

SWOT Analysis/Environmental Scan (August 2007)

The ThunderTeam performed an analysis of institutional strengths and weaknesses and external opportunities and threats after reviewing the previous year's SWOT and current environmental scan information. ThunderTeam members individually identified items which were sorted and grouped into the four quadrants. Once all items were categorized, each member was given 20 dots to designate the most important items in each of the four categories listed above. The SWOT analysis is part of the environmental scan used to develop Richland's strategic plan. Asterisks indicate the number of dots an item received, indicating importance for strategic planning consideration.

STRENGTHS (Internal)		WEAKNESSES (Internal)	
***** ***	Current Chancellor's leadership	***** *****	Lack of action on declining tech-occ programs based on program review
***** **	Enthusiastic workforce	***** **	Lack of sufficient grants for instruction and student support services
*****	Diverse institution	****	Lack of funds for facilities, security, special interests
*****	Strong branding/image	****	Declining employee morale
*****	Nationally recognized organization with systematic performance excellence model	****	Declining faculty enthusiasm
****	Culture that encourages innovation	****	Lack of acceptance of Richland Collegiate High School
***	ThunderBolt distance learning training with passionate faculty leaders	****	Ability to address the needs of economically disadvantaged students
***	Richland Collegiate High School	***	Lack of consistent QEP quality control; lack of commitment to Baldrige criteria
**	Office of Planning and Research for Institutional Learning (OPRIE) staff	***	Lack of defined marketing effort
*	Increased classroom space – new science building & workforce training center	***	Lack of First Year Experience program
	Integration of departments	***	Faculty resistant to change
	Grant writing capability	**	Secretarial support for VPs
		**	Untrained workforce (hard skills; soft skills)
		**	Change in faculty roles for distance learning
		**	Compensation rates/total rewards package system
		**	All faculty do not use online grade book
		*	Emergency preparedness
		*	Shortage of knowledgeable career counselors
		*	Strategic plan not fully understood by entire organization
			Lack of comprehensive succession management plan for key positions
			Limited office space
			Website not user friendly

OPPORTUNITIES (External)		THREATS (External)	
***** ***	Opportunities in Garland including GISSD, Garland Chamber, Dallas County Manufacturers' Association	***** *****	Political actions limiting funds for college operations
***** **	Demand for online/distance learning classes	*****	Governor Perry
***** **	Partnership with local businesses and community	*****	Lower essential reading/writing skills of students
***** *	Richland Collegiate High School	*****	Dwindling resources encouraging more centralization
***** *	The Randy Best Epic Learning/ACT Project	****	Continuing Ed programs not eligible for Perkins funding
****	Relationship with service area high schools and transfer universities	****	Decline of workforce values
***	Growing demand from political and business leaders for higher education to play a stronger role in "fixing" public education	****	Declining number of high school completers
**	Low cost/good value	****	Legislative rules limiting withdrawals
*	Strong economy	**	Growing public perception that higher education is bloated and a drain on tax dollars with little return
	Vertical integration P-16 initiatives	**	Strong labor market (turnover)
	Market programs to larger companies	*	Heightened security crisis in the world
			Heightened competition from "for profits"
			Reduced funding from the state