



### **STRENGTHS (Internal to College)**

#### ***Enrollment, Course Offerings, Achievement***

- Curriculum expansion
- Low cost - course/certification training
- Course offering variations
  - short-term, dual enrollment, learning communities, hybrid, on-line innovative technology
- Positive FTSE growth, and course completion rates
- Positive program completer employability, state license achievement, ‘seamless’ 4-year transferability
- Responsiveness to Industry and community needs
- Pipeline programs (education pathways)
- Only online SLPA program in the state of Arizona
- 98% of Nursing students graduate

#### ***Faculty***

- Faculty experience and qualifications
- Faculty orientation and training

#### ***Assessment and Student Engagement***

- Some program alignment with college General Education Abilities
- Positive program completer employability, state license achievement, ‘seamless’ 4-year transferability
- Use of learning communities (Business)
- Student clubs integrated with curriculum and programs
- Partnerships provide internship opportunities for students

#### ***Facilities***

- State-of-the-art computer labs, software and equipment availability (for students & faculty)

#### ***Adjunct***

- Adjunct faculty included in all training offered for residential faculty

#### ***Partnerships and Collaborations***

- Favorable internal and external relationships/collaborations
- Community, high schools, colleges, universities, charitable organizations, non-profit agencies



## **WEAKNESSES (Internal to College)**

### ***Enrollment, Course Offerings, Achievement***

- Realignment with industry needs is a constant challenge
- Course scheduling – advising/registration process
  - instructional needs of students and actual scheduling and instructional practices
- EMCC web page navigation
- Financial and institutional support
  - hybrid and on-line course development
- Lower than desired enrollments and completers (ABUS Pathway, Multimedia, Hospitality and Customer Service)
- Curriculum alignment with Transfer Universities
- Duplication of some certificates and degrees at the District level
- Lack on monitoring of dual enrollment program for quality
- Lack of Tracking of graduating students and job placement
- Nursing program and faculty lacks integration into college environment
- Low levels or completers, students interested in course content, not completion of certificate
- Underutilization of Advisory Boards

### ***Faculty***

- Lack of financial and institutional support for hybrid and on-line course development

### ***Assessment and Student Engagement***

- Placement of students in internships (EDU, SPLA, Instructional Computing)
- Data collection could be used more effectively

### ***Adjunct***

- Difficulty recruiting qualified adjunct faculty
- Lack of training, and supporting adjunct faculty in hybrid and online course development

### ***Facilities***

- Lack of sharing specialized lab space for comprehensive programming (AJS forensics lab)
- Limited specialized classroom space for growth (culinary)
- Limited resource availability to support hardware/software upgrades and facility maintenance over long-term



### **OPPORTUNITIES (External to College)**

#### ***Enrollment, Course Offerings, Achievement***

- National and Statewide focus on increase number of graduates
- New MCCC AA degree and certificate offerings not yet offered by Estrella
- NAU BAS degree – 90/30 program – will accept up to 90 credits into their computing technology program
- Business and Industry Equipment access
- Employment – computer information, multimedia growth expectations

#### ***Assessment and Student Engagement***

- Service learning is opportunity to increase global and civic engagement
- Collaborative assessments such as common final exams (Team EZs), communication, and writing across the curriculum.
- Literature demonstrates that learning communities support student success.
- Business and Industry Partnerships to increase internship opportunities for students.

#### ***Learning Support Services***

- Literature supports that extra-curriculum offerings (e.g. newsletter, study halls, writing center use, student clubs) increases student engagement.

#### ***Partnerships and Collaborations***

- Business and commerce alliances (i.e., APS, IBM)
  - faculty, community outreach – partnerships - communication – collaboration, elective courses, student job placement



### **THREATS (External to College)**

#### ***Enrollment, Course Offerings, Achievement***

- Impact of “Race to the Top”
- State Legislation regarding Dual Enrollment
- Public perception that industry certification, offered and controlled by vendors is not as valuable as a four year degree
- Underprepared high school students
- Outsourcing of computer positions affects local job placement
- Budget reductions
- Fingerprint process time delay for all students working in schools, delays program start time
- Increasing costs of industry certification
- State laws and licensing (culinary)
- Regulations that now require that Nursing faculty have Masters degrees – difficult staffing

#### ***Faculty***

- Retiring faculty – losing content expertise

#### ***Facilities***

- Continuous updating of course requirements, faculty training, and equipment costs to meet the changing needs of industry

#### ***Adjunct***

- Specialized adjunct faculty recruitment (multimedia)

#### ***Partnerships and Collaborations***

- Companies are not requiring certificates for employment (specific to multimedia)
- Matching workforce/program (employment ) needs with business certification – 2 or 4-year degree completion