TO: Program Review Oversight Committee
FROM: Michael Allen, VP of Academic Affairs
RE: Spring 2014 Annual Update (Unit Assessment)
DATE: December 5, 2014

Strengths
- Increased awareness of SLOs, PLOs and outcome assessments
- Increased awareness of the value of outcome assessments
- Facilitates planning and fosters continuous improvement
- Requests are integrated into our governance process (i.e., faculty hires, resource requests, etc.)

Weaknesses/Threats
- Poorly submitted unit assessments hinder proper program evaluation
- Initiator expected resource requests were being rolled over; however, consideration was only being given to current AY requests
- Inconsistent analyses of data provided
- Resource requests *descriptions* frequently fail to state what is necessary to adequately support the *objectives*. For example,

Description:	*By using the latest in technology in our program, it will help attract more students.*
Related Objective:	*Attracting more students to the program by using technology.*
Objective Description:	*Increase the use of technology among faculty by training and educational opportunities.*
Objective Outcome:	*Increased retention and feedback from exit surveys.*

Opportunities
- Consistent evaluation of the program review system allows for changes and program improvement to support student success
- Allows the department/discipline to present their area and program planning (i.e., sciences – STEM; Child Development – statewide initiative; Philosophy – tutor for Spring 2014, etc.)
- Allows departments to express concern (i.e., off-campus sites, blinds, construction, etc.)

SWOT ANALYSIS

Los Angeles Mission College: Administrative Services

Strengths

S

- Business Office
- IT Department/5 Year Plan
- Campus Safety
- Human Resources
- Enterprise Programs
- Student Store

Weaknesses

W

- Response to Facilities Issues
- "Cost of Ownership"
- Centralized Budget
- Lack of Athletic Facilities
- Funding of non-FTES events/activities
- Lack of Space
- Student Enrollment

Opportunities

O

- Enterprise Programs
- Partnerships with Los Angeles County Office of Education/Community Based Organizations
- Student Store Services to Students
- Contract Ed
- Concurrent Enrollment
- Student Enrollment

Threats

T

- E-books
- Uncertain State Funding
- 3SP: Success
- Bond Projects
- Increase in Cost verse Income
- Online Community Colleges

SWOT ANALYSIS
Primary Factors

S — Strengths

- Quality Staff, experience, knowledgable
- Great Reputation
- Geographical advantage, location
- State funding for IT 5 year plan and Deffered Maintenance, Expansion of WiFi
- Consistant staff and available daily to Campus Community
- Lowest Crime Rates in the County
- Profitable Student Store

W — Weaknesses

- Short staff in Faciliites
- Repair and replace/Cost of Ownership not factored into Funding formula
- No money for new facilites previously thought to be built.
- Wasted money on non-FTES events
- Lack of relationship with LAUSD and CBO's for enrollment

O — Opportunities

- Build on Campus Rental relationships
- Build on LACOE/CBO relations to increase enrollment and income
- Contract Ed other Government Organizations

T — Threats

- Students have options to purchase books
- Online Colleges are appealing
- COST of Living verses Expenses do not match. Work with Faculty to close budget gap.
- Programs with Negative Balances

1/5/2015

Los Angeles Mission College- Student Services SWOT Analysis
January 5, 2015

STRENGTHS

- SSSP mandates and funding provide the structure and support to improve student success outcomes
- High degree of individualized/personalized attention, advocacy, engagement and support for/with students
- High level of student accessibility to senior-level administrators (Directors and above)
- Improved access for part-time students with evening, weekend and on-line courses and academic support services
- Student Affairs professionals are more reflective of student population in terms of ethnicity, gender and other identities, thus serving as visible positive role models
- Motivation and commitment of Mission faculty, administration and staff to achieve student learning outcomes (SLOs), student achievement outcomes (SAOs), program learning outcomes (PLOs) and institutional learning outcomes (ILOs)
- Staff knowledgeable about goals and objectives for SSSP
- Student access to Counseling, Transfer, Financial Aid, and DSPS

WEAKNESSES

- Insufficient meaningful data to assess program impact and guide decision-making
- Insufficient financial support to hire staff focused on improving student services
- Organizational communication with Academic Affairs need improvement
- Inconsistencies with ASO regarding policies, protocols and procedures
- Lack of space for ASO and Student Health Center
- Need to increase campus life and activities (e.g., "things to do")
- Inadequate levels of academic support services impede success for at-risk and under-represented populations (9% transfer and 5% complete certificate/degree within 3yrs)
- The siloes created within departments/divisions leave others unaware of individual efforts/responsibilities, specifically in relation to student services
- Lack of professional development for faculty and staff

OPPORTUNITIES

- SSSP and Student Equity will be huge for Student Services and student opportunities because of its mandates and targeted funding
- Improve Hispanic student achievement outcomes through increased course completion, course retention and persistence rates
- With proper staff and recruitment, international students can increase
- Willingness for academic affairs and student affairs faculty/staff to work collegially between the two areas traditionally not clearly connected on campus
- Student population is changing with increased Veteran, male, adult learners, and community partners
- New Student Services Building is a potential outlet for better collegial collaboration, as well as more social gathering spaces for students, and more coordinated service delivery
- Create a student-centered educational environment (Student Success Center) through enhanced learning support services, greater faculty training and further use of technology
- Outreach and recruitment will increase partnerships with high schools, thus potential for increased enrollment
- Professional development for faculty and staff in areas of student mental health and similar emergency incidents

THREATS

- Multiple competing missions make it challenging to prioritize efforts—How/Do we remain all things, to all people simultaneously?
- Insufficient places for students to gather and do homework, projects, etc.
- Pressure to grow enrollment without requisite growth in resources
- Based on our operational hours, we are not always perceived by students as accessible or available
- Given the increased number of mental health-related crises and similar emergencies, Divisional staff/faculty are not necessarily prepared to respond appropriately
- Lack of student familiarity with Mission's matriculation process including assessment, orientation, student education plans, counseling and financial aid eligibility
- Lack of student self-tracking to meet stated educational goals and following-through to completion
- Limited student knowledge about different careers, types of jobs connected to certain certificates or degrees, and students' lack of access to career counseling