, other research methods, and attending workshops or seminars that address different funding sources and the application process that makes acquisition of these funds more likely.

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Seek to acquire additional funding to employ additional Grant writing staff to research and apply for a larger and more diverse number Of grants that will address the needs of a low income economically disadvantaged population

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**What is required to defend against threats**

Open dialogue with North Carolina's US Senators and Congressmen and make them aware of the types of programs that we would like to see continued for the well-being of our citizenry

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**List all accomplishments in your units in the past three years.**

Date	Accomplishment
May 2014	Acquired \$174,000 Turning Point WDB Grant to provide Case Management services for the Halifax Northampton NC Works Center
May 2014	Acquired \$5,000 for Financial Literacy Counts Program for Student Support Services
June 2014	Acquired \$450,000 Golden Leaf Grant for purchase of Advanced Manufacturing equipment for Welding and Industrial Systems programs
June 2014	Acquired \$249,000 Duke Energy Grant for purchase of Advanced Manufacturing equipment for Welding and Industrial Systems program
Oct. 2014	Acquired \$70,000 HCC NC Works Career Pathways to establish Career Pathways in Advanced Manufacturing
May 2015	Acquired \$183,000 Turning Point WDB Grant to provide Case Management services for the Halifax Northampton NC Works Center
June 2015	Acquired \$100,000 Cannon Foundation Grant to upgrade energy controls throughout HCC's campus
Apr. 2016	Acquired \$5,200 NC Community College Taste of Industry Program "HCC Advanced Manufacturing STEM Careers Awareness Day

## SWOT Analysis Template (The Center)

### Strengths (highlight these)

- ❖ Multi-Purpose Facility
- ❖ Unique construction allowing flexibility in the types of events that can be held at The Centre
- ❖ Community based facility – respected by many community groups and organizations
- ❖ Located on a College Campus
- ❖ Ability to assist local schools with cultural enrichment opportunities by providing educational theatre performances
- ❖ Opportunities to assist Halifax Community College with outreach and recruitment
- ❖ Able to provide an online ticketing service
- ❖ Capability to provide Admissions with patron data for the purpose of communication and recruitment

### Weaknesses (mitigate these)

- ❖ Access – because the building is located in the rear of the campus there is a lack of visibility from the main road
- ❖ Tier 1 County
- ❖ Lack of funding
- ❖ Lack of financial resources needed in order to keep most of the building equipment updated
- ❖ Insufficient full time staffing
- ❖ Building lighting - exterior and interior

### Opportunities (exploit these)

- ❖ To continue to provide support to all local school districts
- ❖ To seek the support of local organizations
- ❖ To continue to offer inexpensive, educational programming
- ❖ To continue to work with local presenters that provide reasonably priced entertainment to the public
- ❖ To obtain grant funding through the National Endowment For The Arts (NEA)

### Threats (defend against these)

- ❖ Increased local competition
- ❖ Other facilities are able to advertise more
- ❖ Lack of sufficient signage
- ❖ Other facilities are privately owned and operated making the rental process potentially easier and more flexible
- ❖ Economic status of Halifax County

**What is required to mitigate your weakness?**

- ❖ Have a Fundraiser
  - ❖ Find inexpensive ways to increase advertising
  - ❖ Seek grant funding
  - ❖ Streamline operations
  - ❖ Increase signage for building visibility
  - ❖ Offer opportunities for Work Study Students
  - ❖ Utilize the team of Community Volunteers
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**What is required to defend against threats?**

- ❖ Increased advertising
- ❖ Continue to work with community organizations so as to keep the public interested and increase foot traffic
- ❖ Educational programming – continue to work in partnership with Schools

**List all accomplishments in your units in the past three years.**

Date	Accomplishment
<b>2013 thru 2016</b>	112,905 people visited The Centre for various types of events between 2013 and 2016.
<b>June 2013</b>	Satisfied an \$80,000 debt that troubled The Centre for more than 4 years.
<b>Oct 2013 thru April 2014</b>	Presented 3 shows by National Children’s Theatre Touring Companies. Provided educational theatre to over 1,461 students and teachers of Halifax, Weldon, Roanoke Rapids and Northampton County Schools.
<b>Dec 2013</b>	Presented the North Carolina Symphony Holiday Pops to the community.
<b>Feb 2014</b>	Provided a free community concert featuring the United States Air Force Rhythm In Blue Jazz Ensemble
<b>Oct 2014 thru Mar 2015</b>	Presented 3 shows by a National Children’s Theatre Touring Company. Provided educational theatre to over 2,645 students and teachers of Halifax, Weldon, Roanoke Rapids and Northampton County Schools.
<b>Dec 6 and Dec 7 2014</b>	Provided free holiday concerts for the community featuring the United States Air Force Heritage of America Concert Band
<b>June 2015</b>	Provided a free Independence Day Weekend concert for the community featuring the 440 <sup>th</sup> Army National Guard Band
<b>Nov 2015 thru Mar 2016</b>	Presented 3 shows by a National Children’s Theatre Touring Company. Provided educational theatre to over 1,669 students and teachers of Halifax, Weldon, Roanoke Rapids and Northampton County Schools.
<b>Dec 2015</b>	Provided a free holiday concert to the community featuring the North Carolina Central University Choir



**SWOT Analysis - NC Works Customized Training Larry Crisafulli**

**Strengths (highlight these)**

- Allotment each year to support customized training for industrial clients.

**Weaknesses (mitigate these)**

- Allotment provided limits the amount training due to third party instruction cost. Limited use of college factuality.

**Opportunities (exploit these)**

- Retention of existing and attraction of new industries.

**Threats (defend against these)**

- Funding

**What is required to mitigate your weakness?**

Collaborate with workforce and economic development organizations to attract and retain industries in order to maintain or increase funding for the customized training program. Grant funding

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**What is required to defend against threats?**

Retention and attraction of industries that need customized training.

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List all accomplishments in your units in the past three years.

Date	Accomplishment



**SWOT Analysis – Occupational Extension Larry Crisafulli**

**Strengths (highlight these)**

- Administrative and instructor staff.
- Staff with speciality licenses certifications
- Main campus is located at an easily assessable location
- Classes are offered at locations in the service area for customer convince.

**Weaknesses (mitigate these)**

- Student's ability to travel to instructions sites
- Instructor pay
- Distance education capability
- No online registration
- Amount of paperwork to document the training

**Opportunities (exploit these)**

- Distance education technology for occupation extension classes.
- Partnerships with workforce and curriculum areas as training support resources.

**Threats (defend against these)**

- Instructor short

**What is required to mitigate your weakness?**

**What is required to defend against threats?**



List all accomplishments in your units in the past three years.

Date	Accomplishment

## SWOT Analysis Template (EM)

### Strengths (highlight these)

- Strong customer service attitude
- dedicated administrative and teaching staff
- Knowledgeable and diverse staff with multiple specialty certifications and experiences
- Willing to try new ventures for example public safety diving, online fire courses, customized industry safety programs
- Main campus has easy to find location. Close to hotels and restaurants
- Classes able to be taught in a variety of locations for customer convenience
- History of flexibility to be able to meet customers' needs including location, timeliness, topics, registration etc.
- Able to offer several classes tuition exempt to students
- provide community service events such as working with the truancy court, Child protection team, smart start and many other community organizations
- Coordinator is qualified to teach and fill in for many different subjects and qualification classes

### Weaknesses (mitigate these)

- Limited classroom space on main campus
- Limited number of instructors
- Limited number of students due to service area
- Limited funds for program improvements
- Limited time and resources for new program development
- Instructor pay is at the bottom of surrounding community colleges
- Local instructors are not reimbursed for their mileage though some of the classes can be more than 50 miles a night.
- Limited resources for specialized (and now normal classes due to new rules) training (i.e. driving course, firing range, fire tower etc.)
- Not having access to online registration due to signature requirements
- Redundancy in paperwork that complicates efficient operations.
- Perceptual difference between continuing education run programs and curriculum run programs

### **Opportunities (exploit these)**

- The timing is right for more of a concentration on distance education in occupational extension classes. This would increase the student base by making classes available to students from other service districts. For this to happen though would take more flexibility in the distance education abilities and better resources in distance education technology in order for HCC to distance itself from the other colleges. A “SABA” type program that would allow for real time courses from home computers would be a good example of this.
- There are some opportunities to partner with other groups to provide unique training. For example, working with the NCCAR program, regional haz mat teams etc. could provide great opportunities. These partnerships will take time and vision to prosper into viable programs for our students.
- Working with curriculum programs to increase the availability of safety classes. OSHA 10 hr classes are now being made available to the industrial maintenance and automotive programs. CPR/first aide and fire safety have been being taught successfully in the Day care curriculum. Recently professional development has been offered to HCC staff in forklift operations and OSHA 10 hr outreach.
- Working with other workforce development programs to increase the availability of safety themed classes. Recently worked with CTP program to offer CPR/first aide classes as well as train the trainer classes for safety and heavy equipment. The program has for several years included CPR/First Aid and fire safety in programs such as the CNA program this is now being used as a guide for others.

### **Threats (defend against these)**

- 1) Instructor shortages: Instructors are becoming harder to come by for several reasons. Qualifications in some areas are becoming stricter due to state agencies. For example, it is a minimum of seven years to qualify a fire instructor, 17 years to qualify a train the trainer, and as much as 11 years to qualify a Paramedic instructor with a minimum of five years for an EMT basic instructor. This is complicated by HCCs low pay and lack of mileage. Continuing education in many cases makes 10 dollars an hour less than curriculum instructors for teaching similar courses. HCC instructor’s pay is now lower than surrounding all colleges. This issue is now being exasperated by complicated hiring procedures that include costly transcripts and background checks. .
- 2) New NCOSFM rules implemented have put stricter demands on how psychomotor skills are conducted in fire classes. These requirements are going to cause the college to have to invest money in more training props and supplies.
- 3) NCOSFM has put a moratorium on online certification classes. HCC was approved to offer numerous classes in online formats. The most successful classes were the instructor development course and the fire life safety educator courses. By offering these classes in a hybrid format HCC was able to draw enough students form outside of the area to make the classes viable for local delivery.
- 4) NCOEMS and National Registry for EMS have changed their rules so that a paramedic to be transferable to other states needs to be able to be taught by a delivery agency that is accredited by the Committee on Accreditation for the EMS Professions (CoAEMSP). This accreditation has been looked at by HCC staff and while the college meets most of the best practices that they request there are still other areas that HCC does not meet and would create a significant financial burden to the program.

**What is required to mitigate your weakness?**

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The biggest need to mitigate program weaknesses at this time is financial resources in order to do things such as up instructor pay to recruit and retain qualified instructors, purchase needed props, equipment and supplies as well as to strengthen the infrastructure of the programs with things such as more classroom space, more administrative help etc.

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**What is required to defend against threats?**

- 1) Recommendation is for HCC to look seriously at the pay for instructors to make it competitive with other schools. Continuing education will also need to strengthen its local instructor recruitment and development program to ensure a large pool of instructors to choose from

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- 2) Recommendation is that HCC looks at the need to have separate policies and procedures for the Work Force and Economic Development department that allows for the unique services that they offer.

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- 3) Recommended that HCC stays vigilant to the raising of the moratorium on online education to begin past offered programs as well as to look at non-NCOSFM courses that may meet training needs of students that could be done online.

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- 4) Recommend not going to the COAMSE level at this time but to watch the current trend for future opportunities.

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**List all accomplishments in your units in the past three years.**

Date	Accomplishment
12/2016	Awarded \$1800 PBI grant to help market emergency service classes to underrepresented groups.
12/2016	Coordinated a change in HCC policy allowing for curriculum credit to be awarded for non-curriculum classes
9/2016	Coordinated with Med assist and Cardinal Innovations to help more than 870 people with community service of free over the counter medications.
9/2016	Fire and EMS coordinator interviewed for an article to be published on dealing with PTSD in emergency services
9/2016	The HCC EMT class, as part of the Safe kid's coalition, participated in Weldon's Ducky Derby providing blood pressure checks, Teaching bystander CPR, Demonstrating EMT skills and inspecting and giving away car seats. The students saw over 200 visitors at their booth.
9/2016	Held a tabletop with HCC staff and local responders for active shooter situation at HCC. The full scale exercise will be held in 2017 on campus.
8/2016	HCC offered farm rescue classes in cooperation with ECU and Agri Safe to promote safety in farms. One class was for responders. Any Fire or EMS agency that attended was eligible for a \$1250 grant for rescue equipment. Another class for farmers was held and they got a free fire extinguisher and first aid kit from Agri safe as well as the ability to apply for a \$250 grant for safety
8/2016	Successfully piloted a mixed discipline Crisis Intervention Training (CIT) course conducted in cooperation with Cardinal health graduating 17 students from the 40 hour class. Future classes planned for 2017 based off of this one.
8/2016	Fire program had 5 year site visit from North Carolina Office of State fire Marshal (NCOSFM) for re-accreditation. HCC has been re-accredited to offer fire certification classes.
8/2016	Coordinated effort for HCC to be designated a Red Cross certified Emergency Shelter for disasters as well as being the first pet friendly shelter in the county.
8/2016	EMS Program participated in the Halifax County Sherriff's kids safety day in the touch the truck Saturday event. The HCC ambulance was on site showing kids what it was to be a paramedic and demonstrating bystander CPR.
4/26/2016	Completed safety academy for HCC students associated with the PRIDE group. Students had their tuition paid for by PRIDE and were taught and certified in CPR, First aid, and Forklift safety.
3/2016	Offered pilot of Field Training Officer (FTO) course for EMS. Course was well accepted and expected to be done again in 2017.
3/2016	A face book page for HCC emergency Services has been started to make better use of social media.
3/2016	First class of Rookie academy (pilot) started in Darlington FD. The plan is to give new firefighters hands on training to be able to make them of more use sooner to the fire departments. Classes are scheduled for the third Sunday of each month.
2/2016	Offered new Traffic Incident management (TIM) training to five departments. Plans are in place to offer to the rest of the departments in the near future.

2/2016	Began new Paramedic class. Class will run in a hybrid form through December 2016. This is a pilot.
2/2016	Conducted first time EMT pinning ceremony for HCC.
1/2016	EMS program reaccredited by NCOEMS for another four year after NCOEMs approved HCC's EMS plan and evaluated the current program.
1/20/2016	Fire/EMS and law enforcement coordinators completed their 2015 instructor updates for ASHI for new CPR and first aid teaching standards



## SWOT Analysis Template (EMS)

### Strengths (highlight these)

- Strong customer service attitude
- dedicated administrative and teaching staff
- Knowledgeable and diverse staff with multiple specialty certifications and experiences
- Willing to try new ventures for example public safety diving, online fire courses, customized industry safety programs
- Main campus has easy to find location. Close to hotels and restaurants
- Classes able to be taught in a variety of locations for customer convenience
- History of flexibility to be able to meet customers' needs including location, timeliness, topics, registration etc.
- Able to offer several classes tuition exempt to students
- provide community service events such as working with the truancy court, Child protection team, smart start and many other community organizations
- Coordinator is qualified to teach and fill in for many different subjects and qualification classes

### Weaknesses (mitigate these)

- Limited classroom space on main campus
- Limited number of instructors
- Limited number of students due to service area
- Limited funds for program improvements
- Limited time and resources for new program development
- Instructor pay is at the bottom of surrounding community colleges
- Local instructors are not reimbursed for their mileage though some of the classes can be more than 50 miles a night.
- Limited resources for specialized (and now normal classes due to new rules) training (i.e. driving course, firing range, fire tower etc.)
- Not having access to online registration due to signature requirements
- Redundancy in paperwork that complicates efficient operations.
- Perceptual difference between continuing education run programs and curriculum run programs

### **Opportunities (exploit these)**

- The timing is right for more of a concentration on distance education in occupational extension classes. This would increase the student base by making classes available to students from other service districts. For this to happen though would take more flexibility in the distance education abilities and better resources in distance education technology in order for HCC to distance itself from the other colleges. A “SABA” type program that would allow for real time courses from home computers would be a good example of this.
- There are some opportunities to partner with other groups to provide unique training. For example, working with the NCCAR program, regional haz mat teams etc. could provide great opportunities. These partnerships will take time and vision to prosper into viable programs for our students.
- Working with curriculum programs to increase the availability of safety classes. OSHA 10 hr classes are now being made available to the industrial maintenance and automotive programs. CPR/first aide and fire safety have been being taught successfully in the Day care curriculum. Recently professional development has been offered to HCC staff in forklift operations and OSHA 10 hr outreach.
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### **Threats (defend against these)**

- 1) Instructor shortages: Instructors are becoming harder to come by for several reasons. Qualifications in some areas are becoming stricter due to state agencies. For example, it is a minimum of seven years to qualify a fire instructor, 17 years to qualify a train the trainer, and as much as 11 years to qualify a Paramedic instructor with a minimum of five years for an EMT basic instructor. This is complicated by HCCs low pay and lack of mileage. Continuing education in many cases makes 10 dollars an hour less than curriculum instructors for teaching similar courses. HCC instructor’s pay is now lower than surrounding all colleges. This issue is now being exasperated by complicated hiring procedures that include costly transcripts and background checks. .
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**What is required to mitigate your weakness?**

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The biggest need to mitigate program weaknesses at this time is financial resources in order to do things such as up instructor pay to recruit and retain qualified instructors, purchase needed props, equipment and supplies as well as to strengthen the infrastructure of the programs with things such as more classroom space, more administrative help etc.

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**What is required to defend against threats?**

- 5) Recommendation is for HCC to look seriously at the pay for instructors to make it competitive with other schools. Continuing education will also need to strengthen its local instructor recruitment and development program to ensure a large pool of instructors to choose from

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- 6) Recommendation is that HCC looks at the need to have separate policies and procedures for the Work Force and Economic Development department that allows for the unique services that they offer.

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- 7) Recommended that HCC stays vigilant to the raising of the moratorium on online education to begin past offered programs as well as to look at non-NCOSFM courses that may meet training needs of students that could be done online.

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- 8) Recommend not going to the COAMSE level at this time but to watch the current trend for future opportunities.

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**List all accomplishments in your units in the past three years.**

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1/2016	EMS program reaccredited by NCOEMS for another four year after NCOEMs approved HCC's EMS plan and evaluated the current program.
1/20/2016	Fire/EMS and law enforcement coordinators completed their 2015 instructor updates for ASHI for new CPR and first aid teaching standards

## SWOT Analysis Template (FIRE)

### Strengths (highlight these)

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- dedicated administrative and teaching staff
- Knowledgeable and diverse staff with multiple specialty certifications and experiences
- Willing to try new ventures for example public safety diving, online fire courses, customized industry safety programs
- Main campus has easy to find location. Close to hotels and restaurants
- Classes able to be taught in a variety of locations for customer convenience
- History of flexibility to be able to meet customers' needs including location, timeliness, topics, registration etc.
- Able to offer several classes tuition exempt to students
- provide community service events such as working with the truancy court, Child protection team, smart start and many other community organizations
- Coordinator is qualified to teach and fill in for many different subjects and qualification classes

### Weaknesses (mitigate these)

- Limited classroom space on main campus
- Limited number of instructors
- Limited number of students due to service area
- Limited funds for program improvements
- Limited time and resources for new program development
- Instructor pay is at the bottom of surrounding community colleges
- Local instructors are not reimbursed for their mileage though some of the classes can be more than 50 miles a night.
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- Not having access to online registration due to signature requirements
- Redundancy in paperwork that complicates efficient operations.
- Perceptual difference between continuing education run programs and curriculum run programs

### **Opportunities (exploit these)**

- The timing is right for more of a concentration on distance education in occupational extension classes. This would increase the student base by making classes available to students from other service districts. For this to happen though would take more flexibility in the distance education abilities and better resources in distance education technology in order for HCC to distance itself from the other colleges. A “SABA” type program that would allow for real time courses from home computers would be a good example of this.
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- Working with other workforce development programs to increase the availability of safety themed classes. Recently worked with CTP program to offer CPR/first aide classes as well as train the trainer classes for safety and heavy equipment. The program has for several years included CPR/First Aid and fire safety in programs such as the CNA program this is now being used as a guide for others.

### **Threats (defend against these)**

- 1) Instructor shortages: Instructors are becoming harder to come by for several reasons. Qualifications in some areas are becoming stricter due to state agencies. For example, it is a minimum of seven years to qualify a fire instructor, 17 years to qualify a train the trainer, and as much as 11 years to qualify a Paramedic instructor with a minimum of five years for an EMT basic instructor. This is complicated by HCCs low pay and lack of mileage. Continuing education in many cases makes 10 dollars an hour less than curriculum instructors for teaching similar courses. HCC instructor’s pay is now lower than surrounding all colleges. This issue is now being exasperated by complicated hiring procedures that include costly transcripts and background checks. .
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**What is required to mitigate your weakness?**

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The biggest need to mitigate program weaknesses at this time is financial resources in order to do things such as up instructor pay to recruit and retain qualified instructors, purchase needed props, equipment and supplies as well as to strengthen the infrastructure of the programs with things such as more classroom space, more administrative help etc.

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**What is required to defend against threats?**

- 9) Recommendation is for HCC to look seriously at the pay for instructors to make it competitive with other schools. Continuing education will also need to strengthen its local instructor recruitment and development program to ensure a large pool of instructors to choose from

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- 10) Recommendation is that HCC looks at the need to have separate policies and procedures for the Work Force and Economic Development department that allows for the unique services that they offer.

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- 11) Recommended that HCC stays vigilant to the raising of the moratorium on online education to begin past offered programs as well as to look at non-NCOSFM courses that may meet training needs of students that could be done online.

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- 12) Recommend not going to the COAMSE level at this time but to watch the current trend for future opportunities.

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**List all accomplishments in your units in the past three years.**

Date	Accomplishment
12/2016	Awarded \$1800 PBI grant to help market emergency service classes to underrepresented groups.
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1/20/2016	Fire/EMS and law enforcement coordinators completed their 2015 instructor updates for ASHI for new CPR and first aid teaching standards

## SWOT Analysis – Human Resources Development (WED)

### Strengths (highlight these)

- Provides educational and training opportunities for individuals, as well as for local/distant agencies and organizations
- Outreach on campus and in the community
- Student and community satisfaction with services

### Weaknesses (mitigate these)

- Being in an impoverished area and offering classes at an increased tuition rate
- Low paid instructors (no salary study)
- Little to no updated materials
- Lack of confidentiality

### Opportunities (exploit these)

- Flexible classes to meet the need of the community, by which we are able to start classes from one calendar year to the next; the more classes offered with decent enrollment, the more FTEs will be generated
- Add more classes based on the need of the community
- Develop more marketing material
- Develop webpage for upcoming classes
- Offer additional professional development for instructors

### Threats (defend against these)

- Many will not be able to afford classes due to increase in tuition
- Other organizations may be able to attract and retain our part-time instructors because of the low pay we offer
- Job opportunities for students

**What is required to mitigate your weakness?**

Conducting a salary study would show how positions should be aligned and will also determine the salary. This will help to establish ranges for employees with vary degrees (i.e., BS, MS and also years of experience should also be a determining factor). This will also provide a solution to this area.

Confidentiality - Visitors cannot come in the office to discuss confidential matters because the environment is open;

**What is required to defend against threats?**

We must develop and/or create necessary steps and tools to prevent qualified and well trained employees from leaving our organization.

We provide a first class department to keep our students satisfied which in return will want them to come back and invite others

We must also be efficient and effective in maintaining and keeping our important records and documents in department.

Funding to advertise HRD program and its course offerings

## SWOT Analysis Template (Literacy Ed.)

### Strengths (highlight these)

- Competent and supportive leadership from the director
- Student oriented...genuinely concerned for student needs and learning
- Provide high quality instruction
- Very competent, knowledgeable, highly trained literacy team
- All part-time literacy instructors hold the minimum of a Bachelor's degree
- All full-time literacy personnel hold the minimum of a Master's degree
- Opportunities for professional development
- Students receive a variety of instruction (i.e. individual and group instruction, contextualized instruction, etc.) Provide a wide range of learning activities
- The Learning Lab has a friendly environment
- Director and instructors are willing to go above and beyond job descriptions
- Staffs support students/student incentives provided

Literacy Education classes are free but of great value

Effective internal auditing procedures/constantly monitoring and utilizing feedback for program improvement

### Weaknesses (mitigate these)

- Increased responsibilities in literacy education programs with less staff and budget
- Striving to meet WIOA (Workforce Innovation and Opportunities Act) requirements with limited literacy personnel
- Online class opportunities
- Basic Skills limited budget and resources
- Part-time instructors need pay raises
- We do not have an Adult High School program
- Space availability for additional classrooms
- Recruitment and retention

### Opportunities (exploit these)

- Free professional development classes
- Students can attend literacy Education classes at no cost
- Students with a High School diploma are able to attend free literacy classes to improve their mathematical, reading, science, writing and social studies skills
- The Learning Lab has flexible hours for students to attend class
- New Student Orientation sessions are held frequently
- The Adult Basic Education/High School Orientation gives students opportunities to acquire about pertinent information concerning Halifax Community College's Curriculum and Workforce and Economic Development classes, explore various careers, receive job information, computer skills, etc.
- The Literacy Education program is researching the Adult High School diploma program for implementation
- The Workforce Innovation and Opportunities Act (WIOA) focuses on increasing partnerships, career pathways, and student services as regions are serving the same students. Thus, we are hopeful of greater student outcomes
- Strive to increase recruitment and retention

### Threats (defend against these)

- Budget constraints
- Students need transportation so he/she can attend class
- Students need affordable and/or free child care so he/she can attend Literacy Education Class
- Low income area
- High unemployment rates in service area
- Many students can't afford High School Equivalency testing fees
- Literacy students are able to sign up to take High School Equivalency exams without receiving classroom instruction which reduces student enrolment and FTE
- Reduction of FTE decreases the literacy budget
- Lower educational levels in our service area

**What is required to mitigate your weakness?**

Increase literacy instructors/personnel

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Acquire additional funds for the literacy education programs/budget increase

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Continuous professional development addressing numerous components of literacy education programs

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**What is required to defend against threats?**

Continue to refer students to different resources for child care

Continue the implementation of WIOA requirements and career pathways

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Continue to provide students with information about community transportation/acquire funding to assist with transportation

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Encourage students to focus on education so they can obtain jobs that will help improve their income

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To increase the literacy budget by continuing focus on educational functional level gains, contact hours, improving the number of high school equivalency graduates. Staying abreast of trends and changes relevant to literacy programs

Seek funds and grants that can help with High School Equivalency Testing

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Encourage students to concentrate on careers

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List all accomplishments in your units in the past three years.

Date	Accomplishment
2014-2017	All Literacy Instructors received professional development training
2014-2017	85% of the instructors have effectively completed the Orientation to Basic Skills in North Carolina Online Course
Oct. 3, 2014	Joseph Johnston received his TABE Assessment Administration Certificate
Oct. 6, 2014	Mike Nargorski received his TABE Assessment Administration Certificate
Oct. 24, 2014	Dr. Tamba O. Thompson completed her Doctor of Education degree in Educational Leadership and Management
Feb. 2, 2015	Tracie Buffaloe completed Implementation Training
Mar. 13, 2015	Laura Zollicoffer-Shields completed the Student Achievement in Reading Training
Mar. 26, 2015	Dr. Tamba O. Thompson completed HiSET Training
Mar. 26, 2015	Therman Taylor completed HiSET Training
Sept. 2015	Gerson Correa renewed his North Carolina Teaching license for ESL/Spanish/Principal
March 2016	Gerson Correa attended the Collaborative Conference for Student Achievement
June 2, 2016	Joseph Johnston successfully completed the Adult Basic Skills Professional Development Institute: Shifts in Instruction for WIOA Implementation
June 4, 2015	Tracie Buffaloe received her Adult Education Core Instructional Certificate
June 4, 2016	Joseph Johnston received his Adult Education Core Instructional Certificate
2016	Mike Nagorski received his Adult Education Core Instructional Certificate
June 4, 2016	Laura Zollicoffer-Shields received her Adult Education Core Instructional Certificate
Nov. 2016	Tracie Buffaloe received her English for Speakers Other Languages Certificate



July 11, 2016	Tracie Buffaloe received her TABE Assessment Administration Certificate
July 11, 2016	Tiffany Hale received her TABE Assessment Administration Certificate
July 12, 2016	Brenda Cousins received her TABE Assessment Administration Certificate
Nov. 14, 2016	Laura Zollicoffer-Shields was awarded Workforce Innovation Opportunity Act Student Incentive Teacher of the Year Award

## SWOT Analysis Template (CNA)

### Strengths (highlight these)

- Supportive leadership
- Knowledgeable and caring instructors
- Flexible Schedules
- Strong customer service base and partnerships with local medical facilities
- Willingness to expand and learn new curriculum to benefit students
- Positive communication between staff and coordinator
- We are an in facility test site

### Weaknesses (mitigate these)

- Limited funds for supplies
- Limited instructors
- Low pay for instructors
- Limited number of students who without funding cannot pay for the classes
- Poor advertising for the CNA programs

### Opportunities (exploit these)

- Need to take advantage of the HCC Website to increase the surrounding area's knowledge of what is available at the college

### Threats (defend against these)

- Instructor shortages
- More Advertising
- Not able to offer flexible scheduling due to staff shortages

**What is required to mitigate your weakness?**

- More Grants or programs to assist low income students
- Increase Instructor pay
- Better website to show what is offered
- Update a flyer to show hand out to students showing what is offered

**What is required to defend against threats?**

- Increase instructor pay
- Increase knowledge to surrounding areas such as Enfield and Scotland Neck and Littleton/Hollister areas about what is offered

List all accomplishments in your units in the past three years.

Date	Accomplishment
2013	Increase in pass rates for CNA1 STATE EXAM
2013	In facility testing at all 3 sites
2013	Added a second state approved room in Allied Health Building-Room B202
2014	2 Certified Med Aide Instructors
2015	Therapeutic and Diagnostic and CCP programs started
2013	New state curriculum
1-2017	Board approved credit for Con-ed classes on Curriculum side.
2016	CNA1 Refresher classes offered at HCC

## SWOT Analysis Template (SEF)

### Strengths (highlight these)

- Strong customer service attitude
- dedicated administrative and teaching staff
- Knowledgeable and diverse staff with multiple specialty certifications and experiences
- Willing to try new ventures for example public safety diving, online fire courses, customized industry safety programs
- Main campus has easy to find location. Close to hotels and restaurants
- Classes able to be taught in a variety of locations for customer convenience
- History of flexibility to be able to meet customers' needs including location, timeliness, topics, registration etc.
- Able to offer several classes tuition exempt to students
- provide community service events such as working with the truancy court, Child protection team, smart start and many other community organizations
- Coordinator is qualified to teach and fill in for many different subjects and qualification classes

### Weaknesses (mitigate these)

- Limited classroom space on main campus
- Limited number of instructors
- Limited number of students due to service area
- Limited funds for program improvements
- Limited time and resources for new program development
- Instructor pay is at the bottom of surrounding community colleges
- Local instructors are not reimbursed for their mileage though some of the classes can be more than 50 miles a night.
- Limited resources for specialized (and now normal classes due to new rules) training (i.e. driving course, firing range, fire tower etc.)
- Not having access to online registration due to signature requirements
- Redundancy in paperwork that complicates efficient operations.
- Perceptual difference between continuing education run programs and curriculum run programs

### **Opportunities (exploit these)**

- The timing is right for more of a concentration on distance education in occupational extension classes. This would increase the student base by making classes available to students from other service districts. For this to happen though would take more flexibility in the distance education abilities and better resources in distance education technology in order for HCC to distance itself from the other colleges. A “SABA” type program that would allow for real time courses from home computers would be a good example of this.
- There are some opportunities to partner with other groups to provide unique training. For example, working with the NCCAR program, regional haz mat teams etc. could provide great opportunities. These partnerships will take time and vision to prosper into viable programs for our students.
- Working with curriculum programs to increase the availability of safety classes. OSHA 10 hr classes are now being made available to the industrial maintenance and automotive programs. CPR/first aide and fire safety have been being taught successfully in the Day care curriculum. Recently professional development has been offered to HCC staff in forklift operations and OSHA 10 hr outreach.
- Working with other workforce development programs to increase the availability of safety themed classes. Recently worked with CTP program to offer CPR/first aide classes as well as train the trainer classes for safety and heavy equipment. The program has for several years included CPR/First Aid and fire safety in programs such as the CNA program this is now being used as a guide for others.

### **Threats (defend against these)**

- 1) Instructor shortages: Instructors are becoming harder to come by for several reasons. Qualifications in some areas are becoming stricter due to state agencies. For example, it is a minimum of seven years to qualify a fire instructor, 17 years to qualify a train the trainer, and as much as 11 years to qualify a Paramedic instructor with a minimum of five years for an EMT basic instructor. This is complicated by HCCs low pay and lack of mileage. Continuing education in many cases makes 10 dollars an hour less than curriculum instructors for teaching similar courses. HCC instructor’s pay is now lower than surrounding all colleges. This issue is now being exasperated by complicated hiring procedures that include costly transcripts and background checks. .
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**What is required to mitigate your weakness?**

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The biggest need to mitigate program weaknesses at this time is financial resources in order to do things such as up instructor pay to recruit and retain qualified instructors, purchase needed props, equipment and supplies as well as to strengthen the infrastructure of the programs with things such as more classroom space, more administrative help etc.

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**What is required to defend against threats?**

13) Recommendation is for HCC to look seriously at the pay for instructors to make it competitive with other schools. Continuing education will also need to strengthen its local instructor recruitment and development program to ensure a large pool of instructors to choose from

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14) Recommendation is that HCC looks at the need to have separate policies and procedures for the Work Force and Economic Development department that allows for the unique services that they offer.

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16) Recommend not going to the COAMSE level at this time but to watch the current trend for future opportunities.

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**List all accomplishments in your units in the past three years.**

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## SWOT Analysis Template (Safety)

### Strengths (highlight these)

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- Knowledgeable and diverse staff with multiple specialty certifications and experiences
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### Weaknesses (mitigate these)

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2/2016	Conducted first time EMT pinning ceremony for HCC.
1/2016	EMS program reaccredited by NCOEMS for another four year after NCOEMs approved HCC's EMS plan and evaluated the current program.
1/20/2016	Fire/EMS and law enforcement coordinators completed their 2015 instructor updates for ASHI for new CPR and first aid teaching standards

## SWOT Analysis Template (Small Business)

### Strengths (highlight these)

- HCC SBC Director corporate & small business experience is key component in development of small business client confidence and success
- HCC executive leadership, faculty & staff support of Small Business Center represents a crucial foundation of service in helping the small business client succeed.
- Foundation of Entrepreneurial mind-set resident within HCC executive leadership
- Internal marketing efforts have resulted in community awareness and support of HCC SBC initiatives

### Opportunities (exploit these)

- Leverage successful HCC SBC business relationships into additional brand awareness in an effort to service additional clients.
- Utilize HCC SBC Director certification as “NC REAL Facilitator” in offering SBC fee based courses eligible for FTE generation
- Leverage longstanding business relationships with local economic development organizations such as Roanoke Valley Chamber of Commerce, Halifax Economic Development, Halifax County Tourism and local government in order to increase HCC SBC brand awareness
- Upcoming third annual “HCC Small Business Resource and Appreciation Day, May, 2017” in conjunction with National Small Business Week, will afford opportunity to assist small business community and raise “awareness” of HCC SBC services
- Further development of entrepreneurial mind-set throughout HCC Service area can be accomplished with little capital expenditure

### Weaknesses (mitigate these)

- Traditionally, low interest & instruction in small business education within middle school and high school curriculum of HCC service area
- Sporadically low HCC / SBC registration & course attendance
- HCC service area experience and mind-set of traditional employment and occupations vs. current & future technology
- Lack of formal HCC approved format for consistent & cohesive partnership between HCC SBC and area middle and high school’s regarding entrepreneurial education.

### Threats (defend against these)

- Consistent threat of SBC funding elimination at the NC State Legislature level. Best defence is continued high state-wide, SBCN service participation
- Possibility of reduced federal and state grant funding could lead to reduced interest in HCC SBC “Grant Writing” certificate program
- Minimal efforts by state and local governments to take advantage of programs designed to bolster general population growth could continue to negatively impact HCC & SBC enrolment
- HCC service area apathy toward sustained recruitment efforts will like result in fulfilment of demographic trends of population decline

**What is required to mitigate your weakness?**

Greater collaboration with Halifax Community College k – 12 education partners in an effort to develop tactics and strategies in support of entrepreneurial mind-set and curriculum from an early age.

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Greater collaboration with business organizations in an attempt to foster regular support and advantage of Halifax Community College and the Small Business Resources available.

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Leverage Halifax Community College resources in attempt to increase the number of high profile small business start-ups as opportunity to highlight small business best practices and provide hope to potential students that currently question the value of higher education in the Halifax Community College service area due to the low visibility of moderate to high paying jobs.

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Increased Halifax Community College, Small Business Center collaboration with Roanoke Valley Early College.

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**What is required to defend against threats?**

Consistent communication within and outside of the North Carolina Small Business Center Network is required to demonstrate the economic advantage to retaining a vibrant NC Small Business Center Network.

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Communication of North Carolina Small Business Center Network success to strategic federal entities could result in increased grant availability at the federal level.

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Raising the visibility to state and local programs intended to attract population to North Carolina will be more important than even in the wake of the negative publicity of the HB2 law.

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**List all accomplishments in your units in the past three years.**

Date	Accomplishment
1/20/2017	North Carolina Small Business Network, Rookie of the Year Award
11/16/2016	North Carolina Small Business Network, Level 3 Certification
8/2/2016	HCC Convocation Presentation/Launch of President's Pledge for Entrepreneurship
6/6/2016	NC Rural Entrepreneurship Action Learning (R.E.A.L.) Certificate Program, Blowing Rock, NC
5/29/2016	National Institute for Staff & Organizational Development (NISOD) Award
5/29/2016	National Association for Community College Entrepreneurship (NACCE) Mind-set Seminar
5/18/2016	NACCE Incubator Boot camp Certificate Program, (Phoenix, Arizona)
3/14/2016	NACCE Entrepreneurial Specialist (On-line 6 week) Certificate Program
6/1/2015	Roanoke Valley Chamber of Commerce Leadership Institute Certificate Program
5/19/2015	Halifax Community College Leadership Institute Certificate Program