S.W.O.T. ANALYSIS

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

Office of the Institutional Effectiveness (11-12 / 2009)

Halifax Community College

S.W.O.T. ANALYSIS
WITH LIST OF ACCOMPLISHMENTS BY UNITS

TABLE OF CONTENTS

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

Office of the Institutional Effectiveness (11-12 / 2009)

Halifax Community College

SWOT Analysis – Office of the President

Strengths (highlight these)

SACS Accredited

Experienced, Dedicated, and Competent Board of Trustees, Faculty, and Staff

Limited Audit Findings

Utilization of Technology Available

Grant Funding

Staff to Student Ratio

Increased Enrolment

Course Expansion

Weaknesses (mitigate these)

Budget Challenge

Additional Wireless Access

Opportunities (exploit these)

Grant Funding

Community Outreach

Curriculum Expansion

Additional Partnership Programs

Minority Recruitment

Threats (defend against these)

Unprecedented budget management restrictions

OFFICE OF THE PRESIDENT– DR. ERVIN GRIFFIN

What is required to mitigate your weakness?

Additional Funding

What is required to defend against threats?

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

Date	Accomplishment
2006/2007	• One of 38 to receive Superior Rating from the N.C. Community College System • Updated Campus Strategic Plan and Master Plan • HCC received access to the SAS in School Curriculum Pathways for Higher Education • N.C. State Board of Paralegal Certification designated the Associate in Applied Science degree program in Paralegal Technology • The first Sigma Alpha Pi National Society of Leadership and Success Induction ceremony was held with twenty-one HCC students being inducted. • HCC partnered with ECU to offer a bachelor's degree in education through Wachovia Partnership East. • HCC was awarded a five-year $119,650 grant by Kate B. Reynolds Charitable Trust of create a *Healthy Smiles* Dental Care pilot program. • The new Presidential Initiative Fund was created. • Continuing Education FTE's increased 67% over previous fiscal-year • Human Resources Development FTE's increased 450% • Continuing Education received two Homeland Security Grants • Continuing Education was awarded a Career Readiness Certification (CRC) Grant • A student was recognized as a Minority Access National Role Model Award recipient • A student the Bryan Pugh Award • HCC recognized three area business partners during the May 12th, 2007 graduation ceremony.
2007/2008	• Completed the Long Range Plan and Facilities Master Plan • Increased the campus bandwidth allowing for richer web content • Added Gmail accounts • Added wireless student network in certain areas of campus • 507 Graduates • Served 5,843 citizens in our Continuing Education Programs • Initiated a summer Small Business Education Program • 100% passing rate in our Telecommunication classes • One of the first schools to offer online EMT-Basic Virtual Learning Community classes. • Received a Student Success Activity Grant for the NC Community College Systems office • Three additional Literacy Education sites opened. • Basic Skills Program FTE's increased from 33 to 38. • Awarded a five-year $119,650 grant by the Kate B. Reynolds Charitable Trust • Partnered with the U.S. Postal Service to bring Stamp Dedication to campus • Entered into a partnership with Chowan University for an Adult Degree Completion Program • Child Care Center earned a five star rating

OFFICE OF THE PRESIDENT– DR. ERVIN GRIFFIN

	• Held the first "Men to Men Summit: Developing Men of Distinction" • Student selected for GlaxoSmithKline Foundation Teacher Preparation Scholarship • Student awarded a Coca-Cola Two-Year Colleges Scholarship
2008/2009	• Completed HCC's Mission, Vision, and Values Statement • Increased Enrolment by 24%. • Secured a $600,000 grant from the U.S. Department of Education to help African-American Males enrol and graduate from HCC. • Received a federal appropriation of $190,000 for a Allied Health Program. • Honored by The Corporation for National and Community Service with the President's Higher Education Community Service Honor Roll for exemplary service efforts and service. • SGA earned the top "C" Award from the N.C. Comprehensive Community College Student Government Association. • SGA President was honored with the Michael Taylor Servant Leadership Award. • Board of Trustee Dr. Stanley Edwards, was named the 2008 Southern Region Trustee of the year by the Association of Community Colleges Trustees. • Opening of Roanoke Valley Early College • First Graduation Expo • Automotive department received a grant for $26,041 from NC Motorsports Consortium • 14% increase in enrolment • Implementation of first female mentoring program • Participated in first Community College Survey of Student Engagement (CCSSE) • Basic Skills Programs FTE increased from 38 to 45 • Completed Homeland Security Grant • Partnered with the NC Division of Emergency Management • First community college in NC to pilot Office of State Fire Marshall certified fire and life safety classes online. • First community college in NC to pilot a Virtual Learning Center • Faculty member appointed to the Detention Curriculum Revision Committee with Sheriff Standards.

SWOT Analysis - Administrative Services

Strengths (highlight these)

Business Office: Knowledgeable in Colleague computer system, new GASB (Governmental Accounting Standards Board) pronouncements, changes in tax laws and reporting, and all mandated financial data collection and reporting at the local, state and federal levels.

Information Technology: Informed in latest development of equipment, applied uses of technology for instruction and communication, changes in laws governing technology usage, and the safe guarding of college data.

Maintenance/Housekeeping: Skilled in electrical, plumbing, carpentry, and facility repair. Have loyal workers who go the extra mile.

Campus Security: Sworn law enforcement officer on duty who serves on Safety Committee and works with the Weldon Police Department.

Bookstore: Successful retail enterprise that provides service to students and employees. Bookstore provides a share of the profits for student scholarships annually.

Child Care Center: A four star child care center working to receive national accreditation.

Opportunities (exploit these)

Each department continues to train to stay abreast of changes within its area of expertise and to be knowledgeable of all rules and regulations governing its area. By so doing, each department helps to keep the College in compliance of all legal and mandated requirements.

Weaknesses (mitigate these)

Lack space to provide optimum work areas, file storage, and a conference area to meet and work on projects. The Business Office staff is spread across the campus instead of being located together where staff members can cross train and work together. The Information Technology staff is crowded into two small rooms with limited space to repair computer hard drives. The Bookstore has outgrown its present location.

Current local funding does not provide for any landscaping needs beyond cutting the grass and collecting trash on campus. The campus needs new plantings and the ability to routinely work flower beds and trim trees and shrubs.

Threats (defend against these)

The collection and reporting of data for the Business Office is growing each year. The new Colleague computer system has added to this task by requiring twice the work to enter and retrieve data as the former computer system. Governmental accounting standards are becoming more and more like those of "for profit" business entities. Demands to learn new procedures, to be informed of new rules and regulations, to set up new accounts, to maintain detailed records, and to report to both state and federal agencies are harder to achieve as staff members are given less and less time to train before being required to carry out new tasks. Also, the Business Office staff has little to no time to cross train and thus be prepared in the event an employee retires or is suddenly out due to illness or a family emergency.

What is required to mitigate your weakness?

The Bookstore is included in the first project of the College's Facilities Master Plan. Project #1744 Academic & Student Services Center will include a new and enlarged area for the Bookstore. The Cash Office will also be included in the new space created by Project #1744 but the new space will not be located any closer to the other staff offices of the Business Office. It will require planning in future updates to the College's Facilities Master Plan for the Business Office and Information Technologies to allow for increased work space and relocating the Business Office staff to a central location.

Continue to request funding from Halifax County Commissioners for landscaping of the College campus.

What is required to defend against threats?

The Business Office needs continued funding within its State Budget to hire Mamie Maness (financial consultant) and Beard McAulay (Colleague computer Consultant) to work on an "as need basis" to help develop training for staff members in how to better organize the financial work of the Business Office to allow for more time to train and to help staff become more comfortable with the Colleague computer system and how to get from it the data needed. The Business Office staff needs assistance in cross training in the various accounting functions so as not to be left in a difficult situation when employees retire or are suddenly out for an extended time due to emergencies or illness.

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

Date	Accomplishment
FY 2004-2005	Go "live' with new Colleague computer system for financial services on July 1, 2004 and for payroll/personnel services on January 1, 2005. Business Office staff were responsible for setting up the "Core" parameters for the new computer system and transferring all data from the old IIPS system to the new Colleague system.
FY 2006-2007	Information Technology Services set up G-Mail allowing all students to have a permanent e-mail account.
FY 2006-2007	Information Technology Services installed FA-Link allowing the Bookstore, Financial Aid, and Accounts Receivable to share information on student awards and thus speed up the registration process. This software was an enhancement to the already existing Colleague student module capabilities.
FY 2007-2008	Information Technology Services installed R25 Room Scheduling Software which allowed for greater ease in scheduling classrooms for instruction and outside facility usage by patrons.
FY 2007-2008	Go "live" with the Student Services piece of the new Colleague computer system on July 1, 2007. This required the Business Office staff to set up and transfer all student accounts receivable files.
FY 2007-2008	VP Administrative Services completed work on the college's Business Continuity Plan as required by General Statute 147-33.89. The plan was approved by the Board of Trustees on January 29, 2008.
FY 2007-2008	VP Administrative Services and Smith Sinnett Architecture completed work on the college's Facilities Master Plan as required by the General Assembly. The plan was approved by the Board of Trustees on May 31, 2008.
FY 2008-2009	Purchasing Agent completed the college's Strategic Energy Plan as required by the state wide Utility Savings Initiative (USI). The plan was submitted by the October 30, 2008 deadline and was approved by the State Energy Office.
FY 2008-2009	HCC hired its first campus police officer who was a sworn police officer through the Weldon Police Department on May 1, 2008.
FY 2008-2009	In response to increasing reports of shooters on campus at other colleges and universities, the General Assembly allowed community colleges to use up to 2% of their institutional allotment to purchase security equipment. HCC spent $15,024 to install an emergency notification system and to install dead bolt locks on all classroom doors allowing the college to go into "lock down" in the event of a shooter on campus.
FY 2008-2009	Replaced roof on Building 300 in February 2009 at a cost of $69,000.

SWOT Analysis – Auxiliary Services - Bookstore

Strengths (highlight these)

Customer Services

Management

Unique Products

Quality of Products

Technology Skills

Profitable

Financial Resource

Sales Growth

Weaknesses (mitigate these)

Lack of Space

Dated Displays

Under Staffed

No Security Cameras

Prices perceived to be too high

Opportunities (exploit these)

Textbook Management System

Portable Hard Drive Sales

Laptop Sales

Higher Education Opportunity Act

Threats (defend against these)

On-line Sales

Higher Education Opportunity Act

Not Getting Book Orders on Time

New Emerging Technology

What is required to mitigate your weakness?

Lack of Space – Add more space to the bookstore or build a brand new bookstore

Dated Displays – Purchase up-to-date displays

Under Staff – Add a full time employee an a part time employee

No Security Camera – Install Security Cameras in the bookstore

What is required to defend against threats?

On-line Sales – Create link on bookstore site for on-line purchasing of books

Higher Education Opportunity Act – Federal Government is requiring all colleges to list textbook titles, ISBN numbers and prices on line, effective July 1, 2010

Not Getting Book Orders on Time – Get everybody (VP, Dean of Curriculum, Dept. Heads and Faculty) involved in the book order process to be in compliance with the HEOA.

New Emerging Technology – Continue to attend workshops, tradeshows and meeting to learn as much as possible about the latest trends and technology.

AUXILIARY SERVICES - BOOKSTORE – DORIS GARNER AND JOY CLIPPARD

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

Date	Accomplishment
January 2009	Awarded a NACS Foundation 2009 CAMEX grant in the amount of $1010.00
March 2009	Held our First Grad Fair
Spring 2009	Implemented Cap 'n' Gown Purchase in the Bookstore,
Fall 2009	Almost Double Retail Sales from Previous Fall Semester
2009	Sold over 250 Laptops, Voted by Peers as #1 Department on Campus, Successful Annual Inventory
2008	Voted by Peers as #1 Department on Campus; Increased Sales; Successful Annual Inventory
2008	Purchased a Color Printer for Sign and Advertising;
2007	Students began to Purchase more HCC Clothing; Increased Sales; Successful Annual Inventory
2007	Operated the bookstore to its highest potential; Donated at least $30,000 to HCC Scholarship fund

SWOT Analysis – Child Care Center

Strengths (highlight these)

Five star facility (highest rating in N.C.) This includes voluntarily meeting higher standards in staff/child ratios, space, and staff education.

Program offers developmentally appropriate activities and materials to children

Degreed instructors

Parent involvement in the program encouraged

Location convenient for HCC students

Security system in place

Web Cams in classrooms

Weaknesses (mitigate these)

Staff professional development

Curriculum – need means of more accurately measuring what children are learning

Physical facility – lack of storage space; no indoor gross motor area for children; no room to designate for parent meetings and such; playground needs improvements (pot holes filled, approved surfacing added, shady area, track for children to ride trikes)

Child Care Center and college administration communication and involvement with one another

Opportunities (exploit these)

National Association For the Education of Young Children (NAEYC) Accreditation

Expansion of (or relocation of) child care facility

Professional development of staff

Threats (defend against these)

State budget cuts

Complaints against Center filed with Division of Child Development

Non-compliance with state rules and regulations

Safety against outside intruders

CHILDCARE – VICKI COLLIER

What is required to mitigate your weakness?

Increase professional development opportunities to staff on the local level; make training opportunities available to staff on the state and national level as well.

Align curriculum with N. C.'s Foundation for Learning Standards.

Expand or relocate physical facility.

Come up with a plan that is workable among both Center and administrative staff to allow more involvement between the two (ex. Administration/trustees act as sounding board for Child Care Center).

What is required to defend against threats?

Limit number of subsidized child care slots to 50% of the total enrollment in the event of state budget cuts.

Continue to offer high-quality child care services to alleviate/reduce complaints.

Maintain compliance with State.

Equip room in child care center with inside door lock and window covering in case of an outside intruder. Staff and children would enter this room for lock down.

CHILDCARE – VICKI COLLIER

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

Date	Accomplishment
Nov. 2007	Three Year Reassessment – earned five stars
2007-present	Reactivation of Parent Advisory Committee
2007-present	Raised over $5,000.00 for St. Jude Children's Hospital
2007-present	98% compliance rate with State
2009	Notified of approval of Child Care Access Means Parents in School (CCAMPIS) grant for next four years (2010-2013) This grant, administered by the U. S. Department of Education, supports the participation of low-income parents in postsecondary education through the provision of campus-based child care services.

CHILDCARE – VICKI COLLIER

SWOT Analysis - Information Technology Resources

Strengths (highlight these)

Established Procedures
– Procedures Manual
  • Living document

IT Governance
– COBIT Framework 4.1
  • Second round

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
– Wi-Fi as opposed to fiber
– 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

Cyber attacks
– Attack bots
– Directed attacks
– Social engineering
- SPAM

INFORMATION TECHNOLOGY RESOURCES – JERRY THOMPSON

What is required to mitigate your weakness?

Action Plan:
    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

What is required to defend against threats?

Educate users
    -Large files in multiple locations
    -Large email attachments

Hardware upgrades
    -BlackBoard / Distance learning

Firewall / Monitor

Educate users
    -Protect digital resources

INFORMATION TECHNOLOGY RESOURCES – JERRY THOMPSON

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

Date	Accomplishment
August 2009	Received $175,000 in network equipment form Durham Tech at no cost. Used the N3 received to upgrade Halifax Community College's core switch which enabled HCC to provide internet connectivity to the Roanoke Valley Early College at no cost.
August 2008	Established a Student Wireless Network in and around the Student Pavilion, Quiet Room and cafeteria. This is a low cost solution which employs a DSL line.
2007	Established Gmail accounts for all students, faculty and staff resulting in an annual cost savings of $5,000-$7,000. Students keep the Gmail accounts for life enabling continued communications with alumni. Students are able to save documents in the "cloud" using Google Docs. Students are able to use online word processing, spreadsheet and presentation software at no cost.

INFORMATION TECHNOLOGY RESOURCES – JERRY THOMPSON

SWOT Analysis - Personnel Office

Strengths (highlight these)

Provides excellent customer service and the following listed services:
- job opportunities bulletins & information
- awareness to faculty and staff regarding personnel matters
- documentation of credentials
- emails to faculty, staff and community
- support services
- immediate information to faculty and staff
- requested information and compliance to the NCCCS
- on-going academic and support services
    services to community, Roanoke Valley and other areas (inquiry wage verifications, etc.)
- assistances to faculty and staff w/health insurance information and contact with outside agencies
- services with day-to-day operations and on-going processes for the College
- gives financial/investment information to faculty and staff

Weaknesses (mitigate these)

Under staff

No structures / salary study

Storage space

Vacancy replacement process

Old/slow equipment

Lack of sufficient training

Lack of confidentiality

Accessibility – receiving/transmitting documents

Opportunities (exploit these)

Provide additional staff in order to provide more needed services

Develop brochures

Develop web page for HR

Assist with departmental budgets

Offer additional professional development for faculty and staff

Attracting qualified employees

Ability to advertise nationwide for open positions in critical areas

Threats (defend against these)

Other organizations may attract and retain qualified employees from our business

Not keeping up with important documents

Poor record keeping

Inefficient office to customers

Lack of funds for advertising vacant positions

PERSONNEL OFFICE – DELOIS MERCER

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., AAS, BS, MS and also years of experience should also be a determining factor). This will also provide a solution to this area.

Confidentiality – faculty and/or staff cannot come in the office to discuss confidential matters because the environment is open; the office does not need an open wall.

Storage space is limited; there is not enough space to store personnel files.

Equipment is old/slow – equipment should be up-to-date due to lack of information entered /maintained into system; therefore the department could function more efficiently and effectively and projects can be completed in a timely manner.

Fax machine - confidential information should be received/maintained in the department.

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 business.

We must have a first class department to keep our customers satisfied which will want them to come back.

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

Funding to advertise nationwide for open positions (i.e. critical positions)

PERSONNEL OFFICE – DELOIS MERCER

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

Date	Accomplishment
2/07	All employees were set up in Colleague for tracking of leave/annual and sick
10/07, 10/08 & 10/09	Annual Longevity Eligibility Determination reports submitted
11/07, 11/08 & 11/09	Annual Institutional Staff Information reports submitted
12/09 – ongoing	Personnel and payroll files were updated
12/09	Developed new procedure for employee checklists
07/ 08 & 09	Open Enrolment for Faculty and Staff Open
07/ 08 & 09	Hosted flu shot clinics for Faculty, Staff, Community and Retirees

PERSONNEL OFFICE – DELOIS MERCER

SWOT Analysis - Academic Affairs

Strengths (highlight these)

V.P. with wealth of experience and leadership skills

Affordable rates for classes

Financial Aid available for those who qualify

Qualified experienced Faculty/Staff who are goal oriented

Variety of quality Programs of Study (POS) that will fit the needs of the community in the Roanoke Valley service area, i.e., (12N6) programs, Continuing Educations Programs, BLET Program, etc.

Location of the school, just off interstate 95

Our Student Services Department works diligently with and for our students.

Weaknesses (mitigate these)

The boomers are retiring and with them goes a wealth of knowledge and skills, leaving the College in a position of having difficulties finding qualified instructors and administrators.

Not being able to reach a wider population due to budget restraints.

Having to become more creative in delivery methods/communication with faculty and staff due to lack of material and supplies needed for advertisement. This takes skill that many individuals do not acquire.

The ability to offer quality training to faculty and staff is impaired, due to budget restraints.

Opportunities (exploit these)

Provides an opportunity to become more creative by thinking outside of the box and demand a higher standard for our staff, student and faculty.

Students have many learning resources available to them on campus in an effort to ensure academic excellence.

Comprehensiveness, quality, and growth of online education

Threats (defend against these)

So many other community colleges in the close proximity offering competitive programs

Due to some program guidelines (12 N 6), it is difficult to find qualified students. Especially programs that are funded

What is required to mitigate your weakness?

Academic Excellence is key - through communication on all levels, up and down the ladder

What is required to defend against threats?

An intellectually vital and flexible learning environment, quality teaching, high academic standards and scholarship

A student-focused environment characterized by personal growth and development opportunities within and beyond the classroom

A democratic, ethical, caring, and diverse community fostering the well- being of our students, faculty, and staff

Informed engagement and service among our faculty, staff, and students, and between the local community

ACADEMIC AFFAIRS – DR. ERICA HOLMES

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

Date	Accomplishment
February 2009	Faculty/Staff Development is being promoted to the highest to ensure we maintain a qualified faculty/staff as mandated by policy, as funds are available through the Freedom to Learn Initiative for this development.
March 2009	Outdated policies and procedures in the ARPM and the Personnel Policy Manual are been updated under the direction of Dr. Holmes.
August 2009	The Board of Trustees approved the NC Early College High School Initiative Agreement contingent upon NC State Funding and the hiring of the proposed position of Principal, Monica Smith-Woofter.
August 2009	JobsNOW "12 in 6" project was approved for implementation at Halifax Community College. The plan calls for the following short-term offerings of classes for qualifying applicants: Nursing Assistant, Healthcare Billing/Coding, Plumbing, Industrial Maintenance and Office Systems Technology. The total grant award is $250,000 and the grant period for these resources is July1, 2009 through October 31, 2010. An orientation session was held for these programs and more than 140 people attended. This project was in response to North Carolina's need to get people back to work and to the call from Governor Beverly Perdue that the NC Community Colleges undertake her JobsNOW initiative, the community colleges and the NC Department of Commerce joined together to develop and fund "12 in 6". This program is designed to train North Carolinians in needed job skills within 6 months and help rebuild North Carolina's economy.
January 2010	A Director of Admissions was hired at HCC.
February 2010	Dr. Holmes completed an application for HCC to become a Microsoft Testing Center and the application was approved. Being a Microsoft Testing Center affords our students the opportunity to sit for industry certification tests on campus.
February 2010	The JobsNOW program was audited and as a result, the program with funding was extended to December 2010 from the original end date of October 2010.
February 2010	HCC successfully passed an EEOC Audit under Dr. Holmes direction
March 2010	More than 1500 records were uploaded to HCC's website for our upcoming SACS audit and materials were mailed in time to meet the March 15, 2010 deadline.
March 2010	Under the leadership of Dr. Holmes, the compliance reports to SACS for Reaffirmation were completed on time. She also coordinated video conference with the SACS Advisory Liaison.
March 2010	The leadership of Dr. Holmes provided a new direction and vitality to HCC.

ACADEMIC AFFAIRS – DR. ERICA HOLMES

SWOT Analysis - Roanoke Valley Early College

Strengths (highlight these)

Early college students will earn two years of college transfer credit, or an Associate's degree during the same time they earn their high school diploma.

Work relations between HCC employees and Roanoke Valley Early College employees.

Students are excited about participating in this program, especially taking college courses.

The RVEC faculty and staff have a great rapport with HCC faculty and staff.

HCC and Weldon City Schools are focused on the success of the RVEC by demonstrating their full support of what is needed to make this program a success.

Weaknesses (mitigate these)

Planning process when developing the upcoming semester schedule - The early college needs to be involved in the scheduling process to ensure early college students will be able to take college courses needed.

Communication and collaboration between HCC faculty and Roanoke Valley Early College

RVEC has a small staff and it can become a difficult task when attempting to make their schedules mesh with HCC's schedule.

Opportunities (exploit these)

RVEC students would have the opportunity to utilize resources available to all HCC students.

As the RVEC enrolment increases, HCC's enrolment increases. Therefore the need for more faculty teaching positions increases, as the college grows.

RVEC students have will be allowed to earn community service hours in various HCC departments, based on their own academic interests and goals.

Threats (defend against these)

Facilities to house the growing population of early college students

Not having enough faculty to offer all the courses and sections needed to accommodate the early college program.

Conflicts between HCC and Weldon City Schools policies and procedures

Course content is geared towards an older student audience, and may pose a concern to parents.

Early college students cannot afford to lose their motivation, or drive. They have to stay focused academically even when they are integrated into courses with regular college students.

ROANOKE VALLEY EARLY COLLEGE – THOMAS BRACY

What is required to mitigate your weakness?

Communication and collaboration is important to the success of this program. RVEC and I need to be involved in the scheduling process during the early stages so we can plan to accommodate the early college students.

What is required to defend against threats?

Again, communication is a factor that is important to the success of this program.

RVEC and HCC need to discuss their expected growth with department heads in order to ensure that there are enough classes and faculty to accommodate the early college students.

An open line of communication would also limit the conflicts between the policies and procedures of both HCC and Weldon City Schools.

Parents have to be aware of what types of assignments their children have to complete and the types of discussions they have in their college courses.

The college instructors facilitate college level instruction and in some instances the content may be for a mature audience; however the early college students are pursuing a college degree, which means that they have to successfully complete college course work.

The RVEC staff along with myself will be available to assist students and parents when they have concerns about the content of their course work.

ROANOKE VALLEY EARLY COLLEGE – THOMAS BRACY

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

Date	Accomplishment
10/28/09 to 12/1/09	All RVEC students took the ASSET placement test prior to the beginning of the Spring 2010 semester for the first time.
11/10/09 to 11/25/09	Successfully registered all RVEC students in their first college courses for the Spring 2010 semester.

ROANOKE VALLEY EARLY COLLEGE – THOMAS BRACY

SWOT Analysis - Student Services

Strengths (highlight these)

Utilization of Teamwork in unit to complete tasks

Communication and multiple contacts with students to help them succeed

Collaboration with middle and high school students

Networking with other community colleges

Positive customer service shown to current and prospective students

Outreach on campus and in community

Services that assist students with matriculating

New Student Orientation increase in participation

Ability to help students reach goals

Student and community satisfaction with services

Diverse support services available to students

Weaknesses (mitigate these)

Communication with other departments in use of retention strategies (Early Alerts)

Financial and human resources (lack of necessary resources)

Recruitment of high school students for transfer courses in Dual Enrolment

Use of other strategies to aid in the retention of enrolled students

Documented ongoing strategies used to retain students and along with revision when applicable

Professional Mentoring

Lack of personnel to serve as retention specialist

Consistent professional development for entire staff

More need and merit based financial aid

Restricted funding and budget constraints

Lack of summer funding to hire summer faculty equals enrollment growth

STUDENT SERVICES – BARBARA HASTY

Opportunities (exploit these)

Collaboration with middle and high school students for opportunities in career tech education

Departmental networking with secondary school staff in area schools

Improvement in distance services available to students

First year/semester student experience

Threats (defend against these)

The economy's impact on dropout rates

Population decrease in surrounding areas affects enrollment growth

Job opportunities for current students and graduates

Transportation for students

Illiteracy rate in surrounding counties

Lack of coordination and communication among all areas of college

STUDENT SERVICES – BARBARA HASTY

What is required to mitigate your weakness?

Adequate funding to meet recruitment, retention, and personnel needs

Personal Development among entire team

Rule reversal for transfer courses taken by dual enrollment students

What is required to defend against threats?

Ongoing recruitment, retention, mentoring, and graduation of students for better paying careers, which leads to success in society

Better communication among all areas of campus community

STUDENT SERVICES – BARBARA HASTY

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

Date	Accomplishment
08/07-08/09	Fall 2007 –Fall 2008 New Student Orientation (NSO) increased by 9% for day participants and 13% for evening. Fall 2008-Fall 2009 NSO increased by 15% for day participants and 38 % for evening participants.
8/07-08/09	Fall 2007-Fall 2008 high school enrollment increased by 24%. Fall 2008-Fall 2009 high school enrollment increased by 9%.
8/07-08/09	Fall 2007-2008 male enrollment increased by 11%. Fall 2007-2008 female enrollment stayed flat. Fall 2008-2009 male enrollment increased 26%. Fall 2008-2009 female enrollment increased by 26%.
2006-2009	Student Services Department established scholarship first academic year (2006/2007) gave one scholarship totalling $500.00. Academic year 2007/2008 gave two scholarships totalling $1000.00. Academic year 2008/2008 gave 1 scholarship totalling $500.00, and Academic year 2009-2010 gave 2 scholarships totalling $1000.00. Students Services staff has given a total of $3000.00 to assist students since 2006/2007 academic year.
2007/2008-2009-2009	There were 22 places of outreach for 2007-2008. The outreach for 2008-2009 was 44. This was a two fold increase.

STUDENT SERVICES – BARBARA HASTY

SWOT Analysis - Admissions

Strengths (highlight these)

Excellent services to students

Team work

Applications are processed in a timely manner (except peak times)

Online Application – Applications for Admission are completed on-line through the College Foundation of North Carolina Website and the information download in Colleague

Weaknesses (mitigate these)

Need Additional Staff

Two person in office – as enrollment increases the volume of work increases also

Admissions office needs a copy/fax machine

Require all students to complete the Application for Admission online

Purchase phones with Caller ID

Opportunities (exploit these)

Teach Communication Management – a function in colleague that will generate letters to send to students and also track missing items that students need to complete the admission process.

Participate in Professional Development: (College Foundation of North Carolina workshops, residency workshops, & Admissions/Registrars meeting).

Threats (defend against these)

If applications are not entered in a timely manner it will affect the following:

The advisor will not be able to register students for classes.

Financial aid office can not award financial aid.

Testing Coordinator can not enter test scores.

ADMISSIONS – CATHY VASSOR

What is required to mitigate your weakness?

 Hire a full time person to assist in the Admissions Office.

Purchase a copy/fax machine.

Require all students to complete the application for admission online.

Purchase phones with Caller ID

What is required to defend against threats?

 Hire a full time person to assist in the Admissions Office.

ADMISSIONS – CATHY VASSOR

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

Date	Accomplishment
2007	HCC successfully converted all admissions record from the IIPS systems to colleague and we went live on colleague.
2008	Organized CACRAO Day (Carolinas Association of Collegiate Registrars and Admissions) College Tour.
2009	Online application through College Foundation of North Carolina website – data download in datatel.

ADMISSIONS – CATHY VASSOR

SWOT Analysis - Counseling

Strengths (highlight these)

Qualified Professional(s)

Extended Office Hours

Use of Current Technology

Use of Best Practices

Variety of Services (1 stop shop)

Student Body Involvement

On Site Recreational Activities

No Cost Services

Weaknesses (mitigate these)

Lack of Financial Resources

Lack of Human Resources

Communication

Interaction

Duplication of Services

Policies/Procedures Not Followed

Low Student Participation

Multiple Roles

Office Location

COUNSELING – Dr. CAROLYN STUART

Opportunities (exploit these)	**Threats** (defend against these)
Eliminate Barriers	Non-Compliant
Collaborate	Lack of Participation (Employees & Students)
Increase Retention Rates	Lack of Accountability
Increase Graduation Rates	Perpetuate Failure to Thrive Stigma
Increase Enrollment	Decrease in Services Provided
Inform Policies/Procedures	Decrease in Enrollment
Carry out Tasks Responsibly	Decrease in Retention Rates
	Decrease in Graduation Rates
	Loss of Revenue
	Loss of Resources

COUNSELING – Dr. CAROLYN STUART

What is required to mitigate your weakness?

Financial and human resources; independent facilitator for faculty/staff meetings; eliminate duplicated services; accountability for lack of follow-through ; office space conducive to providing quiet, confidential counseling sessions, independent of other tasks taking place would serve to alleviate the weaknesses identified by Counseling Center staff.

What is required to defend against threats?

In an effort to defend against the threats the Counseling Center faces, there is an urgent need for faculty, staff, and students to comply with policies/procedures that each department has in place; be held accountable for non-compliance; effectively carry out responsibilities by positively contributing to the development of a learning environment that provides an opportunity for a quality education to be available to every student; promote and contribute to all programs and services available to students; implement collaborative recruitment strategies that includes faculty, staff, and students; support and assistance departmental efforts to ensure that ongoing day-to-day operations are conducted in a manner that meets both department and institutional requirements (e.g., SACS); adhere to the retention strategies, timely dissemination of information to allow Q&A and any other feedback prior to changes going into effect; and to share departmental information (e.g., students referred for other services; students not attending class, students failing class, etc.).

COUNSELING – Dr. CAROLYN STUART

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

Date	Accomplishment
January 2007 -	New Student Orientation
March 2007 -	Juniors Learning About Careers (JLAC) Day Presentations
December 2007	Academic Early Warning
December 2007	Developed Protocol for Female Mentoring
December 2007	Developed Counseling Center Bookmark
December 2007	Co-Chaired First Annual HCC Prom
February 2008	Co-Developed Recruitment Plan (Dean Hasty)
June 2008	Distance Credentialed Counseling Training Completed
October 2008 & 2009	Annual Breast Cancer Awareness Program
October 2008 &	Annual Counsellors' Meeting Workshop

COUNSELING – Dr. CAROLYN STUART

November 2009	
March 2009	Co-Developed First Annual HCC Bookstore Graduation Fair
March 2009	Co-Wrote Quick Reference Emergency Guide
March 2009	Developed Disability Services Policies/Procedures
March 2009	Top "C"ampus Award
April 2009	First Annual Appreciation Luncheon Sponsored by SGA
November 2009	Co-Developed Employee Handbook
November 2007	Co-Sponsor Activities/Events with P.R.I.D.E.; Institutional Advancement; and President

COUNSELING – Dr. CAROLYN STUART

SWOT Analysis – Financial Aid

Strengths (highlight these)

Experienced, competent staff

Staff to student ratio, accessible

Sufficient aid programs available

Colleague software, efficient processing and communication

Utilization of available technology (Gmail and Web advisor)

No audit findings, organized, accurate data and files

Weaknesses (mitigate these)

Registration, delays due to large number of late applicants

Stafford Loan Program, large increases in the number of applicants – inability to repay

Student's lack of understanding of the financial aid policies (Satisfactory Academic Progress, deadlines, etc.)

High volume of Return of Title IV

Opportunities (exploit these)

Stafford Loan Program, not available at NCC or RCCC

Cost, more affordable than nearby 4 year institutions

Computer lab available to students for online access to web applications

One to one entrance and exit counselling for loan recipients

One to one probation counselling for students not making Satisfactory Academic Progress

Threats (defend against these)

Increase in Cohort Default Rate could affect Title IV eligibility

Return of Title IV policy, expensive to HCC

Inability to award students due to admissions backlog, data not being complete in Colleague

Withdrawal forms not being submitted by Faculty in a timely manner, creates noncompliance issues for the institution

Grant overpayments due to conflicting data received from Faculty

Increase in Loan volume, insufficient staffing

Large number of late aid applicants

Large number of students not making satisfactory academic progress

FINANCIAL AID – TARA KEETER

What is required to mitigate your weakness?

Effective Default Management Plan

Students should meet application deadlines and read policies,

Evaluate annually the effectiveness of the Stafford loan program and the benefits/hazards of participating,

Educate students on policies through New Student Orientation and ACA classes.

What is required to defend against threats?

Effective Default Management Plan

Sufficient staffing in the admissions office

Financial aid staffing may have to be increased to handle loan volumes

Cooperation and compliance from Faculty

Advertise deadlines

One to one financial aid counselling when possible

FINANCIAL AID – TARA KEETER

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

Date	Accomplishment
2007-08	No audit findings
2006-07	No audit findings
2005-06	No audit findings
2007-08	Successful implementation of new state grant program (NC EARN)
2006-07	Successful implementation of new federal grant program (ACG)
2008, 2007, & 2006	Low Cohort Default Rate

FINANCIAL AID – TARA KEETER

SWOT Analysis – JobLink

Strengths (highlight these)

Job Link is a part of an "interagency human services team" that serves Halifax and Northampton adults

Provides labor market information and case management services

Assists with tuition, books, uniforms, program costs and special supplies for some students

Assists Job Link trainees/enrolees with child care and transportation

Employs Job link case managers who assist Job Link enrolees with counselling, job development, job placement, job retention and follow-up

Job Link provides case management for ARRA (American Recovery and Reinvestment Act) "12 in 6" programs

Weaknesses (mitigate these)

Job Link is not an entitlement program

Job link funding is not always adequate

Unemployment rates have not improved recently, ARRA funding (American Recovery and Reinvestment Act) programs, designed to stimulate the economy are slated to end in October 2010

HCC's Job Link program does not currently serve Youth (Persons under 18 years of age)

Opportunities (exploit these)

Offers training based on local labor market needs approved by/and included on the Turning Point Workforce Development's Board's Occupational Listing for Workforce Training

Heightens the "quality of life" of Halifax and Northampton adults by assisting them with obtaining long-term unsubsidized employment/jobs

Creating/completing a proposal for funding for a program to serve area youth to prepare them for the workforce

Threats (defend against these)

Job Link programs are funded on a competitive basis every other year by a competitive RFP (HCC Job Link could be out-bid by competing agency)

Job link indirectly receives federal funding and is up for reauthorization (approval for continued program support, operation and funding). The U.S. Congress is not guaranteed to reauthorize it.

What is required to mitigate your weaknesses

Seek to have funding levels/amounts allocated based on contractor performance rather than the County's Fair share allocation

Open dialogue with the Turning Point Workforce Development Director and Board Members and notify them of our intentions to seek funding for Youth Programs

What is required to defend against threats?

Prepare comprehensive proposal packets and continue to perform well in our positive job placement rates, our retention rate and our curriculum completion rates through Case Management services

Provide quarterly information sessions with Turning Point Workforce Development Board members who represent Halifax and Northampton counties

Provide information to our federal and state Congressional Delegations as well as the North Carolina Employment and Training Association Board which speaks to the necessity of such programs and the positive impact it has had on the areas citizens

Engage in bi-monthly dialogues with the Turning Point Council of Government's Directors and attend monthly Workforce Development Board meetings and monthly Workforce Plus User meetings

JOBLINK – JOHN FORIEST

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

Date	Accomplishments
July 2008 (Performance)	Of an expected entered employment rate of 80% we showed 85.9%
	Of an expected 6 month retention rate of 84% we showed 85.9%
	Of a 6 month expected earning wage, of those exited of at least $7,351 we showed $10,046
July 2009 (Performance)	Of an expected entered employment rate of 84.2% we showed 95.65%
	Of an expected 6 month retention rate of 84% we showed 85.6
	Of a 6 month expected earning wage, of those exited of at least $8,975 we showed $11,134
	NOTE: For the last performance year 2008 (recorded in July 2009) Halifax Community College's results were among the highest in the Turning Point Service Delivery Area.

SWOT Analysis - Registrar

Strengths (highlight these)

Excellent customer service to students and individualized attention to all students

Transcripts processed same day or within at least 24 hours (except holidays)

Academic information is available online to students (grades, transcripts).

Final grades are available to students via web within 24 hours of end of semester. Faculty will enter their own grades through WebAdvisor beginning Fall 2009.

Use technology (WebAdvisor, 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 members have taken advantage of this as well.

Use of Degree Audit in Colleague for potential graduates has helped identify potential graduates as well as eased the workload of verifying graduates (and posting of degrees).

The Registrar's Office webpage is accessible from the HCC main 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.

We provided FERPA training to faculty during orientation. The Registrar's Office also has a FERPA training PowerPoint available to everyone on file exchange.

Registrar meets with various groups throughout campus to promote awareness of Web-Advisor (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.

Weaknesses (mitigate these)

Two person office – as enrollment increases the volume of work increases incrementally. During "peak" times, the Registrar's Office often must close to students in order to submit required reports (FTE reports, enrollment reports, etc).

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).

Web registration was implemented during early registration for Fall (July 2009). However, students still encounter problems with "prerequisites not met". This is a problem with Colleague as it will not recognize old "quarter hour courses". HCC still recognizes some old quarter hour courses and courses can be combined to grant credit for a course on the semester system. We have not yet found a way around this issue Colleague/Web-Advisor.

HCC does not have the capability for students to pay for classes or transcripts (or any other services) online. Many students would like to pay for transcripts online (this would also expedite the transcript processing time, as we would not have to wait for payment to be mailed before the transcript could be sent).

REGISTRAR –DAWN VELIKY/FREDIA WEBB

Opportunities (exploit these)

Use E-advising through Web-Advisor. Web-Advisor (and Colleague) has a function that will allow students/faculty to perform "what if" analyses. We plan to make this available for faculty and students through Web-Advisor within the next 6 months. Registrar's Office already uses this function to identify potential graduates.

Professional development for Registrar and Assistant Registrar

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. Due to the fact that there are only two people in the Registrar's office, purchasing imaging software would not be of much help, as we would not have the manpower to scan and maintain the information (in addition to our current workload).

Provide more training opportunities for faculty and students on Web-Advisor.

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 (defend against these)

Budget cutbacks: Many of our regional meetings have been canceled and/or postponed due to the financial situation at HCC and at other institutions.

There is a lack of manpower. 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).

Some faculty and students are still reluctant to use Web-Advisor.

There is difficulty communicating with students and faculty. Registrar's Office sends emails to students/advisors throughout semester regarding Web Advisor/graduation, etc. Students still state that they "did not know" about something. We need suggestions on other means of communicating that will "get the word out" about services available through Web Advisor as well as notices regarding registration and graduation.

REGISTRAR –DAWN VELIKY/FREDIA WEBB

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

Date	Accomplishment
2007:	• HCC successfully converted all transcripts and student records from the old IIPS system to the new Colleague system. • Provided training to advisors on registering students in the new Colleague system. • Registrar attended training in Sanford, NC for all new Veterans' Administration certifying officials. • All FTE audits and VA audits were conducted and no exceptions were noted. • For the first time, letters were mailed to students placed on academic probation at the end of each semester (beginning fall 2007).
2008:	• Academic information (transcripts and grades) were made available to students through the web (Web-Advisor). • Registrar's Office began using Degree Audit for the evaluation of graduate applicants and for use in identifying potential graduates. • Registrar has conducted Web-Advisor training for members of PRIDE (viewing transcripts and final grades). • Registrar conducted some face-to-face training for faculty on the use of the grading module in Web-Advisor. • Registrar attended the conference for VA certifying officials held in Atlanta. The main focus of this conference was to familiarize certifying officials with the new Chapter 33 educational benefit (post 911).
2009:	• Registration for all students became available through Web-Advisor. (Over 70 students have successfully registered themselves for Spring 2010 using Web-Advisor during the first week of early registration). • Faculty began entering grades effective Fall 2009 (some faculty have already successfully entered grades for 8 week classes). • The first FERPA training was conducted for faculty. A FERPA training PowerPoint was emailed to HCC faculty as well as being made available over the HCC file exchange. • Instructional videos for grading and using the PERC screen in Colleague were created and made available for faculty. These videos are available through file exchange. Emails were forwarded to faculty advising of the videos' availability and location.

REGISTRAR –DAWN VELIKY/FREDIA WEBB

SWOT Analysis – Student Support Services

Strengths (highlight these)

Trained and dedicated staff

Adequate resources (computers, software, supplies, tutorial lab, etc)

Effective instructional programs (Summer Bridge, study skills seminars, tutoring)

Counselling and advising services

Student leadership development

Longevity

Good database management/record keeping

Access to community resources

Located in centralized area; easily accessible to other student service departments

Meeting annual performance goals

Weaknesses (mitigate these)

Lack of space for tutorial and counselling services

Lack of College funding to support existing tutorial program and other retention Services

Lack of consistency as it pertains to maintaining qualified tutors in high risk courses (i.e. nursing, math, sciences)

Opportunities (exploit these)

Workshops throughout the year

Cultural activities

Computer Aided Instruction

College/University Visitation

Lap top Loan Program

Grant Aid

Book/Video Loan Program

Tutoring

Career Planning/Resume Writing

Financial literacy/financial aid planning

Community resource referrals

Professional development

Threats (defend against these)

Viruses entering the database

Loss of federal funding

STUDENT SUPPORT SERVICES – SHERIDA GHOLSTEN

What is required to mitigate your weakness?

Lack of space for tutorial and other services-College would need to supply adequate space to house key program staff as well as tutorial staff and lab

Lack of College funding for tutoring and other retention services - College would have to supply additional funds in order to hire more tutors, to offer student activities, cultural activities/exposure, and guest speakers - Could strengthen relationship with area businesses to sponsor certain activities or events.

Lack of consistency in maintaining qualified tutors in high risk course - Partner with nursing consortium to obtain list of nursing personnel or students - Contact area retired teacher association for referrals. Advertise in local newspaper and across the state. Matching funds from College would attract more qualified candidates.

What is required to defend against threats?

Viruses-Staff education on recognizing viruses and reporting suspicion of them

Loss of funding-Support of College to incur cost of program in the event of loss, access to consultant to make recommendations for funding of grant, adhering to the grant(offering required services), successful annual performance as determined by the U.S. Department of Education, unity within program and on campus.

STUDENT SUPPORT SERVICES – SHERIDA GHOLSTEN

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

Date	Accomplishment
Summer 2006	Implementation of Summer Bridge Program
Fall 2006	100% accuracy on Annual Performance Report
Fall 2007	100% accuracy on Annual Performance Report
Spring 2008	Co-sponsored College's first student prom Co-sponsored first Salute to Local African-American Heroes recognition ceremony
Summer 2008	Sponsored community wide function featuring Kemba Smith, motivational speaker and survivor of domestic violence
Fall 2008	100% accuracy on Annual Performance Report
Spring 2009	Sponsored Jeff Johnson, activist and motivational speaker during Black History month celebration SSS awards banquet celebrating 32 years of service at HCC
Fall 2009	100% accuracy on Annual Performance Report

SWOT Analysis – Testing/Job Placement

Strengths (highlight these)

Written detailed information for enrolment and testing procedures and policy

Walk-in applicants receive personal attention and taken to each office personally. (i.e. Financial Aid, Admissions)

Placement test completed, scores interpreted, and provided the same day at the end of the testing session.

Applications may be completed on-line.

Placement testing offered during the morning, afternoon, and evenings.

Study guide for the placement test is linked to testing information and may be downloaded.

Weaknesses (mitigate these)

Computer testing must be up-dated before students may take the test.

Re-testing can only be done when regular testing is not being offered.

Application for admissions can only be completed by going to the College Foundation site.

Opportunities (exploit these)

Walk-in students are personally taken thru the admission's process.

Study guide is provided to each walk-in applicant.

Study guide may be downloaded from website.

One staff member is cross-trained to re-test students.

Threats (defend against these)

On-line testing is offered by other colleges on a walk-in basis,

TESTING/JOB PLACEMENT – JULIA HORSLEY

What is required to mitigate your weakness?

Need up-grading of the computer testing software.

Additional staff must be cross-trained to proctor the regular placement test and the re-tests.

Budget constraints result in supplies not be ordered or stocked as needed, i.e., resume paper for job placement, flash drives to store information.

Application process must be fully completed on-line at the HCC web site and not via the College Foundation.

What is required to defend against threats?

Budget information required to plan what supplies need to be ordered right away.

Prompt communication from Purchasing Division when supplies will not or can't be ordered due to budget constraints.

Server for testing purposes if the testing is ever offered on-line.

IT Dept. Of HCC must understand appreciate the potential student applicant would like to complete the application process on-line and not have to print out documents and physically bring them to the college.

TESTING/JOB PLACEMENT – JULIA HORSLEY

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

Date	Accomplishment
2009	On-line application
2008	Cross-trained staff member for re-testing
2006	Computer placement testing secured

TESTING/JOB PLACEMENT – JULIA HORSLEY

SWOT Analysis – General Education

Strengths (highlight these)

Program gives opportunity for students to transfer to senior institutions.

Gen. Ed. Students prepare for allied health programs. Fills local healthcare employment needs.

Offer courses to college bound high school students and Roanoke Valley Early College.

Provide general education support to all HCC curriculum students.

Partner with other NC community colleges through the North Carolina information Highway.

HASS and English departments offer classes through Huskins dual enrolment and early college. This creates a "bridge" between area high schools and HCC.

All courses have a Blackboard component.

Weaknesses (mitigate these)

Many students coming into the program test into developmental English and math.

Currently, the transfer programs have one FT faculty position that is vacant and two FT faculty members temporarily assigned to other duties. This leaves deficits in course offering. Many courses are filled to capacity early in registration. Additionally, one developmental English position was vacated in May, '05 and never filled.

Pass rates in developmental math courses are low.

Program advisors and advisees often disconnected with each other.

Several courses listed in our curriculum standard must be taught through adjunct instructors or NCIH. Currently, we have no FT faculty members qualified to teach chemistry, drama, Spanish and French courses. The demand for these courses does not warrant a FT position.

GENERAL EDUCATION – PHIL PAIR

Opportunities (exploit these)

Develop and implement plan to foster better advising relationships.

Strengthen academic relationships between HCC and area high schools.

Participate in Learn and Earn program

Develop a writing lab to help students research based writing skills.
Increase the availability of full-time and part-time faculty to meet student demand

Threats (defend against these)

Tuition waivers needed for high school students. This jeopardizes our Huskins and dual enrolment programs.

May not have adequate faculty to meet increasing demand of early college

Lack of instructional technology in classrooms

Finding qualified adjunct faculty

Successful matriculation of student in developmental math courses

GENERAL EDUCATION – PHIL PAIR

What is required to mitigate your weakness?

Funding to meet staffing needs

Plan to improve developmental math performance

Better system of advising and training of advisors

What is required to defend against threats?

Many treats are related to funding. Grants may help meet the needs.

GENERAL EDUCATION – PHIL PAIR

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

Date	Accomplishment
Sp. 2010	Will be piloting two learning communities SP. '10 between ACA 085 (Improving Study Skills) and MAT 060 (Essential Mathematics). There are also plans to initiate learning communities between social science and humanities courses.
Sp. 2010	College transfer curriculums have added HUM 115 (critical thinking) as an elective option. Will be offered SP. '10.
Fall 2009	The math program in conjunction with HCC's P.R.I.D.E. program now features a lab where students can turn for professional math tutoring. It is staffed daily.
2007 and 2008	Developed a system of direct assessment for Gen- Ed of all HCC curriculum students

GENERAL EDUCATION – PHIL PAIR

SWOT Analysis - English & Communications

Strengths (highlight these)

Enthusiastic faculty

Diverse backgrounds

Versatile and talented faculty

Good communication skills

Weaknesses (mitigate these)

Technological deficiencies

Lack of core requirements

Loosely unified grading methods

Understaffed

Opportunities (exploit these)

Incorporating technology into courses (Blackboard, NCIH, DL courses)

Seminars (Technology, teaching methods, etc.)

Supportive staff and administration

Return to Industry funds

Threats (defend against these)

Constant changes to technology

Students' non-school-related priorities

Cell-phones/devices disrupting classes

Time constraints

Budget cuts

Short-staffed

ENGLISH & COMMUNICATION DEPARTMENT – CHARLES WILKINSON

What is required to mitigate your weakness?

Attend technology training seminars and seek out mentor relationships with co-workers.

Continue working with Sacs committees to enhance core requirements and work toward unifying Department standards.

Continue lobbying for new hires to replace former faculty positions.

What is required to defend against threats?

Attend technology training seminars to stay abreast of new developments.

Establish and emphasize strong and clear rules and regulations about classroom behaviour and cell-phone usage at start of semester, utilizing both Syllabi and lecture mediums.

Lobby administration for campus-wide rules concerning cell-phone usage.

Make more conscientious use of office time.

Continue lobbying for new hires to replace former faculty positions.

ENGLISH & COMMUNICATION DEPARTMENT – CHARLES WILKINSON

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

Date	Accomplishment
2007-Ongoing	Work on general education assessment.
2008-2009	One faculty member received President's Leadership Award and Innovator Award.
4/30/09 12/08	One faculty member received two Certificates of Appreciation, Student Services Beacon Program
2008	One faculty member received her EDS from Western Carolina University.
2006-2007	Three faculty members received Certificates of Appreciation for participating in the Huskins program. Their participation is ongoing, but the certificates have been discontinued with the elimination of the Night Dean's position.
2009	One faculty member has enrolled at ECU to secure his Doctorate degree.
2009-2010	One faculty member has submitted her research paper on Josephina Niggli (Latina Writer) to Western Carolina University with the intention of presenting it at the Gender Conference in February 2010.

ENGLISH & COMMUNICATION DEPARTMENT – CHARLES WILKINSON

SWOT Analysis – Health & Physical Education/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 College).

Offering 6 different PE/Health classes – Personal Health/Wellness, Physical Fitness, Walk/Jog/Run, Weight Training, Beginning Tennis, and Fit and Well for Life.

Weaknesses (mitigate these)

Budgetary concerns, shortage of necessary equipment to improve learning environment (For example, we only have 3 treadmills for classes that can have as many as 20 students).

The lack of necessary facilities to add courses such as Golf, Volleyball, etc.

Opportunities (exploit these)

Improve the overall health and wellness of the campus community through education and additional opportunities in the Wellness Center.

Offer additional PE/Health classes through the hiring of a part-time instructor.

Continue to increase usage of the Wellness Center through promotion and coordination with other campus departments/programs.

Threats (defend against these)

There are liability and safety concerns due to the lack of professional servicing and maintaining of fitness equipment. I have requested service contracts and submitted estimates (September/October 09) from companies that specialize in servicing fitness equipment, but I have not received a response from management concerning this issue.

Student retention

HEALTH & PHYSICAL EDUCATION/WELLNESS CENTER – SCOTT DAMERON

What is required to mitigate your weakness?

Look into grants designed to help improve health and wellness on college campuses by purchasing exercise equipment.

Look into possible fund raisers for equipment improvements.

Look into partnership with the local recreation department for facility usage.

What is required to defend against threats?

We must service our existing fitness equipment by contracting a company that specializes in maintenance. This will increase the safety of all users, and will lengthen the life-span of our existing equipment, therefore avoiding costly replacements and repair.

Communication should improve when requests such as these are made. I would like to think that it would reasonable to get a response within 30 days when a requisition/service request is submitted.

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 – Humanities and Social Sciences

Strengths (highlight these)

Qualified Faculty

Faculty who Care about Students

Faculty who communicate with each other

A variety of part-time faculty with expertise in a variety of fields

Weaknesses (mitigate these)

Many people at HCC do not know how the department is structured.

The department is not experienced as a separate entity from the School of Arts and Sciences.

We do not have departmental meetings, only "School" meetings.

Ratio of full-time to part-time faculty: Only 4 full-time faculty, 2 of which are on a reduced course load and 10 part-time faculty.

Department Head is not compensated for the added responsibilities that go along with being a department head.

Part-time faculty members have no incentive to come to departmental meetings.

Full-time and part-time faculty members have no face-to-face avenue of communication in terms of consistency across sections of the same course.

Inconsistencies exist across section of the same course taught by different faculty.

Part-time faculty members have no faculty development opportunities that would enhance their teaching skills and help them to avoid burnout.

Full-time faculty members have few faculty development opportunities that would enhance their teaching skills and help them to avoid burnout.

No department head meetings where concerns of adjuncts may be addressed.

HUMANITIES AND SOCIAL SCIENCES – DR. JULIE DILDAY

Opportunities (exploit these)

Can communicate to the campus how the School of Arts and Sciences is structured.

Have at least 2 departmental meetings per semester to communicate important info to part-timers and to communicate about inconsistencies across sections.

Create a policy that compensates the Dept. Head for additional responsibilities of the position.

Create a policy that at least pays mileage to adjuncts so that they may attend meetings and professional development, and therefore increase the quality of teaching and learning.

Have a protocol/ avenue of communication and discussion where adjunct concerns may be addressed.

Threats (defend against these)

That the opportunities are not recognized and supported by the administration; therefore, opportunities are not realized.

HUMANITIES AND SOCIAL SCIENCES – DR. JULIE DILDAY

SWOT Analysis – Math Department

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

Learning communities being developed

Common final exam for developmental courses

Use of MML in developmental courses

Weaknesses (mitigate these)

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

Large class size for developmental classes

Student retention/pass rates

Heavy instructor workload

Accurate placement of students

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 as well as learning communities

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

Monitor progress of AMATYC and NADE initiative *New Life Project*

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

MATH DEPARTMENT – NINA SWINK

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

Review placement test and scores for better placement

Funds for a scantron to score exit tests

Review sessions for exit testing

Open up math lab again for tutoring

What is required to defend against threats?

Communicate more with secondary schools

MATH DEPARTMENT – NINA SWINK

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

MATH DEPARTMENT – NINA SWINK

SWOT Analysis – Science Department

Strengths (highlight these)

Outstanding faculty:
- -Well qualified and highly educated

- -Excellent communication and presentation skills

- -Experienced in teaching and field of study

- -Internationally recognized and published

- -Professional development activities that have resulted in incorporation of technology in the classroom

- -Caring and supportive role in the educational endeavors of students

Weaknesses (mitigate these)

Physics courses have been eliminated from catalog

Lack of classroom chemistry instructor

Lack of diversity of science course offerings

Advisement workload imbalance

Opportunities (exploit these)

Capability of offering 100% online DL science courses

Return to Industry funds

Director of Admissions & Recruitment

Threats (defend against these)

Lack of qualified adjunct faculty pool

Current HCC personnel process

Lack of proper advisement in enrolment of science courses

Changing student population

What is required to mitigate your weakness?

Submit paperwork to request position of classroom chemistry in combination with either math, biology or physics instructor

Revise advising/registration process

What is required to defend against threats?

Revise search/screen process for science faculty and continue to advertise for adjuncts

Revise advising/registration process

Investigate Math pre-requisite for BIO111, BIO168

Quality Enhancement Plan

SCIENCE DEPARTMENT – DR. JULIE GALVIN

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

Accomplishment
HCC Excellence in Teaching Award
HCC Excellence in Teaching Award
Who's Who Among America's Teachers®
Teacher of the Year at a College Partner, Elizabeth City State University
Offered hybrid courses that incorporated virtual and "green" labs into BIO111, CHM 132
Return to Industry Professional Development Grant, "Plant Physiology and Nutrient Management"
Perkins Professional Development Activities Grant, NC-NET Resource Exchange Project, "Academic Dishonesty in Online Courses: Suggestions for the Beginner"
North Carolina Transfer in Biomedical Sciences Grant, Campus Coordinator 100% student transfer rate to 4 year college (highest of 8 participating community colleges)

SCIENCE DEPARTMENT – DR. JULIE GALVIN

SWOT Analysis - Accounting

Strengths (highlight these)

The Accounting program offers students in Halifax and surrounding counties the opportunity to get an interesting and practical education that will enhance student workforce skills.

The skills learned in the Accounting Program will personally benefit students, their families, and eastern North Carolina by enabling them to get employment in the accounting field.

The accounting program offers Halifax County qualified workers for the workforce improving the economic base of the surrounding service area.

The Accounting Program provides support for students through academic advising and tutoring.

The Accounting Program offers courses that transfer to a four- year college or university.

The Accounting Program has an articulation agreement with Roanoke-Chowan Community College to accept their one- year accounting certificate enabling the student to finish their degree at Halifax Community College with an Associate in Applied Science.

The accounting program is economical for students. They do not need expensive supplies for this program.

The accounting program offers accessible education at convenient times.

The accounting program does not have any restrictive requirement for admissions to the program.

Accounting students are satisfied with the quality of the program courses and faculty.

Weaknesses (mitigate these)

The course, Co-op Work Experience I (COE 111), requires students to work 160 hours per semester in an accounting practicum in order to graduate. Students who are enrolled in the night accounting program and work during the day full-time have to quit the jobs they have in order to get the hours they need to fulfil requirements for the COE 111 course. Most accounting jobs are scheduled between the hours of eight and five Monday through Friday. Some accounting students have previous work experience or are currently working in the accounting field when they enrol at Halifax Community College.
> The Accounting Advisory Committee recommends a substitution course for (COE 111).

Many students choose to double major in Accounting and Business Administration, (COE 111), requirements could be combined for both programs so the student would only have to take one course instead of two.

Students who enter the Accounting Program in the spring semester and take Principles of Accounting I according to the tracking sheet are out of sequence the following year. Students have to wait until the spring semester of the following year to get Principles of Accounting II.

ACCOUNTING – RHONDA SEGARS

Strengths Cont. (highlight these)

Small class size allows the instructor to spend more time working with students individually.

The accounting program has a dedicated, experienced, instructor that has credentials required by (SACS) Southern Association of Colleges and Schools.

Text books are up-graded each year and have up-to-date, current information about the Accounting Profession.

Accounting courses are a vital part to other programs at HCC.

Required courses in the Accounting Program offer students valuable soft skills

The accounting program emphasizes ethics and integrity in all courses.

Accounting Program has integrated computer technology in all courses.

The accounting instructor has increased tutoring hours to include both day and night students.

The accounting program uses a continuing improvement process aimed at improving student learning outcomes, objectives, and assessments.

Accounting students are from culturally diverse groups.

Accounting program course sequence leads logically toward program goals.

Opportunities (exploit these)

High School students could be given the opportunity to learn and earn accounting courses.

HCC home page could be utilized more.

Threats (defend against these)

State budget constraints caused valued faculty to suffer from pay cuts in 2009.

Semester does not have built in faculty work days to prepare for courses.

Poor economic area, a decrease in area population, a lack of growth of small business in the area to provide work for accounting students

Unprepared college student pool entering HCC college courses

Poor pay for accountants in the service area could hurt program.

Lack of Job Placement Officer employed at HCC.

LAC needs more equipment to accommodate special needs students.

LAC is understaffed.

Students who place in developmental courses are not able to graduate in two years.

It is difficult to find qualified accounting instructors to work part-time. The Southern Association of Colleges and Schools requires a Master's Degree in Accounting or a Master's Degree plus 18 graduate hours in accounting. The pay is not equivalent to what they could earn elsewhere in the accounting field.

ACCOUNTING – RHONDA SEGARS

What is required to mitigate your weakness?

A substitution course could be offered for (COE 111).

Registrar could give credit for COE 111 to students who double major in Accounting and Business Administration when they have already completed one semester of COE 111 for either program.

Offer accounting courses in sequence to students who enter the accounting program.

What is required to defend against threats?

Hire a job placement officer /Director of Co-operative Education for HCC Programs.

Increase staff and equipment in the LAC.

Create a calendar for HCC faculty that would include workdays for prep time that are not during registration and not to be used for meetings.

Offer more sections of classes in sequence.

ACCOUNTING – RHONDA SEGARS

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

Date	Accomplishment
Fall 2009	(ACC 150) Accounting Software Applications was offered online. (ACC 220) Intermediate Accounting I was offered online. Latest edition of QuickBooks software was used in ACC 150. Accounting Program Review was completed. Increased number of tutoring hours for students Revised course outlines to meet SACS requirements. Developed rubrics to use for ACC 150.
Spring 2009	All courses in the Accounting Program were put on blackboard and became web assisted. (ACC 149) Accounting Spreadsheets was revised and offered online. Revised course outlines for all courses to prepare for SACS Revised course outcomes to prepare for SACS.
Fall 2008	Revised and Developed ACC 121 online. (ACC 140) was revised and offered online. Developed course outcomes and assessments. Revised program objectives and assessments. Revised course outlines to prepare for SACS.
Spring 2008	(ACC 129) Individual Income Tax course was revised was offered online.
Fall 2007	Developed program outcomes and assessments.

SWOT Analysis – Advertising and Graphic Design

Strengths (highlight these)

Individualized attention to student growth

Macintosh platform training

Project based exploratory learning

Role play team based projects

Portfolio based evaluation

Serves variety of creative, non-traditional learners

Promotes critical thinking and experiential independent application of decisions

Flexible class structure

Varied instructional delivery methods

Support the aesthetic culture of HCC and the community

Proud of our students talent and focus on their humanity

Weaknesses (mitigate these)

Student learning FTP posting skills

Proofing print media projects in class

Copywriting skills

Upgrade furniture in design studio

Projection capability to demonstrate skill set to classroom needed

Seated Art Appreciation class offering (has been requested
Trained lab assistant/learning coaches to expand student access to supervised
time in the Macintosh studio with appropriate software

ADVERTISING AND GRAPHIC DESIGN – GLORIA TYSINGER

Opportunities (exploit these)

Increasing interest in Internet and small multimedia marketing by local community businesses

Weldon High School STEM program dual enrollment (expand to other high schools

Market Computer Graphics Certificate skills as basic skills necessary for all professionals

Development a relationship with Riverside Mill Gallery

Student participation in contests, web presence, and projection of their art and skills beyond our service area

Embrace the population interest in gaming, and social networking by making it prominent in the programs content similarly to the way we have strengthened our web and Internet design skills

Threats (defend against these)

Lack of maintaining currency of software and equipment (goal is to be no more than 12 months out of date of the latest version of Adobe software

Budget cutbacks

2007 implementation of Nash CC Advertising program (loss of maybe 10% potential students)

ADVERTISING AND GRAPHIC DESIGN – GLORIA TYSINGER

What is required to mitigate your weakness?

Working more closely with the HCC IT department as they expand the structure and networking abilities of the Macintosh lab to resolve FTP issues

Search for a software solution that will allow instructor to provide a demonstration window on the students work stations

Include writing of copy from researched information on more projects

Negotiating with the college bookstore to provide a mechanism for design students to pay a per page fee to print high quality large hard copy versions of the designs

Acquired used computer chairs from the surplus of furniture that is shared among the 58 NC community colleges in NC

Will schedule an appointment with Dr. Morrison, Dean of Curriculum to discuss concerns over the ART 111 class and include Alice Vaughan

_____

What is required to defend against threats?

Continue to work a long term budget plan for the continuing upgrade of software and equipment

- o Every three to four years strive to upgrade at least a portion of the computers

- o Attempt to have Adobe software version taught no more than 12 months out of date

- o Utilize the Advertising and Graphic Design Advisory Board to make informed plans and practical budget requests

Strategy for dealing with budget cutbacks is to participate in new initiatives at the college such as the technical certificate offerings for high school students which in turn

made it possible for this department to be included in Perkins funds

Open to investigate new paths of temporary funding or "soft monies"

Our service area provides a population of student that needs intense reinforcement of skills and a very transparent investment by the teacher in each student's success.

So we will continue to provide equal skill level and more accessibility to the college's lab than you might see in a more cosmopolitan school

ADVERTISING AND GRAPHIC DESIGN – GLORIA TYSINGER

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

Date	Accomplishment
2/2010	Perkins funds have been approved to furnish the new Mac workstations with Adobe CS4 software which will enable us to increase the numbers of students serve in each section.
1/12/2010	We have new Weldon STEM students enrolled in the Computer Graphics Certificate program. A new initiative where high school students can attend community college for credit where the tuition, books, supplies and transportation to the college are paid for by state funding.
12/2009	8 new dual Pentium chip iMacs were added to the Mac studio in Room 135 providing us with 18 workstations. Graduate hired part time HCC administrative assistant.
Fall 2009	Two adjunct teachers in addition to one full time faculty staffed the program, increasing the diversity of design discipline and view point available to students, (both adjuncts are graduates of HCC's Advertising and Graphic Design program). The first cohort of Weldon STEM High School students entered the Computer Graphics Certificate offering by the program. Seven students participated in classes. A new NC initiative where high school students can attend community college for credit where the tuition, books, supplies and transportation to the college are paid for by state funding. Graduate hired in the HCC print shop.
Spring 2009	The department designed and hung a gallery style art show for the first time at the HCC the Centre. It was a huge under taking for the students to size up their digital art and have it printed to display quality, an evening reception was held.
Fall 2008	Began SACS plan assessments for the program.

ADVERTISING AND GRAPHIC DESIGN – GLORIA TYSINGER

2007,2008,2009	Students participated in the NC Community College State Art Show, each year students from the Design program had an art piece chosen to represent HCC and hang in the annual show.
2007	Graphic Design student redesigned the HCC logo to reflect the 40th Anniversary of the college.
2007	The program staged a 33 year retrospective showing of art from many students, The pieces were archived throughout the years and the many contacted alumni sent current work as well.
2008	Graduate hired to work in the LAC at Halifax Community College.

ADVERTISING AND GRAPHIC DESIGN – GLORIA TYSINGER

SWOT Analysis – Business Administration

Strengths (highlight these)

The first and only program that offers courses in the Distance Learning Community that leads to an Associates Degree. (All "BUS", "ECO" and "MKT" prefixed courses have an online course offering).

Faculty member developed the first Online ECO 251- Principles of Microeconomics for the NC Community College system

Qualified faculty member in the field of Business Administration and Economics

Faculty members have over 10 years of teaching experience in their fields.

A representative Business Advisory Committee that is represented by various members f the Business community in the Roanoke Valley service area

One of the foundation programs at the college

Certain course offerings are transferable to four year institutions.ECO 251, ECO252, BUS-137, BUS-110, and BUS-115

There is an articulation agreement between HCC, UNC system schools, and Chowan University as to graduates with an Associate degree to seamlessly transfer to the University as sophomores or juniors.

Weaknesses (mitigate these)

Inadequate teaching staff for the program

No designate area for the Business Administration students to practice or for studies

Limited course offerings that impacts graduation rates for the students

Most of the incoming students into the program lack the basic Math, Reading and Writing skills to guarantee success in the program.

The Business Administration has not area of specialization, it is too generic

Opportunities (exploit these)

To adopt the new initiatives by the Governor called "Learn and Earn"

To involve more of the High seniors and juniors to start taking specific course under the Huskins program

Need for more outreach and recruitment into the program

Need to offer more competitive schedules that parallel those of other Community Colleges

Alignment of Calendar with some of the major Universities within reach of our service area

Need for the program to have areas of concentration.

Threats (defend against these)

Lack of enrollment into the program may jeopardize the continuation of the Business program

Inadequate preparation of the Incoming students relative to the basic entrance requirements

Marketing scheme by other Community Colleges that may lure our potential students away

Inability to offer more courses students can transfer seamlessly to other Universities

Frequency of course offerings by other neighboring community Colleges that is eroding the enrollment numbers here at the college, and specifically the Business program.

Lack of Course offering during summer may also impacts Retention and enrolment.

BUSINESS DEPARTMENT – LATEEF BALOGUN

What is required to mitigate your weakness?

Incoming students' needs to be provided more tutorial opportunities in Basic Math, English and good study habit

More flexibility and varying course offerings with additional sections to accommodate our students

A need to improve the Orientation process relative students understanding of what each program entails

Distance Learning Orientation and requirements needs to be upgraded so that only those students that will complete their course via the Distance will be allowed to register for online classes

Creating a cohort environment by having a "common "area where ALL students in the Business Administration program can take their course and create a bond

Areas of program concentration need to be developed, such as concentration in Human Resource management, Customer Service, Operations Management, and Economics

What is required to defend against threats?

More rigorous recruitment and outreach to the High Schools and the community.

Need to offer Competitive Scheduling that rivals other Neighbouring Community Colleges.

Entry Level course along with Developmental course are to be offered during the Summer Sessions

To keep Our Students connected to the School through the year, we need to offer course such as ECO 251 and BUS 110 during the summer sessions and throughout the year.

Invitation should be extended to various High Schools' Counsellors to pay a visit to the College, and understand the need for why students may need to enrol in the Community college and also to DISPEL the notion of a "Technical College" mentality that most have in the community

BUSINESS DEPARTMENT – LATEEF BALOGUN

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

Date	Accomplishment
	The Business program degree has maintained the flexibility for Students to complete their degree work via the Distance. All Business courses are offered via the Distance or the traditional classroom.
	Professional Development: The Instructor has been able to complete certification work in Distance Learning Course Development and teaching using Blackboard, Vista, Webct and Angel Learning (Learning Management Systems).
	The Business Program has been able to continuously place our graduates into related field of experience in their Coop course and in some cases these students have been retained for full employment.
	Prospective Business Administration students have received adequate advising and counselling as it relates to course selection and projected graduation dates.
	Ability to contact students and prospective students via email, telephone or personally for registration and advising.
	The Business Advisory committee recently was updated with former students who are currently in the work field that gives the committee more leverage in terms of current and market related advice.
	Several Business Administration graduates are current employees of the College.

BUSINESS DEPARTMENT – LATEEF BALOGUN

SWOT Analysis – Computer Information Technology

Strengths (highlight these)

Enthusiastic faculty

Diverse backgrounds

Versatile and talented faculty

Good communication skills

Weaknesses (mitigate these)

Understaffed

Low number of evening courses, weekend courses, and summer course

The attention of the one full time instructor in CIS department is split serving as department head and as an instructor with heavy course overloads for the past two semesters

CIS and NET labs are being over utilized by other departments

Opportunities (exploit these)

Incorporating technology into courses (video, pod casts, etc.)

Attend seminars (Technology, teaching methods, etc.)

Supportive staff and administration

Return to Industry funds

Threats (defend against these)

Short-staffed

Constant changes to technology

Students' non-school related priorities

Budget cuts

Cell-phones/devices disrupting classes

Time constraints

COMPUTER INFORMATION TECHNOLOGY – ALFRED EVANS

What is required to mitigate your weakness?

We would be happy to offer courses on the weekend if the college felt the need to try this again. Last time, we were not very successful in getting student enrolment numbers needed to warrant the expense of opening the college on the weekend. Attend technology training seminars and seek out mentor relationships with co-workers. Continue lobbying for new hires to replace the former faculty positions.

What is required to defend against threats?

Attend technology training seminars to stay abreast of new developments. Establish and emphasize strong and clear rules and regulations about classroom behaviour and cell-phone usage at the start of semester, utilizing the syllabi and lecture mediums. More conscientious use of office time. Continue lobbying for new hires to replace former faculty positions.

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

Date	Accomplishment
2006-2009	Two faculty members received Certificates of Appreciation for participating in the JLAC Program.
2006-2008	Went on two field trips to Cisco Systems in the Raleigh Research Triangle Park

COMPUTER INFORMATION TECHNOLOGY – ALFRED EVANS

SWOT Analysis – Interior Design

Strengths (highlight these)

Hands-on projects

Field trips to High Point Market, Virginia Quilting, museums, and other local business'

Programs/specialists to facilitate on campus programs

Co-op work experience to help the student decide what part of the Interior Design field they would like to pursue

Hybrid courses are implemented more than online course due to students needing one-on-one instruction with projects and computer software

Plotter to print out large drawings done in *CAD*

Dreamdraper to assist with the creation of presentation boards

Up-date of textbooks to replace out-dated textbooks

When available, reality projects with local citizens or on campus reality projects

Weaknesses (mitigate these)

Equipment not updated to market new students

No marketing in local radio/TV or area newspapers

Outdated computers to run software effectively

Budget constraints

INTERIOR DESIGN – ALICE VAUGHAN

Opportunities (exploit these)

New computers/equipment/drafting tables to market (be a calling card) the program

Additional software, such as 20/20, Photoshop, Sketch-up to add to students strengths in employment

Communicate with area high schools

Career fairs

Invite students from area high schools to HCC interior design classroom for the day

Meet with area art teachers and people who are in a position to channel students into the program.

Go to the '*Lake Gaston Ladies Club*' to promote the program.

Reality projects with local citizens or on campus reality projects

Threats (defend against these)

Productivity of program is challenged by weak technology

Program is not marketed as a regional program

Budget constraints

Current brochure states the program is a state-of-the-arts technology lab.

INTERIOR DESIGN – ALICE VAUGHAN

What is required to mitigate your weakness?

Up-to-date computers to run software effectively

Marketing in area papers, and outside areas (Rocky Mount, Ahoskie, Wilson, etc) by HCC to promote the program as a regional program, due to no other Interior Design programs within a 200 mile radius

 If program had proper technology, the purchase of additional software would encourage local business's to hire students

What is required to defend against threats?

Market program as a regional program

Productivity of program is challenged by weak technology; therefore, acquire state-of-the-art equipment.

INTERIOR DESIGN – ALICE VAUGHAN

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

Date	Accomplishment
2006	o Hands-on projects o Field trips to High Point Market, Virginia Quilting, and other local business' o Programs/specialists to facilitate on campus programs o Student coop very valuable to students to help decide what part of the Interior Design field they would like to pursue o Hybrid courses are implemented more than online course due to students needing one-on-one instruction with projects and computer software o The plotter is a wonderful asset to the program to print out large drawings done in *CAD*.
2007	o Hands-on projects o Field trips to Market and other areas to help incorporate the benefits of Interior Design o Students used Dreamdraper to help with the creation of presentation boards o AutoCAD was installed and was not customize so it was easier to use. o New textbooks have replaced out-dated textbooks. o Co-op is very beneficial, helping the student decide what part of the Interior Design field they would like to pursue o Programs/specialist to come to HCC (Having Margi Kyle presenting *"Windows of Opportunity"* on campus) o Hybrid courses are implemented more than online course due to hands-on projects and computer software
2008	o Hands-on projects o Field trips to Virginia Quilting to show commercial design o Field trip to Carly Dunlevy Home to help add benefits of residential design o New textbooks have replaced outdated textbooks o Department Head went to many area schools for recruitment o Real-life design project for students in residential design

SWOT Analysis - Medical Office Administration

Strengths (highlight these)

Medical Office Administration (MOA) is one of the fastest growing health care fields.

Students successfully completing this program can expect stability in future jobs.

Health Care issues are a hot topic in current events and people are curious and inquiring more about what HCC offers in this area.

Local medical professionals in this area comment that our students are well trained to step right into the offices with minimal additional training.

Current area medical office employees are returning to update their skill and obtain additional education.

Courses are offered in a variety of ways, seated, online, and online-hybrid s to assists our students with additional F2F instruction when needed.

The advisory committee members felt that the majority of the students have the technical ability and training to do well in the labor market.

Courses are taken by students in other Allied Health curriculums.

Weaknesses (mitigate these)

The interpersonal skill of graduates continues to be a concern among area employers. Students are having less F2F interaction with classmates and instructors.

With the update of technology, books and material are updated yearly. This requires instructor to review multiple software packages and textbook before updating courses.

Many students want the flexibility of online courses and will go attend where they can get them. However, only a small number of our students do well in these courses. Although students may pass the online course, many will be under prepared for the courses to be taken afterwards.

MOA Software is loaded on computers in Room 216 for students without computers at home and those requiring one-on-one tutoring. Time available for tutoring reduced due to not having sole use of lab for OST/MOA.

Increase in students requiring 2-3 semesters of developmental courses before beginning medical courses. Students become discouraged and drop out.

Opportunities (exploit these)

Our students are well prepared for the workforce and enrolment in the program is increasing. We need to continue to offer the latest technology available in order to attract more students and in an increasing competitive market put out graduates who have exceptional skills giving them an edge over other job applicants.

With the introduction of Electronic Medical Records in the workplace, these technology changes could increase the number of students looking for courses.

Offer billing /coding certificates in addition to the diploma and degree already available. Have sent changes to the Curriculum committee.

With the anticipated release of the ICD-10 diagnostic coding revision and to keep the curriculum strong, have proposed adding a course CPT & ICD-9 Coding.

Additional medial front office jobs are requiring employees to be exposed to additional medical topics. Have proposed adding certificates for specific areas in the medical office to entice those already employed to obtain additional certification. (Front office, billing and medical coding)

Threats (defend against these)

Healthcare continues to be a vital part of the community. With the anticipated growth in the region over the next few years, the need for this expertise will only grow. Although many students do well in 100% online courses, some students require more classroom time to be successful in their studies. Most 100% online courses are now hybrid courses with a classroom portion.

With the addition of evening students into the program, offering classes in the evening has posed some difficulties. With the minimum 8 student rule it is difficult to offer day & evening sections of the same course. Courses have been changed to 100% online, resulting in some students not being successful in these courses.

When courses have not been offered (day or evening), students are going to other community colleges for these courses. With both day and evening courses being offered at larger colleges, many students are not coming back to HCC.

It is essential that we stay up-to-date and teach the latest software available to us and this is time consuming process for instructors. Some workdays before/after each semester that were previously used for this research have become professional development/workshop/meeting days.

MEDICAL OFFICE ADMINISTRATION – DEBBIE BOONE

What is required to mitigate your weakness?

With the concern for graduate interpersonal skills, anticipate adding additional customer service related issues in a classroom setting of a newly proposed course.

Continue to offer hybrid courses. This allows students to have more one-on-one with instructor and classmates.

Need time at beginning and end of semesters for instructor to review technology and learn software before incorporating it into a course.

What is required to defend against threats?

Change some 100% online courses into hybrid courses. This allows students to have more one-on-one with instructor and classmates

Offer courses seated/hybrid evening courses, with less than 8 students, that students require for graduation.

Offer sufficient courses to keep students from going to other CCs.

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

Date	Accomplishment
2007, 2008, 2009	Department Head/Instructor took required courses for recertification as a CMBS (Certified Medical Billing Specialist)
2007,2008, 2009	Member of Medical Association of Billers. Material provided to Department Head/Instructor, as a member of the organization, is shared with students in MOA courses. Topics of current changes and resulting issues have increased student interaction through professional class discussions.
June, 2007 - November, 2008	Met with other Medical Office Administration community college department heads/instructors to update current curriculum standards necessary for students to be successful in the work force. Also discussed issues with courses, what materials were used by other community colleges and what did or did not work in the curriculum.
December 2007	New computers and software installed in Medical Office Lab 216
Fall 08 and Spring09	Visited area medical offices with material for the MOA program. Unofficial survey to see if any would be interested in coming to HCC in the evening. Additional 8-10 have enrolled in online and evening sections.
November 2009	Submitted changes to HCC curriculum committee in November, 2009. Proposed addition of two HCC certificates as suggested by area medical employers for their current employees. Anticipate enticing current area medical employees to enrol for these certificates or more.
November 2009	Overhead projector for Medical Office Lab 216

MEDICAL OFFICE ADMINISTRATION – DEBBIE BOONE

SWOT Analysis – Networking Technology

Strengths (highlight these)

Enthusiastic faculty

Diverse backgrounds

Versatile and talented faculty

Good communication skills

Weaknesses (mitigate these)

Understaffed

Low number of evening courses, weekend courses, and summer course

The attention of the one full time instructor in CIS department is split serving as department head and as an instructor with heavy course overloads for the past two semesters

CIS and NET labs are being over utilized by other departments

Opportunities (exploit these)

Incorporating technology into courses (video, pod casts, etc.)

Attend seminars (technology, teaching methods, etc.)

Supportive staff and administration

Return to Industry funds

Fast track courses to help with certification exams

Threats (defend against these)

Short-staffed

Constant changes to technology

Students' non-school related priorities

Budget cuts

Cell-phones/devices disrupting classes

Time constraints

NETWORKING TECHNOLOGY – ALFRED EVANS

What is required to mitigate your weakness?

We would be happy to offer courses on the weekend if the college felt the need to try this again. Last time, we were not very successful in getting student enrolment numbers needed to warrant the expense of opening the college on the weekend. Attend technology training seminars and seek out mentor relationships with co-workers. Continue lobbying for new hires to replace the former faculty positions.

What is required to defend against threats?

Attend technology training seminars to stay abreast of new developments. Establish and emphasize strong and clear rules and regulations about classroom behaviour and cell-phone usage at the start of semester, utilizing the syllabi and lecture mediums. Make more conscientious use of office time. Continue lobbying for new hires to replace former faculty positions.

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

Date	Accomplishment
2006-2009	Two faculty members received Certificates of Appreciation for participating in the JLAC Program.
2006-2008	Went on two field trips to Cisco Systems in the Raleigh Research Triangle Park
2006-2007	One faculty member received certification to be a Cisco Certified Network Associate Instructor

NETWORKING TECHNOLOGY – ALFRED EVANS

SWOT Analysis - Office Administration Technology

Strengths (highlight these)

Instructors higher qualified to teach the courses in the program

Strong program which graduates students with skills needed by local businesses enabling graduates to obtain jobs without moving out of the area

Students have the option of taking an increasing number of online courses giving students some flexibility in course selection.

No cap on the number of students in the program

No special admission requirements for the program.

A very supportive advisory committee

A steady increase in distance-learning courses

Computer labs are equipped with the latest office application software

Access to color printer

Open lab

Department Head has personal relationship with all advisees in the program

Provide tutorial services (in addition to office hours) to students who need additional assistance in the program

Weaknesses (mitigate these)

Students have complained about the lack of work space in computer labs.

Students continually requesting additional hours of access to computer labs 212 and 216

No color printer in computer lab 212

Low enrolment

Lack of male enrolment

Assumption that the program produces "secretaries" rather than office professionals and an incorrect belief that these are dead-end jobs

The computer lab used by other departments other than the Office Administration and Medical Office Administration program

OFFICE ADMINISTRATION TECHNOLOGY – MONICA SIMMONS

Opportunities (exploit these)

Possibility of developing early college agreements with local high school

Strengthen the evening program

Become a Microsoft Authorized Testing Center

According to United States Bureau of Labor Statistics, employment for this program is expected to increase 9% between 2006 and 2016.

Offer 8 week mini courses

Threats (defend against these)

Lack of employment opportunities

Students attracted to online institutions

State funding

OFFICE ADMINISTRATION TECHNOLOGY – MONICA SIMMONS

What is required to mitigate your weakness?

Have a faculty member or designee to monitor the computer lab during the additional hours.

Purchase a new color printer for computer lab 212

Continue new marketing strategies to increase enrolment

What is required to defend against threats?

Look into offering the Office Administration Associate Degree totally online

Continue to have a good relationship with the area employers

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

Date	Accomplishment
2005-2008	3 year average (Degree) 31 enrolled/6 graduates 19% (Graduation Rate) 3 year average (Diploma) 8 enrolled/7 graduates 87% (Graduation Rate)
Spring 2007	Office Administration (previously Office Systems Technology) celebrated 40 years.
Spring 2008	Developed new up to date brochures for the program and the division indicating competitive salaries and job opportunities.
Fall 2008	Partnership with Halifax County Department of Social Services, Health Department, and Vocational Rehab to increase student enrolment. (Program called Success Staffing- Monthly)
Fall 2008	Partnership with Roanoke Valley Chamber of Commerce
Fall 2009	Name changed from Office Systems Technology to Office Administration
Fall 2009	Implemented the 12-6 Office Administration certificate program
Fall 2009	Enrolment increased over 55% compared to Fall 2008

OFFICE ADMINISTRATION TECHNOLOGY – MONICA SIMMONS

SWOT Analysis –
Basic Law Enforcement/Criminal Justice Technology

Strengths:

BLET

Cadre of experienced and qualified instructors

Three year overall graduation rate of 92.4%

Supports & reflects HCC Mission Statement

Active and viable Executive Advisory Committee

Supports and enhances area criminal justice employment

CJC

Experienced and qualified adjunct faculty

Promotes student advancement at senior academic institutions

Provides a strong contemporary area of study for student's career & educational advancement

Weaknesses:

BLET

Less than adequate specialized course facilities

Needed upgrade of some existing equipment

Expansion of course advertisement to public

CJC

No evening classes to accommodate students who cannot attend day courses

Limited curriculum distance learning courses

No full time DL instructor

Opportunities:

BLET

Program provides enhanced career field employment opportunities for student cadets both within, and beyond, the HCC service area

CJC

The degree curriculum provides students with enhanced employment, in-service advancement, and senior academic institution transfer opportunities

Threats:

Failure to remain viable and competitive with other area community colleges

Lack of adequate financial support

Failure to meet adequate instructional staff positions

BASIC LAW ENFORCEMENT/CRIMINAL JUSTICE – WES TERRY

What is required to mitigate your weakness?

<u>BLET & CJC:</u>

The Department of Justice, that regulates and certifies the course of study, mandates proper institutional facilities to conduct specialized areas of instruction. Current available facilities do not meet 100% of state requirements; past attempts to acquire adequate property has not been successful.

Due to a restrictive state-wide budget, necessary upgrades of existing equipment, and replacement of non-serviceable equipment has been increasingly difficult. In order to continue to offer viable and competitive programs will require a supportive budget.

Prospective students will not apply for programs of which they are unaware. The department, and thus the college, will benefit from enhanced public advertisement programs designed to inform and reach citizens throughout (and beyond) our service area.

There may be an untapped reservoir of potential students who, for varied reasons, cannot pursue a degree course of study during the day. Therefore, expansion of course offerings via on-line and night scheduling may have direct benefits. Implementation of all criminal justice courses on-line would complement other support courses (i.e. psychology, sociology, English, etc.) already offering on-line courses. Such implementation would require the employment of a full time CJ distance learning coordinator.

What is required to defend against threats?

HCC operates in an area where students can easily reach five other community colleges in less than an hour's drive. Colleges are restricted to their assigned service areas, but students and potential students can pick and choose. In order to maintain a growing and viable student body, the criminal justice programs must remain current, competitive, certified, and sensitive to the employment, educational, and training requirements of our service area and beyond.

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

Date	Accomplishment
2005-2009	The BLET program has provided HCC an excess of $750,000 in earned FTE funds
2005 – 2009	The BLET academy enrolment has increased from ten cadets per class to thirty-two registered for the current class in session
2008 – 2009	The CJC student enrolment has increased 59% over the past three semesters
2005 – 2009	Program and college credibility has improved dramatically among area law enforcement administrators as evidenced by increased program support at the agency level
2005 – 2009	The BLET program has attracted students and LE administrative support from many non-service areas; several agency administrators outside of the HCC service area actively serve on the CJ Executive Advisory Committee
2007 – 2008	BLET cadets have an *overall* state exam pass rate of 92.4%
2007 - 2009	Discussions and dialogues have been initiated at the department level between the CJD and area senior institutions (i.e. Chowan University & N.C. Wesleyan College) regarding enhanced transfer opportunities for criminal justice students
2006-2009	The calculated FTE has risen from an average of six in SP 2006 to thirty-two in SP 2009

SWOT Analysis - Cosmetology

Strengths (highlight these)

Good student evaluations

80% of students pass State Board exams

Clinical services were over $25,000 this year.

Weaknesses (mitigate these)

Classroom too compact with no windows

Not enough products for clinical services

Need to advertise more often

Clinical services needed for students' practical Services

Slow process for requisition of products

Budget shortfall

Opportunities (exploit these)

Enlargement of the department

Additional classrooms

Part-time instructor

State Board approval for enlargement

Increase student enrolment

Threats (defend against these)

Client satisfaction

Communications when emergencies occur

Not receiving critical information in a timely matter

Salons could lower their prices

Salons could hire out of the area cosmetologists instead of HCC students

Dissatisfaction of salon owners that hire HCC students

Outdated equipment

COSMETOLOGY – KENNETH HARRIS

What is required to mitigate your weakness?

More up-to-date products

Quicker turn around time with requisition products

More class trips and hair shows

Visitations by salons, spas, and other Cosmetology schools

New DVDs, videos, and hair magazine publications

Update equipment every 10 years

What is required to defend against threats?

85% of students hired locally

Salons and spas as far away as Asheville requests our students

Each graduation salons are calling to see how many students we have to go to work

COSMETOLOGY – KENNETH HARRIS

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

Date	Accomplishment
	80 % State board passenger rate
	Renewal of school license
	Instructors complete Continuing Ed each year
	Advisory Board meets yearly
	Completion rates are at 83%
	Whenever we can enter students into competition our students win 1st and 2nd place

COSMETOLOGY – KENNETH HARRIS

SWOT Analysis –
Early Child Education/Teacher Associate

Strengths (highlight these)

Graduates are well prepared for work in the field of early childhood, per employer satisfaction surveys and advisory committees.

Faculty are involved in local advisory boards 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)

Low number of distance learning (DL) courses, evening courses, weekend courses and summer courses

The attention of the EC department head is split having the continued, added responsibilities of direct supervision of the Human Service department.

Facilities/equipment - For years we have needed, and requested a "lab"/resource room to facilitate instruction in methods classes, collaborate with child care center staff and other agencies to provide important services and workshops to families and the community. At the beginning of this academic year 2009-2010 the department moved from its former location which provided us with numerous benefits. We had two classrooms, specially equipped with a video monitoring system enabling our students to view the child care classroom activities in real time. The faculty offices were in close proximity to the classrooms which gave students quick and easy access to their faculty/advisors for tutoring, advice or ready smile. This physical closeness also fostered the development a close knit community, giving students a sense of security, feeling of belonging and ownership in their school.

Opportunities (exploit these)

Teacher's assistants continue to be hired for exceptional children classrooms

Head Start/Early Start programs are moving toward requiring all teachers to have an AAS in Early Ed.

NC Division of Child Development has instituted a certification program awarding early care teachers higher levels of certificates based on education.

Threats (defend against these)

Teacher Assistants jobs are becoming more scarce in elementary school. Public schools in the area are no longer hiring TA's for classrooms above 2nd grade.

EARLY CHILDHOOD EDUCATION/TEACHER ASSOCIATE – B.T. BROWN

What is required to mitigate your weakness?

Distance Learning courses- Many of our students want DL courses, but we have an extremely high rate of drop. If the school had some type of pre-requisite skill test that a student must pass before taking these classes we would feel more comfortable offering more DL courses. We would be happy to offer courses on the weekend if the college felt the need to try this again. Last time, we weren't very successful in getting numbers needed to warrant the expense of opening the college on weekend.

What is required to defend against threats?

Seize the opportunities:
As we update our program, add exceptional children's courses to the Program of Study.
Collaborate more with Head Start folks, looking into the possibility of offering off site courses, courses in the evenings or on weekends.
Aggressively educate our students concerning the new NC certification levels and the benefits of continued education.
Look for more opportunities to partner with four year institutions.

EARLY CHILDHOOD EDUCATION/TEACHER ASSOCIATE – B.T. BROWN

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

Date	Accomplishment
2005-2007	Actively participated in the Curriculum Improvement Project at the state level, which resulted in numerous changes to the Early Childhood Education Curriculum Standard and Common Course Library.
2006-2009	Sponsored an active Early Childhood Club/Angel Tree, Thanksgiving meals
2007-2009	Graduated 31 students. Maintained high employer satisfaction rate-90% or above

EARLY CHILDHOOD EDUCATION/TEACHER ASSOCIATE – B.T. BROWN

SWOT Analysis –
Greenhouse & Grounds Maintenance

Strengths

Students learn and experience various aspects of greenhouse production, plant sales and grounds maintenance.

Students learn and experience a positive vocational routine.

Students experience personal growth.

Tuition payment is guaranteed by Mental Health Association.

Campus beauty benefits all, internally and externally.

Plant sales are supported by community.

Students experience daily attendance habits and behaviors necessary for successful employment.

Students experience horticultural therapy.

Multiple floral arrangements are provided by program at extremely low or no cost for stage decorations at various HCC events.

Opportunities

Possible grant funding: IDEA-Individuals with Disabilities Act; North Carolina Community Mental Health Services Block; etc.

Weaknesses

No appropriate textbook

Reading level of students vary from illiterate to above average causing some students limited learning

Threats

Diminishing funds due to:

> County discontinued paying for flower bed installation and grounds maintenance on HCC campus in 2002-2003 - Labor and all cost of materials now come out of plant sale proceeds

> Campus area to be maintained has expanded

> Minimum wage has risen from $ 5.50/hr in 2005 to $7.25/hr currently

GREENHOUSE AND GROUNDS MAINTENANCE – PEGGY LYNN

What is required to mitigate your weakness?

Continue to search for an appropriate textbook

A criteria package for student candidates which requires a minimum reading level of 8th grade has been created and distributed to referring agencies. This is not always complied.

What is required to defend against threats?

Continue to ask for county to pay for cost of bed installation

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

Date	Accomplishment
	Fall & Spring 2007,2008,2009 growing community support through plant sales
ongoing	Various floral arrangements provided for stage decoration at HCC events
ongoing	Beautification of campus

SWOT Analysis - Human Services Technology

Strengths (highlight these)

Graduates are well prepared for work in the field

Strong advisory committee

Strong numbers

Program consistently meets established goals

Weaknesses (mitigate these)

Consistency in instructional personnel

Few Online courses

Lack of department head

Opportunities (exploit these)

Expand co-op work experience employers. Increase student's exposure to a variety of providers increase opportunity for jobs.

Enrolment growth expected to continue with higher unemployment /layoffs in the county.

Budget cutbacks in agencies may open up more positions for graduates as agencies hire more "paraprofessionals" versus higher degree and salaried individuals

Threats (defend against these)

Limited budget resources in agencies have resulted in hiring freezes, thereby affecting the employment options for graduates

HUMAN SERVICES TECHNOLOGY (*Paige Cutchin*) – B.T. BROWN

What is required to mitigate your weakness?

Hire faculty well trained in Black board. Train existing faculty. Begin to develop a pool of faculty willing to teach on weekends in case the college does resume weekend classes the program will be ready to take advantage.

What is required to defend against threats?

Expand co-op work experience employer's pool. This will increase students' exposure to a variety of providers therefore increasing their opportunity for jobs.

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

Date	Accomplishment
	Met goals- 100% of graduates received acceptable ratings on at least 8 of the 10 knowledge, skill, and attitude competencies as determined by the program head. 100% of known graduates were employed, in military service, or continuing their education within 6 months of graduation.
	Held co-op supervisors luncheon in spring 2009
	100% of the graduates from the past 3 years were either very satisfied or satisfied with the quality of instruction in program area courses as well as the overall quality of the academic program.

HUMAN SERVICES TECHNOLOGY (*Paige Cutchin*) – B.T. BROWN

SWOT Analysis - Paralegal Technology

Strengths (highlight these)

The program has the potential to boost the economy and educational skill level of citizens of the community, and surrounding areas.

The paralegal field is growing; great job potential currently in the economy.

The salary of a paralegal is up to $50,000 or more, depending on the law firm size.

NC Bar accreditation is current and a marketing tool for aspiring paralegals.

Weaknesses (mitigate these)

The paralegal program has been a year without a department head, which potential has affected the enrolment and retention of the program.

Current paralegal curriculum has less opportunity for face to face contact due to an all online course curriculum.

Opportunities (exploit these)

There is growth potential in this area for those wishing to enter into the legal field.

The paralegal program can explore additional outreach opportunities with local high schools, to educate students on opportunities in lieu of pursuing a four year degree.

The paralegal program is exploring ABA accreditation through previously submitted short term and long term planning. This potential future approval would potentially boost student enrolment.

Threats (defend against these)

The paralegal classes currently are only offered online, which would be deterrence to the ABA accreditation, which requires a certain amount of hours in a "seated" classroom.

There is time needed to analyze and evaluate the current curriculum in order to plan and implement indicated improvements. This could be a potential deterrence to potential students.

Continued cuts in state funding could result in a potential decrease in resources, and a lack of funding for training and training for adjunct faculty.

PARALEGAL TECHNOLOGY – PRECIOUS VINES

What is required to mitigate your weakness?

In order to mitigate weaknesses, the following is suggested:

1. By Fall 2010, transfer first year fall courses to hybrid or seated courses. A short term and long term plan has been submitted to the Division Chair and Dean of Curriculum Programs documenting this proposed changes.

2. Implement Illuminate or PeopleSoft into online courses offered to improve student performance, student retention, and course curriculum.

3. Continue tutorials and conferences need to be continually offered to students to improve course performance.

4. A department head has been hired, and is currently in place to mitigate current weaknesses in the program.

5. Investigation of ABA accreditation has been done in long term planning, and contacts have been made for assistance with pursuing this accreditation if approved by the school.

What is required to defend against threats?

In order to defend against threats, the following is needed:

1. Continued state funding for resources, adjunct instructors, materials, and training is needed.

2. Funding needs to be explored for research, and possible implementation to pursue ABA accreditation.

3. There needs to be time allocated for continued short term and long term planning, outside of current time offered for course preparation and administrative department head duties.

PARALEGAL TECHNOLOGY – PRECIOUS VINES

SWOT Analysis – Automotive Systems Technology

Strengths (highlight these)

Strong support from area businesses
> Powell's Garage donates many parts to our program
> Dealerships and Independent shops actively participate in planning for the program and on the program's advisory board

Strong marketing efforts for the program
> Most recent addition: HCC Automotive Technology Face book page
> Web page at www.halifaxcc.edu
> "Were You Born for this Career?" marketing campaign
>> Wal-Mart and Local auto parts stores and shops participated
>> Two appearances on "A Closer Look" with Deborah Robinson on WVN 20
>> Several articles have appeared in "The Daily Herald"
>> Program head began "Under The Hood", a column that ran in the Daily Herald's Automotive section

All three instructors are ASE-Certified Master Automobile Technicians
> This meets the National Automotive Technician's Education Foundation (NATEF) requirement for instructor credentials
> All three full-time instructors are qualified to teach all courses in program

Two grants were received from the North Carolina Motorsports Consortium (for roughly $12,000 and $26,000) which has allowed us to build computer labs and purchase a new front end alignment machine

Weaknesses (mitigate these)

Storage space
Adequate time/understaffed
> An abundance of paperwork prevents program personnel from performing some of the tasks that would improve the program; (i.e., organization of tools/supplies, cleaning shop area, inventory of tools/equipment, tool/equipment maintenance/repair.
Program is not NATEF certified
Automobiles owned by the program are dated: 2000 Pontiac Montana, 4 1966
> Crown Victorias, 1994 Jeep Cherokee, 1996 Chevrolet Lumina
Time frame for requisitions hinders program growth
There is a gap between the type of student we need and the type we receive.
Storage space
Adequate time/understaffed
> An abundance of paperwork prevents program personnel from performing some of the tasks that would improve the program; (i.e., organization of tools/supplies, cleaning shop area, inventory of tools/equipment, tool/equipment maintenance/repair.
Program is not NATEF certified
Automobiles owned by the program are dated: 2000 Pontiac Montana, Four 1996
> Crown Victorias, 1994 Jeep Cherokee, 1996 Chevrolet Lumina
Time frame for requisitions hinders program growth
There is a gap between the type of student we need and the type we receive.
> Automotive technology is a fast-paced, rapidly changing high-tech career, which has changed dramatically in the last 20 years. However, public perception about the career has not changed.
> Guidance counselors continue to send us students who "are not that good with school, but are good with their hands".

Today's automotive technician needs good reading skills, good math skills, and a background in science is certainly helpful.

We receive students who are at low reading and math levels, and who think they can learn everything in the shop, and do not spend time reading the textbook or other technical material. From the 12/2/2008 advisory board meeting:

Emphasize the ability to document work that is done: Lee Bone (Bone's Toyota Owner) added that just as important is the ability for the technician to document what they have done. If documentation is not done, it can get the business into a lot of trouble, and possibly get the technician fired. If proper procedures and documentation is not followed, the shop does not get paid for the work performed. Larry Humphries (White's Chevrolet/Ford/Chrysler Service Manager) added that making sure that all bases are covered is crucial in this business, and technicians need to understand that doing a thorough job includes more than just fixing the problem. The technician needs to thoroughly inspect the car and make sure that no other problems are overlooked, and they need to document that they have done this. This prevents a lot of unnecessary comebacks.

Emphasize Professionalism and thorough inspection: Larry Humphries stated that many times, the technician, in a hurry to "beat the clock", often overlooks information that could actually *save* him/her time. Being able to locate, read, and research information has become as critical a task as the actual hands-on servicing. Lee Bone added that technicians need to use the information that is provided, and not try to be "superman" and do it all on their own. He noted that this business will continue to head more and more in the direction of technical hotlines, and technicians will need to be able and willing to use them.

Poor retention – a double-edged sword?

<table>
<tr><td>

Opportunities (exploit these)

According to the United States Bureau of Labor Statistics, employment for automotive service technicians and mechanics is expected to increase 14% between 2006 and 2016.

> *"Job opportunities in this occupation are expected to be very good for those who complete high school or **postsecondary automotive training programs** and who earn ASE certification."* (www.bls.gov)

The North Carolina Center for Automotive Research is expected to open next year, which is a state of the art automotive testing facility.

> NCCAR director Simon Cobb has been very supportive of our program.

Alternative fuels training is a hot topic right now.

</td><td>

Threats (defend against these)

Private funded automotive programs are keeping up with technology and attracting students from our area

> Mooresville NASCAR UTI program

With our current funding level, we are finding it difficult to keep up with technology

</td></tr>
</table>

What is required to mitigate your weakness?

What is required to defend against threats?

AUTOMOTIVE SYSTEMS TECHNOLOGY – HUNTER TAYLOR

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

Date	Accomplishment
	Created Face book site for HCC Automotive Technology (2009)
	All three instructors recertified as ASE Master Certified Technicians o Two have L1 Advanced Engine Performance Specialist Endorsements
	Began a new AAS program in 2006-07

	Department head wrote and received two grants from NC Motorsports Consortium
	   o $26,041.00 in Spring 2009
	        ▪ Used to purchase a two-post lift installed in 122
	        ▪ Used to purchase an alignment lift installed in 119
	   o $12,500.00 in Spring 2008
	        ▪ Used to purchase 6 computers for automotive lab
	        ▪ Used to purchase software licenses for an Automotive Suspension Application

	Department head began "Under The Hood", a newspaper column in 2008. Three articles are posted on the Halifax Community College website.
	Program brochures updated (2009)
	Automotive Program featured in "The Daily Herald" in February 2008. Two articles were written about the program in the "Car Care" section, as well as the first column, "A Mind of its Own", written by the Department Head.

	Website address was changed from www.halifaxcc.edu/sture/auto.htm to www.halifaxcc.edu/automotive, which makes it much friendlier in directing potential students to the site.
	   o Website contains
	        ▪ Tracking Sheets
	        ▪ Course Descriptions
	        ▪ Textbooks needed for program
	        ▪ Success stories/Newspaper articles
	        ▪ Link to Face book page
	        ▪ Instructor contact information
	Department Head was elected President of the North Carolina Automotive and Diesel Instructor's Association, and organization of automotive and diesel community college and high school instructors in North Carolina. He served from October 2006-October 2008.

SWOT Analysis – Automotive Systems Technology - Prison

Strengths (highlight these)

Enrolment

High Retention Rates

Qualified Instruction

Demand for Graduates

Beneficial to students and society

Weaknesses (mitigate these)

No Electronic Communications "Internet"

Lab Applications

Non Updated tool inventory

Non expandable facility

Supply Availability "Travel Distance"

Opportunities (exploit these)

New Dealership

Service Lube Shops

Independent Garages

Educational Advancement

Threats (defend against these)

Budget Concerns

Economy

Ever Changing Technology

Maintaining Instructional Educational

AUTOMOTIVE SYSTEMS TECHNOLOGY – (PRISON) – PHILLIP MASSEY

What is required to mitigate your weaknesses?

Supply Internet

Locate lab supply

Continue to requisition tools

Continue to discuss with DOC expansion possibilities

Provide more supplies in house

_____

What is required to defend against threats?

Pray

Pray

Keep pace with changing technology

Continue to maintain higher education

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

Date	Accomplishment
2006/07	Upgrade Engine Lab
2007/08	Construct New Tool/Parts room
2008/09	New Storage facility

SWOT Analysis — Electrical & Electronics Technology - Prison

Strengths (highlight these)

Enrolment

High retention rates

Qualified instructor

Keep up with changes in NEC

Good lab hours

Demand for electrical helpers

Beneficial to students and society

Weaknesses (mitigate these)

No Internet

Lack of storage and classroom space

Noisy (because of no ceiling in building between classrooms)

Opportunities (exploit these)

Wire Puller

Electrician's Helper

Apprentice to Electrician

Electrical Contractor

Threats (defend against these)

Budget concerns

Economy

Maintaining instruction education

Continuing Education

ELECTRICAL & ELECTRONICS TECHNOLOGY - (PRISON) - GEORGE SHELL

What is required to mitigate your weakness?

Supply Internet

Use storage space wisely

Minimize noise

What is required to defend against threats?

Keep up with National Electrical Code changes

Continue to maintain higher education

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

Date	Accomplishment
2006/2007	Upgrade classroom lab boards
2007/2008	Upgrade lab houses
2008/2009	New storage shed

ELECTRICAL & ELECTRONICS TECHNOLOGY - (PRISON) - GEORGE SHELL

SWOT Analysis - Facility Maintenance Worker (Prison)

Strengths

Qualified Facility Maintenance Instructor -39 years experience

Qualified Instructors available from other curriculum

Quality Tool and instruction supplies

Quality video library

Quality Continuing Education and Seminars attended

Weaknesses (mitigate these)

Classroom and Lab size inadequate – DOC controls change

Storage is packed – DOC controls changes

Class Student enrolment growth - Zero potential – DOC controls changes

Student Qualification calls for 10th grade level – the scale is 2nd grade level to 2nd year college – mostly 7th grade level

Opportunities (exploit these)

Draw students from other DOC Facilities

Draw students from existing pool

GED class can provide students

Acquire new equipment for instruction

Pool resources with other curriculum

Involve local Contractors in program reviews

Instructor has opportunity to gain knowledge of new products and techniques

Threats (defend against these)

DOC discontinues curriculum

Legislature stops free tuition for inmates

HCC does not renew instructor contract

Instructor becomes dissatisfied

SACS pops the bubble

What is required to mitigate your weakness?

The Department Of Correction will need to address the school building and plan for future growth. The students will need closer screening for prerequisite qualification before admittance to Facility Maintenance Program.

_____

_____

_____

_____

_____

_____

What is required to defend against threats?

The Instructor and Division Chair will keep constant communication open with DOC, Legislature and HCC officials. Instructor will be flexible and understanding but cannot compromise integrity.

_____

_____

_____

_____

_____

FACILITIES MAINTENANCE WORKER– (PRISON) – KENT DICKERSON

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

Date	Accomplishment
Jan 2008	New Facility Maintenance Instructor arrives
June 2008	6 students finish program
Dec 2008	6 students finish program
June 2009	7 students finish program
Dec 2009	11students will finish program
Dec 2009	Video library has reached 60 hours of instructional footage at instructors expense
August 2009	Large material and supply order arrives at Class area
Dec 2008	Tool order arrives from Grainger – provided by Caledonia Business office
Fall 2009	Class builds several projects targeted at provisions that will assist other curriculums
Fall 2009-12-03	Student enrolment up due to information and transfer of students from other correctional intuitions

FACILITIES MAINTENANCE WORKER– (PRISON) – KENT DICKERSON

SWOT Analysis – Food Service Technology

Strengths (highlight these)

MILITARY Food Service training

Certified Dietary Manager

Own& operator catering service 20yrs

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

Opportunities (exploit these)

Program advancement

Apprentice ship program

New market trends

Threats (defend against these)

Budget cuts

Political changes in DOC and DOE

Program cuts

FOOD SERVICE TECHNOLOGY (PRISON) – WYLENE FAULCON-GOINS

What is required to mitigate your weakness?

Upgrade monthly budget

Access to the Internet

Wider range of approved DOC vendors

What is required to defend against threats?

Pray

Pray

Lobby for program

SWOT Analysis -Industrial Systems Technology

Strengths (highlight these)

IST offers students in HCC service area a great education that will enhance the students workforce skills

The skills learned in the IST program will personally benefit students, their families, and our community by enabling them to enter the workforce as a productive citizen.

Our program transfer to ECU for a 4 year degree (all online)

Open enrollment

Students/grads are happy with the program and how it meets their needs

Diverse students (all ages, sex, and race)

Well trained instructors

Recently added a certificate program

Program has good reputation with local industry

High paid grads

Program has its own computer lab in rm413

Recently received 10 new digital multi meters

Teach mil spec soldering (added EGR131 to meet the needs of local industry - flexible)

Weaknesses (mitigate these)

Budget

Low number of lab stations means students are having to double up

Overloading of machine shop

Recently lost 25 year vet program head

Advisory committee (not being utilized really)

Marketing has been minimal if any

INDUSTRIAL SYSTEMS TECHNOLOGY – JASON BONE

Opportunities (exploit these)

Increase marketing by getting new brochures

Build better relationship with Advisory committee

Look into using the marquee out front (has yet to be used for my program)

Look into evening course offerings (used to have a huge evening program)

HCC homepage could be used – picture from my program area would be nice

Threats (defend against these)

Economy – program cycles with economy

Calibre of student

Many lab stations are in bad shape and need of repair

State budget constraints causing valued faculty to suffer pay cuts

Economic base of community and decreasing population

Unprepared students entering HCC (very few arrive at HCC with the required reading and math skills from high school)

Difficult to find quality adjunct instructors

What is required to mitigate your weakness?

Budget: Pretty much at the control of the college.

Low number of lab stations means students have to double up: This is directly tied to budget. Without funds, additional lab stations cannot be purchased and students will have to continue to double up. Through creative thinking, I may be able to come up with dual activities where half the class is performing the lab while the other half is on another task. This may work in a few classes but not in all.

Overloading machine shop: This one is one that bothers me as it is a safety issue on top of a learning issue. The machine shop is a place where serious injury can take place if one is not 100% on task. Doubling students usually prevents one from being 100% focused on task. If I can get them to keep the numbers at 9 students (instead of 12) I think I can make it work safely.

Recently lost 25 year vet program head: I have been here 21 years and hope to fill this gap.

Advisory committee (not being utilized really): As the new Department Head, I hope to change this into a positive thing.

Marketing has been minimal if any : Again, as the new Department Head, I plan to utilize the marquee at the school entrance (currently working on catching slogan), and the HCC webpage more to my advantage. I just had new brochures printed up for the program as well. Plan to continue with all outreach opportunities.

INDUSTRIAL SYSTEMS TECHNOLOGY – JASON BONE

What is required to defend against threats?

Economy – program cycles with economy: After being here 21 years and seeing this occur, I'm not sure how to go about defending this threat. Hopefully aggressive marketing can help to a degree as well as using the advisory committee.

Calibre of student: The students are not always the best students for the field (all math based program and students are placing into MAT050. Look into ways to teach math concepts to math challenged students (if such a workshop exists).

Many lab stations are in bad shape and need of repair: This issue has been made know to admin and is on my list of things to do when monies are available – really tied to budget again.

State budget constraints causing valued faculty to suffer pay cuts: Not much I can personally do here to solve this. Our students have the potential to make more than we do (I have several that make $80,000). It's a shame those doing the teaching to these students are still so underpaid but again, out of my hands.

Economic base of community and decreasing population: Once again, something I as an HCC employee have no control over (most all of these threats fall into this category – hence them being threats).

Unprepared students entering HCC (very few arrive at HCC with the required reading and math skills from high school): Here again is something I have no control over. The high schools keep trying to get advanced credit for their students yet at the same time, most graduate with substandard math and English skills – get the high schools to do their job and let us do ours (trained prepared high school grads).

Again, those who could be adjuncts are making way more out there in the workforce than they would make teaching part-time for HCC so it will remain a challenge to find good qualified adjuncts.

INDUSTRIAL SYSTEMS TECHNOLOGY – JASON BONE

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

Date	Accomplishment
Oct 2009	Recently added certificate program
Jun 07-May 09	Jason Bone was trained to teach machine shop classes upon Mr Beaver's retirement.

INDUSTRIAL SYSTEMS TECHNOLOGY – JASON BONE

SWOT ANALYSIS – Masonry (Prison)

Strengths (highlight these)

I have worked in the masonry field for 34 yrs. And have run my own business since 1985.

The Graduate Performance Checklist contains appropriate and detailed skills to assess the program goal.

The currency of the program is kept is dept up-to-date by the program head-textbooks, audiovisuals, masonry materials and techniques. The instructor attends trade shows and seminars when possible. The students get the chance to work on real projects around the Institution, after the students have had some training in the classroom.

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 fob 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.

MASONRY – (PRISON) - TIM CROWDER

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?

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

MASONRY – (PRISON) - TIM CROWDER

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

Date	Accomplishment
2007 & 2008	Attended Prison Educators Conference at Mayland Comm. College
2007, 2008, 2009	Attended Professional Development activities at HCC

MASONRY – (PRISON) - TIM CROWDER

SWOT Analysis – Plumbing (Prison)

Strengths

I bring 32 years of knowledge and work experience to the classroom, 15 years working as a Plumber for Harrell's Plumbing, 17 years Plumbing Instructor for HCC. I have had a NC class I Plumber's contracting license for 27 years. I have been the owner and operator of Jim's plumbing for 17 years. Beginning fall 2002, I have had to get 6 hrs of continuing education each year required by the state for license renewal.

Course content must be revised each time the NC plumbing code is revised. (About every 3 Years). This keeps the program current. Hands-on training is updated to take advantage of any new plumbing materials and fixtures. This year DOC designated the money for me to purchase a new tank less hot water heater and a new shower valve with hand held spray and body sprays.

Last few years, program enrolment has been higher, and there have been more completions. The only students that leave class are the ones that are released or the ones that must leave for disciplinary reasons.

Data indicated on the student surveys show that they are satisfied, and their comments indicate they are appreciative of the opportunity to learn.

Weaknesses

I think the biggest weakness is not knowing what my budget will be or when I will get materials and supplies to teach with. This year I turned in a requisition for materials in the beginning of July and received them October 1st. This makes it very hard to follow a course syllabus or outline. Now we are rushing to finish our lab projects.

Opportunities

Most Graduates enter the prison workforce or continue to take other vocational classes.

Some will get transferred to other prisons closer home.

Most students get 6 days a month and 15 days at the end gain time for completion of class.

When students are released from the prison system they are qualified for employment at plumbing parts supply houses, maintenances companies, and with plumbing contractors.

Threats

The biggest threat I have is not knowing from one year to the next if you are going to still have a job. This year there was a bill in the General Assembly trying to stop free college tuition for prison inmates. If this happens we will not be able to get students.

PLUMBING – (PRISON) - JIM HARRELL

What is required to mitigate your weakness?

I really don't know, maybe when or if the economy gets better we will get a budget to work with and know when we will get materials and supplies

What is required to defend against threats?

This year prison Instructors all over the state sent letters and Emails to out 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.

Date	Accomplishment
2007 2008	I attended a Prison Educators Conference at Mayland Community College
2008	I attended a Training Seminar on Noritz Tank less water heaters, at Ihrie supply in Roanoke Rapids
2007 2008 2009	6 hrs continuing education on NC Plumbing code changes
2009	Received a new Roof on class room
2007 2008 2009	Attended professional development activities at HCC

PLUMBING – (PRISON) - JIM HARRELL

SWOT Analysis – Plumbing (Prison)

Strengths (highlight these)

The plumbing profession is not going away!

This program has a very high completion rate.

The long class periods allow for uninterrupted instruction.

Support from Programs staff and Advisory Board

Experienced and dedicated Instructors

Weaknesses (mitigate these)

Size and design of classroom limit activities

The lack of student resources (library, computer lab and internet)

The lack of instructor resources (multimedia projector and internet)

The lack of instructional supplies

Opportunities (exploit these)

Incorporate Green Technology training (solar, gray water recycling, water conserving fixtures)

Do real world lab projects (Habitat houses and municipal projects)

Threats (defend against these)

Funding cuts

Lack of students

Weak economy

Graduating students not trained for modern technology will affect the credibility of the program

PLUMBING – (PRISON) – DONNY MOSELEY

What is required to mitigate your weakness?

Attempt to secure funding for instructor training and seek professional development opportunities.

Attempt to secure funding for modern training equipment.

Attempt to secure funding for instructional technology.

Continue to request funding from HCC and DOC for instructional supplies.

Discuss the possibility of taking students off site to do real world plumbing projects with DOC officials.

What is required to defend against threats?

Ask associates to lobby their Legislators for additional funding and support for Correctional Training.

Continue to seek advice and guidance from Advisory Board and people involved in the industry.

PLUMBING – (PRISON) – DONNY MOSELEY

SWOT Analysis – Small Engine & Equipment Repair

Strengths (highlight these)

Been in the industry for 39 years

Owner and operator for 12 years

Continuous enrolment of students

Location of class

Teamwork

Uses work experience to enhance student activities

Students are taught technical and non-technical skills that are important characteristics of good employees in the small engine equipment repair field

Weaknesses (mitigate these)

Classroom size restricts the number of students and limits instructional activities

Lack of Internet access

Access to resources (limited vendor recognized through DOC)

Lack of update equipment to service

Long turnaround time on requested supplies

Opportunities (exploit these)

Lack of technician in a growing field for qualified personal

Technology advancement in new engine design

Service trends will increase, due to small engine inventory

Changes in equipment to comply with EPA standard

Threats (defend against these)

Budget cuts

Change in DOC policies

Programs cut

SMALL ENGINE AND EQUIPMENT REPAIR - (PRISON) - ROBIN ST.SING

What is required to mitigate your weakness?

DOC has approved a new education building that has been on hold, due to present budget. The new educational building would increase our enrolment size.

In the process of getting Internet service approved through DOC

Trying to increase our resource size (increasing vendor suppliers)

Updating our engine equipment with modern units as they are replaced

Increase time frame for requested supplies or inventory

What is required to defend against threats?

Call or write our congressman for support of our programs

Elect public officials who will support our programs

Try to secure grants or funding

SMALL ENGINE AND EQUIPMENT REPAIR - (PRISON) - ROBIN ST.SING

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

Date	Accomplishment
Jan-27-09	M.T.D. Factory Authorized Service Centre
Aug-06-09	Teaching Early College Student
Aug-06-09	Quality Enhancement Planning
Aug-07-09	Learning Temperaments
Dec-15-08	Briggs & Stratton Factory Authorized Service Centre
Jan-14-07	Preferred Power Factory Authorized Service Centre
Jan-06-07	Walbro Corporation Factory Authorized Service Centre
April-04-07	Correctional Educators Conference

SMALL ENGINE AND EQUIPMENT REPAIR - (PRISON) - ROBIN ST.SING

SWOT Analysis – Welding Technology

Strengths (highlight these)

Students feel that the quality of instruction in the program is very strong according to the student focus group.

The program has support from area industry which donates material, participates in advisory committee meetings, provides class field trips and provides classroom presenters.
> Kapstone, Weldon Steel, Dominion Power, Roanoke Rapids Dam

The department head is a Certified Welding Inspector and Educator through the American Welding Society

Students can become certified free of charge due to the department head being a certified welding inspector.

Have high enrollment and keeps increasing. More interested students are calling, emailing and visiting the welding department asking for further information on the program.

Student certification standards have been met.

The evening program has been successful since the start up in Fall 2008

Graduates have found jobs in local companies and local/traveling construction agencies.

Weaknesses (mitigate these)

Funding Restrictions

Space Limitations for storage, equipment and student workspace

Funding to update equipment

Accommodating the high enrolment due to instructor, class and shop availability

Opportunities (exploit these)	**Threats** (defend against these)
US Department of Labor projects a 5 percent increase in welding jobs	Budget restriction will damper material, consumables and equipment need.
Advisory committee members explained how welders are needed to maintain/repair aging infrastructure.	Resources not available to accommodate higher enrollment.
Welders are always in demand because welding contributes to heavy manufacturing, light manufacturing, construction, transportation, electronic/medical, energy and much more.	
The welding advisory committee, wall street journal and the American Welding Society has identified that the current welding professionals will be retiring due to the baby boomers and will open many welding positions for students.	

What is required to mitigate your weakness?

More funding for equipment additions and instructional supplies

Gain more class, lab and storage space

Look into hiring a second full time instructor

What is required to defend against threats?

Perkins Grant or other grants

Complete an assessment on the need of hiring a second full time instructor

Look into building a new shop or expanding existing area.

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

Date	Accomplishment
	For over 3 years, I have used my Certified Welding Inspector License to certify students to the American Welding Society guidelines.
	I have gained more space for the welding program by pursuing the limited space issue; however, space is a reoccurring issue.
	I have made blackboard a major component for all welding classes by having online assignments, study materials, testing, welding resources and for video links which increases the students education.
	Created an evening welding certificate program in Fall 2008 which has accommodated more students and especially people with full time day jobs.
	Provided students with field trips and classroom presenters to enhance their ability.
	Graduated at Nash Community College with an Associate's degree in Welding Technology.
	Attended the Welding Instructor Course at Hobart Institute of Welding.
	Attended a 2 day welding instructor workshop at Lincoln Electric.
	Attended an Aluminum Welding Seminar hosted by ESAB welding.
	Participated in professional development activities (welding, retention, learning styles, etc.)
	I was awarded a 5 year service award from HCC.

	Over the past 3 years, I have accomplished many goals to have the program where it is today:
	    Obtained welding training to enhance classroom and lab instruction.
	    Recruiting efforts to increase enrollment
	    Cleaning and organizing to increase appearance of program
	    Requested and purchased supplies, power tools and equipment to update program
	    Created a MySpace webpage for welding students and prospective students. Added photos and information as a recruiting tool.

WELDING TECHNOLOGY – JASON SHOTWELL

SWOT Analysis – Associate Degree Nursing

Strengths (highlight these)

Educational level of faculty

Willingness of faculty to participate in professional development

Longevity of program – over 35 years

Graduate skills needed in the community and elsewhere

Support from local healthcare facilities as clinical sites

Weaknesses (mitigate these)

Older, outdated equipment

Cost of program (books, supplies, uniforms)

Finding qualified admission candidates in area

Competition from other schools – community colleges and baccalaureate nursing programs

Rural setting

Opportunities (exploit these)

Reaching out to non-traditional nursing school candidates (males, second career students)

Healthcare jobs appealing during economic downturn (recession proof)

Early recruitment – middle school students interested in health careers

Improvements being made in developmental courses getting students ready for difficult nursing curriculum

Threats (defend against these)

High retention of students can mean low pass rates on licensure exams

High pass rates on licensure exams often follow lower retention of students, which causes loss of FTE

How do we retain students AND ensure success on licensure exam?

Small community – reputation of being a difficult program

What is required to mitigate your weakness?

Information sessions – varying times

Increased publicity for program (local radio, TV, newspaper)

Recruiting trips to middle schools, high schools

Focus on reading and math skills at HCC for pre-nursing students

What is required to defend against threats?

Change to concept-based curriculum

Students made aware of own responsibilities in learning process

Use of simulation to provide opportunities to develop critical thinking

Faculty awareness of public perception/opportunities to explain nursing program to public

ASSOCIATE DEGREE NURSING – KELLY HARVEY

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

Date	Accomplishment
	North Carolina Board of Nursing Visit – October 2009; NEWH Nursing Consortium ADN and PNE programs passed with no recommendations (the Board's highest standard); surveys occur every 7 years and are a requirement for all nursing programs in North Carolina.
	Holly White accepted into Ladder to Leadership, a grand-funded program for young and innovated individuals who are looking to think outside the box to help communities who are less fortunate. This is a 16-month program which includes team meetings, webinars, and sessions at the Center for Creative Leadership (Greensboro, NC), and mentorship.
	Stephanie Terry obtained Master's of Science in Nursing (MSN) – Nurse Educator degree from Old Dominion University
	Judy Yates, Tammy Pleasant, and Phyllis Hayes are currently enrolled in MSN programs at University of Phoenix (Yates) or East Carolina University (Pleasant, Hayes)

ASSOCIATE DEGREE NURSING – KELLY HARVEY

SWOT Analysis - Dental Hygiene

Strengths (highlight these)

ADA Accredited Program

Learning Community

Highly Qualified and Dedicated Faculty (work well together)

Modern Facilities

Faculty to student clinic ratio 1/5

Grants (KBR, others)

Clinical skills opportunities (perio & children)

Clinic Fund Resource

Passage Rate on Clinical Exams

Professional Organization affiliated (ADHA)

Established Student Manual (rules)

Weaknesses (mitigate these)

Dental Hygiene National Board Exam (93%)

Financial support

Technology acquisition (digital X-ray)

Restricted in use of Patron funds

Need someone to write Grants

Opportunities (exploit these)

Space conducive for CE courses to acquire additional funds for DH program

Grant monies are available to acquire needed equipment and modern technology

Grant to combine "Healthy Smiles" with Rural Health

Area L AHEC radiology course

New Dental School on East Carolina University, Greenville,
HCC's dental hygiene program is in need of a part-time clinical instructor.

Threats (defend against these)

Number of Dental hygiene programs in North Carolina

Restrictive Dental Hygiene Practice Acts

Age and location of dentists and hygienists

Computerized form of DHNBE

Faculty shortage

Loss of Computer Lab

What is required to mitigate your weakness?

Continue to offer student a review course for National Board Exam

Allow department to spend patron funds on needed new equipment

Educate faculty to assist in writing grants

What is required to defend against threats?

The community college system needs to restrict the number of Dental Hygiene Programs in NC

NC Dental laws need to be updated

Request National Exam results for the Dental Board

Advertise outside of Roanoke Rapids for Faculty

Replace old computer in Lab

DENTAL HYGIENE – D.J. MARKHAM

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

Date	Accomplishment
2007- present	Kate B. Reynolds Grant for "Healthy Smiles" Program for 400 children/year
2008-09	Successful pass rate on National Board Exam
2004-present	88% retention rate
2005 – present	Give a Kid a Smile
2005-2008	Presentation by the Author of Dental Hygiene Textbook Dr. Ester Wilkins 4 CE programs offered

DENTAL HYGIENE – D.J. MARKHAM

SWOT Analysis - Medical Laboratory Technology

Strengths (highlight these)

MLT is a high-demand career with limitless potential.

There is currently a great demand for MLT's across the country.

The MLT faculty strives to provide the best possible education for the MLT students through classroom, laboratory and clinical experience.

The MLT program is fortunate to have a strong working relationship with all of the local clinical affiliates to help provide valuable training to our students.

Our students are highly recruited once they begin their clinical rotations.

A high percentage of students taking certifying exams pass. MLT students are part of a learning community.

Weaknesses (mitigate these)

Decrease numbers of qualified applicants.

Decreased enrollment is still an issue.

Nursing and Dental Hygiene programs still attract the most qualified students due mainly to higher pay potential.

MLT program is limited to 10 students as required by NAACLS accreditation for one faculty member.

MLT students have difficulty with math. MLT students are not performing well in online chemistry.

The program experienced a decrease in clinical affiliates in the fall 09 semester.

The program is small and supplies are expensive. Supplies are not ordered in a timely manner especially for summer semester.

MLT equipment is outdated.

Opportunities (exploit these)

With potential pay increases more students may become interested in pursuing MLT after the economy recovers.

MLT graduates take a national certification and can work anywhere.

MLT graduates have vast opportunities to expand their careers through more education and other industry.

Threats (defend against these)

Employers have decreased workforce due to the poor economy.

Many positions are not being filled due to hiring freezes in the local area.

MEDICAL LABORATORY TECHNOLOGY – LORI HOWARD

What is required to mitigate your weakness?

Encourage local area schools to help students come in better prepared for math. Help the math department with a plan to help students achieve basic math skills.

Hire the part-time phlebotomy instructor full time so there will be two qualified instructors for both curriculums.

Offer chemistry on campus again instead of online for better student success.

Requisition supplies ahead of summer and asked for the request to be held for perishable items.

What is required to defend against threats?

An economy that is recovering and stable with increasing salaries nationwide.

Acquire more clinical sites which was done in the fall of 09 in order to retain current students.

Acquire simulation equipment as supplied by the allied health grant.

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

Date	Accomplishment
2007	MLT Department Head finished Master's degree program to become a fully recognized program director as required by NAACLS.
2008	3 out of 4 graduates passed the ASCP exam and all 4 are employed. NAACLS re-accredited both MLT and PBT programs.
2009	Increased first year applicant pool and more students were enrolled than in previous years. Phlebotomy Instructor finished BS degree. Phlebotomy Instructor is currently enrolled in a Master's degree program.

MEDICAL LABORATORY TECHNOLOGY – LORI HOWARD

SWOT Analysis - Library

Strengths (highlight these)

Having a well managed library collection-
We will continue to encourage staff to provide input into the ordering process. We will continue to conduct full inventories every five years to ensure that our collection consists of viable materials.

Having experienced, long-term staff-
We will continue to maintain an environment conducive for work. We will continue to encourage staff development for our librarians and computer lab assistants.

Weaknesses (mitigate these)

Nearly archaic computers in ERC/public lab

Under-staffed in the Distance Learning Program

Crowded conditions in the LAC/academic computer lab

Opportunities (exploit these)

To showcase our two successful computer labs-
We will continue to promote usage of these two labs to our students, faculty, staff, and public.

To showcase our successful and rapidly expanding Distance Learning program-
We will continue to promote HCC's Distance Learning program, both in-house and externally.

Threats (defend against these)

Losing patronage to our library and computer labs

Not being able to sustain a rapidly expanding Distance Learning program which is currently maintained by only one staff member.

LIBRARY – MARY GAIL COOPER

What is required to mitigate your weakness?

To show a vital need for new computers in our public computer lab (ERC) based on our strong lab usage statistics and we need to explore avenues for funding this.

To show vital need for additional staffing for our Distance Learning program.

To show need for more space in the Learning Assistance Lab (LAC)

What is required to defend against threats?

 (of losing patronage to our library and computer labs)

We need to continue to promote the HCC library as a community center for growth and leadership.

We need to explore avenues for funding the purchase of new computers for the public computer lab (ERC). We need to provide avenues for sustained growth in the Distance Learning program by increasing its staffing.

We need to consider expanding the space of the academic computer lab (LAC).

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

Date	Accomplishment
February 2005	Made a presentation to the HCC Board regarding my new tenure with HCC and the "state of the library".
Summer 2005	Mary Gail Cooper attended the American Library Association national conference in Chicago (after being awarded grant funding through the NC State Library to pay travel expenses).
Spring 2006	Conducted first inventory of the library collection in many years. Many items were weeded from the collection and discarded. Bound periodicals were discarded. Shelves were physically reorganized.
Fall 2007	Our collection of legal materials was re-evaluated based on information obtained from the American Bar Association and our current legal instructors.
Spring 2007	Don assisted with the writing of an "installation script" mini computer program that enables routine updates to be rapidly installed on all the computers in the lab.
Summer 2007	Steps were taken to boost usage of the Learning Assistance Center (LAC) which resulted in increase usage statistics the next year and each semester thereafter. Don attended the American Library Association national conference in Washington, DC. (-again, using grant funding by the NC State Library).
2006-07	Wrote a brief history of the HCC Library in conjunction of HCC's 40th anniversary, and published several newsletters regarding the history of HCC.
Spring 2007	Moved the Small Business Center book collection into the library.
Summer 2007	Made and hung wall plaques of HCC emblems, past and present.

LIBRARY – MARY GAIL COOPER

Fall 2007	Conducted an Open House in the library and were featured in the Roanoke Rapids Daily Herald and on the local TV-20 news station.
Jan. 2008	The Learning Assistance Center (LAC) acquired twenty new computers.
April 2008	Beth was awarded the HCC Merit Award 2008 for her extensive work in securing and creating our HCC Campus G-Mail accounts.
October 2008	The NC Virtual Learning Community nominated Beth to work on the NC Learning Object Repository, a project spearheaded by Bill Randall in the NC Community College System Office.
February 2009	Beth was nominated to serve as President-Elect for the NC Community College Association of Distance Learning (NC3ADL).
May 2009	Beth was invited to speak at the J. Sergeant Reynolds Community College Technology Summit regarding her work in Distance Learning.
April 2009	Jean received an HCC Staff Award 2009 for her long tenure with the HCC library (32 years!).
Fall 2009	Shelia completed the re-cataloging our Children's Collection and we re-arrange the shelves for better access.

LIBRARY – MARY GAIL COOPER

SWOT Analysis – Learning Assistance Center

Strengths (highlight these)

Knowledgeable, dependable, hard-working contract staff who enjoy their jobs, work well with students, faculty and staff and work well with each other

Only lab on campus offering one-on-one computer related assistance to HCC students, faculty and staff – which aids in student retention and can generate FTE

Computers installed with MS Office 2003 and 2007, HCC course specific software programs, and course related CD's and DVD's, as placed in the LAC by instructors

Internet access/Electronic Resources availability

Offer computer related workshops for students, as requested by instructors

Retests, make-up testing available for faculty and students and proctor testing available for other institutions

CD burning and scanning capabilities, as well as desktop publishing available for creating signs and banners

Two Optelic magnifiers, two computers with Zoom Text and one computer with JAWS availability for visually impaired students

Weaknesses (mitigate these)

Limited space/location for the numerous services offered

Limited number of computers for the number of students needing access

Limited staff (only one full-time and two part-time LAC staff personnel covering 60 hours of operation a week offering one-on-one assistance to HCC students, faculty and staff)

LAC depends on LRC Lab Assistant and work-study to help cover hours of operation and assist students as needed (work-study not as dependable and they soon graduate and new work-study must be trained constantly)

Hot, stuffy lab atmosphere which is not conducive for staff, students or computers

Students are being turned away due to lack of computer availability during peak times, normally between 9:00 a.m. and 2:00 p.m.

Dual viewing room/testing room too small

LAC has to close for student workshops, and students already in lab must leave

Opportunities (exploit these)

LAC could be an even greater hub of academic activity if more space and staff were available

LAC could generate more FTE if more space and staff were available

LAC could be a source of computer related tutoring through SSS and in turn generate even more FTE

Threats (defend against these)

Growing student enrollment has outgrown the present LAC space/location

Understaffed to the point of not being able to meet student needs

Ever changing technology and keeping up with the latest software applications, versions, and computer related trends

LAC staff usually not included in planning and implementation of related LAC services; LAC Coordinator or LRC Director needs to be included in the "loop"

LEARNING ASSISTANCE CENTER (LAC) – BETTY BROWN

What is required to mitigate your weakness?

Increase LAC staff; Hire contract staff to adequately cover LAC hours of operation in order to meet student needs and in order to avoid constant retaining of work-study students who are not as dependable as contract staff

Expand LAC to accommodate more computers and students OR relocate LAC to a bigger and better location

Funding

What is required to defend against threats?

Increase contract staff to meet student needs and LAC hours of operation

Expand LAC to accommodate more computers and students OR relocate LAC to a bigger and better space

Move some of theses services to other areas or departments (example: LAC is suppose to be a lab for HCC students only, but staff administer/proctor exams for students from other institutions – which takes space, time, testing stations and computer availability away from HCC students)

LAC Coordinator and LRC Director need to be included in the decision process as related to LAC services

Professional development opportunities and funding for LAC staff to attend conferences and workshops

LEARNING ASSISTANCE CENTER (LAC) – BETTY BROWN

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

Date	Accomplishment
Spring 2007	The Learning Assistance Center conducted the first ever LAC Student Survey. One hundred percent of the students surveyed stated they would recommend the LAC to other students. LAC staff was overwhelmed by such positive survey results and comments. They reveal that the Learning Assistance Center is clearly an integral and vital part of the student's learning process at Halifax Community College.
August 2007	LAC presentation at Faculty Fall Orientation by Betty Brown, LAC Coordinator- faculty informed of the services offered by the LAC for students, faculty and staff, as well as the fact that the LAC can generate FTE; resulted in greater LAC faculty usage and more student referrals to the LAC by faculty.
August 2007	LAC Coordinator, Betty Brown, attended meeting with ACA instructors and Dr. P. Jones: offered to present LAC Orientation and/or conduct Blackboard Workshops for ACA classes; resulted in faculty scheduling one or both in the LAC or in their classroom, which in turn resulted in more student awareness and usage of LAC services.
8/27/07 - 9/25/07 & 1/23/08 - 1/31/08	LAC Coordinator, Betty Brown conducted LAC Orientations and/or Blackboard Workshops for ACA classes; most instructors either brought classes to the LAC for a workshop or LAC Coordinator visited the classroom for a presentation to ACA students; resulted in greater student awareness and usage of the services offered by the LAC.
8/17/07	Ricky Collier, Networking Tech, installed the Math XL player, test generator and necessary plug-ins for the new "My Math Labs" program in the LAC to be used in developmental math courses via the Internet; this resulted in greater LAC attendance as many students either did not have computer availability at home or the necessary plug-ins to use the program. LAC staff assisted students with access, user names/passwords, navigating the tools palette and some math problems.
9/27/07	LAC Coordinator, B. Brown, created a new "Electronic Resources Workshop" to be offered to faculty and students; this added eleven more (11) workshops to the LAC schedule, thus bringing in more students and new services with the workshop and the knowledge of LAC staff assistance with use of electronic resources.
10/04/07	At the request of CIS instructor, B. Lassiter, B. Brown created an "Intermediate Word Workshop" and began offering to all instructors/classes beginning fall 2007.
Fall 2007	The LAC generated 1,045 hours toward FTE during the fall 2007 semester. With 512 hours equal to one FTE and one FTE equal to $4,746 (according to Dawn Veliky, Registrar), the LAC generated 2.04 hours of FTE which equals **$9,682** for Halifax Community College.
10/30/07	B. Brown, LAC Coordinator, created the first ever LAC Faculty/Staff Survey and distributed to all mailboxes on campus; results were tallied and distributed to supervisors and administration.

LEARNING ASSISTANCE CENTER (LAC) – BETTY BROWN

2/19/08	J. Thompson installed the JAWS (Job Access With Speech) software on computer station #3 to be used by visually impaired students attending the LAC and in need of such assistance.
8/04/08	B. Brown conducted two LAC Update/Reminder presentations at the Faculty Fall Orientation information sessions; resulted in greater faculty knowledge of LAC services and greater student referrals to the LAC by faculty.
8/07/08	B. Brown created and conducted Word 2007 Workshop in the LAC for Faculty Professional Development.
9/02 – 11/20	Ten (10) ACA Blackboard Workshops, nine (9) Electronic Resources Workshops and one (1) Intermediate Word 2007 Workshop were conducted in the LAC by LAC Coordinator, B. Brown. These were the new workshops established the previous school year.
9/08/08	B. Gray-Robertson, DL Director, loaded the new 4.0.2 k19 version of Impatica software (program used by instructors to compress PowerPoint files placed in Blackboard for DL classes) on computer #19 since the older computer station #21 would not support the newer updated version. This is only available for faculty use in the LAC and LAC staff often assists with this.
9/22/08	R. Collier loaded Packet Tracer program used in NET125 on computers 1-20 and installed the Medical Office Simulation software on additional LAC computers 9-12 due to student complaints that it was not available on enough computers to meet student needs.
2/03/08	At the request of PSY instructor, J. Dilday, B. Brown created new NC LIVE Workshop with emphasis on the PsycINFO database; as a result four (4) such workshops were conducted in the LAC.
2/22/08	LRC Lab Assistant, T. Archer, created an Introduction to HTML Workshop for use with the on-line WEB111 course taught by D. Dickens; this set precedence in the LAC concerning workshops, as this was the first workshop offered to a totally on-line class - however, it was not required, only optional and five of the eight students enrolled attended the workshop on campus. The workshop was offered on 3/11/08. These students returned often to the LAC seeking assistance with creating their web page.
3/16/08	T. Archer created a follow-up WEB 111 Intermediate HTML Workshop at student's request. It was offered on 3/18/08, with three of the eight students attending. Again, students returned to the LAC for web page assistance.
2007-2008	Despite the 2007-2008 school year decreases in overall college student enrolment, the LAC statistics increased in ALL areas for both headcount and hours logged. The LAC experienced a 32% growth rate from the 2007/08 school year to the 2008/09 school year.
Fall 2009	The Learning Assistance Center experienced record breaking attendance for the fall 2009 semester. There were 100% across the board increases in all headcount categories and only one decrease in the hours logged category. Despite record attendance during both the fall 2008 and spring 2009 semesters, this is the first time attendance has reached a five digit number. Total attendance for fall 2009 totalled 10,289! A recorded 327 students were turned away during the semester due to full capacity.

LEARNING ASSISTANCE CENTER (LAC) – BETTY BROWN

SWOT Analysis – Institutional Effectiveness

Strengths (highlight these)

Use of data to demonstrate that institution is accomplishing its mission and goals

Collect data to show evidence of accomplishment

Use data to support the Decision Making process.

Use of data to re-evaluates the mission and purpose in providing overall direction in planning and resource allocation.

Using results to enhance institutional effectiveness

Engages in ongoing, integrated and institutional wide planning and evaluation and improvement processes resulting in institutional quality and effectiveness in accomplishing its mission

Use of data to show that the educational objectives are being achieved

Use data results to ask questions and seeks answers for continuous improvement.

Implementation of ongoing evaluation and assessment process that provides reliable evidence that are used a as strategy for a continuous and sustainable improvement

Weaknesses (mitigate these)

Lack of good data

Difficulty in collecting data

Time expense in collecting data

Overcoming culture with challenging level of accountability

Two-year gap (2005-2006 and 2006-2007) in data collection

No Institutional Effectiveness plan

Lack of assessment and assessment process devoid of "Outcomes"

No Planning and Assessment calendar

No strategic plan

No systematic record keeping

No record of institutional effectiveness

No centralization of data and surveys

Opportunities (exploit these)	Threats (defend against these)
Data usage for institutional effectiveness	Inconsistency in keeping and saving of data by most units
Data usage for streamlining process and improving efficiency	Low record keeping of data in most units
Using data as a compass for growth and other opportunities	Lack of data usage for planning at different level can be a threat
Data serve as evidence for sound and good decision making	Lack of data usage for decision making at different level can be a threat
	Lack of data usage for continuous improvement can be a threat
	Lack of data usage for resource allocation can be a threat
	Underestimating the power and usefulness of data at unit level can be a threat
	Complacency about the importance of data collection and usage can be a threat

What is required to mitigate your weakness?

Continuous effort in collecting and analyzing good data

Continuous effort in stressing the importance of data

Workshop on keeping and saving data

Avoid accepting mediocre data

Provide a planning calendar

Develop a strategic plan

Develop Institutional Effectiveness plan

Centralization of data and surveys

What is required to defend against threats?

Continuous effort in highlighting the importance and value of data

Recommend data usage for decision making

Recommend data usage for long term planning

Recommend data usage for benchmarking with other institutions

Recommend data usage for continuous improvement

Recommend data usage to answer the tough questions (e.g. are we fulfilling our mission and goals?)

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

Date	Accomplishment
2009 (Sept.-Dec.)	***Work in progress***
	Development of Planning and Assessment plan with "Outcomes" Gathered "reconstruction" entries for 2005-2006 and 2006-2007 I E Plans
	100% entries for "Findings"/results and submission of un-completed data for 2008-2009 IE Plan (with continuous review for quality) 100% entries for 2009-2010 I E Plan (with continuous review for quality)
	Met the data requests from the System Office and College Board Planning and Assessment calendar in progress Assessment Plan is in progress Fall Student survey is in progress
	Strategic plan is in progress SACS compliance report for Institutional effectiveness is in progress Classroom Assessment Pilot instituted Departmental Assessment instituted for General Education Division Response for un-met standards is in progress Conducted workshops for Faculty and Staff

SWOT Analysis –
Continuing Education & Community Services (overall view)

Strengths (highlight these)

Customer service oriented: Genuinely concerned for customer needs and providing quality training

Very competent, highly trained, knowledgeable, multiple specialty certifications, diverse experiences, self-motivated, and committed team members

Respectful and supportive of team diversity and the team concept

Competent and supportive leadership from dean

Effective internal auditing procedures/constantly monitoring and utilizing feedback to improve programs

Good working relationship with external certifying agencies. External partnerships include, but are not limited to, area businesses and industries, hospitals, long term care facilities, home health agencies, NC Rural Center, Upper Coastal Plains Council of Government, Small Business Center Network, Department of Correction, Office of Emergency Medical Services, etc.

Ability to develop and adapt training to customer needs in a timely manner

Drastic increase in budget FTEs for Occupational Extension and Basic Skills from 2005-2009

Outreach services increased greatly for Basic Skills, Occupational Extension, and Human Resources Development

Very good communication within the division

Weaknesses (mitigate these)

Shortage of equipment and supplies for adequate training

Limited full-time staff and little or no cross-training: In many instances, only one person is trained to deliver services in a particular discipline/field/program

Small institution: Limited number of instructors and very dependent on part-time instructors

Increased paperwork in the employee application process

Limited funds for program improvements, new and innovative learning tools, advertising, printing, and mailing of semester schedules and lack of staff professional development /training opportunities

Little or no flexibility in the distance education department: Not having access to online registration due to signature requirements

Operating without budget info makes planning and purchasing difficult

Lack of communication between division and upper chain of command (ex., whether requisitions have been approved or rejected or answering communications in a timely manner)

Many major decisions directly affecting Continuing Ed are seemingly made with little or no input from the dean and staff

Animosity created among instructors due to pay differential between Continuing Education and Curriculum Programs, especially when using the same instructors (Difference of $10.00 per hour)

CONTINUING EDUCATION & COMMUNITY SERVICES– VERA PALMER

Strengths Continued (highlight these)

Willingness to expand, grow, and venture into unchartered waters

Main campus is quite accessible with close proximity to thoroughfares and lodging.

Ability to offer fee-exempt and self-supporting classes

Variety of class offerings: It is not unusual to offer 1,500 classes during a calendar year.

Accredited curricula

Willingness and commitment to offer classes in all areas of HCC's service area, not just on campus

Flexible scheduling

Part-time instructors with real world work experiences.

Basic Skills Program met Performance Measures and Indicators.

Mission, vision, and value statements are in place and revisited in last year

Weaknesses Continued (mitigate these)

No pay increases for part-time employees in quite some time - Not competitive with neighboring community college instructor pay rates

Chief academic officer has limited NC Continuing Education experience

Limited classroom space on main campus due to parties/outside functions being booked and an increase in volume of Continuing Education classes

Local instructors are not reimbursed for their mileage, even though some classes can be more than 50 miles a night.

Non-continuing education personnel do not understand the mechanics of how Continuing Education works

Serving in an impoverished area and offering classes at an increased registration rate

No walkie-talkie (communication device) for Con Ed office, especially in the evenings for security/safety of night-time personnel

Lack of community awareness

Student comfort: No access to vending machines on weekends and nights when Curriculum classes are not meeting.

Opportunities (exploit these)

Timing is right for an increased focus on distance education in our Occupational Extension classes. This could increase the student base by making classes available to students from other service areas.

To develop new partnerships (ex., NCCAR, regional Urban, Search and Rescue (USAR)

Support critical training needs that will assist customers in providing necessary goods and services in a challenging environment.

Seek additional funding resources

Build on the mission, vision, and value statements

Threats (defend against these)

Budgetary restraints hamper the division's ability to offer as many high quality classes as the team would like to meet our customer training needs.

Possibility of reduced budget FTEs and funding due to:

> Newly instituted registration fees set by the NCCCS

> Newly instituted internal procedures (personnel and agreements)

> Time required obtaining official transcripts, etc. hinders our ability to set up classes in a timely manner. Part-time instructors resent having to sign a different part-time agreement every time they teach a class.

> Disparity in pay: Curriculum part-time instructors receive pay increases and Con Ed instructor do not (same instructors)

> High unemployment rate in Halifax and Northampton counties

Instructor shortages

> New and Increasing External Guidelines: Qualifications in some areas are becoming more strict due to state agencies (ex., It is now takes a minimum of seven years to qualify as a fire instructor and as much as eleven years to qualify as a paramedic instructor. This person must have a minimum of five years as an EMT Basic Instructor. The above is complicated by HCC's low pay and no pay for mileage.

> New Internal Procedures: Instructors are greatly agitated by changing employment procedures mid-stream.

.

CONTINUING EDUCATION & COMMUNITY SERVICES– VERA PALMER

Threats Continued (defend against these)

Present partnerships: It has taken years to cultivate and nurture present partnerships. The newly instituted employment procedures could hamper many of these. Agencies can provide their own training. They do not have to utilize our community college for training

Loss of flexible customer service: Having to follow procedures and guidelines that are more appropriate for Curriculum than Continuing Education

Due to the open door policy of the community college system, the competition for students is always a threat

Loss of programs to more aggressive and larger community colleges

Low educational levels in HCC's service area

When students fail state assessments, this could threaten our reputation.

Due to limited cross-training, if people leave, division's effectiveness could suffer.

E. What is required to mitigate weaknesses?

Build lasting relationships with customers by helping them meet their goals through providing high quality/cost effective training.

Improve employee morale by involving continuing education staff in planning, decisions, and challenges that directly affect them.

Increase qualified instructor base by creating/approving standardized pay scale for part-time instructors.

Work in new and progressive areas to offer classes that other community colleges have not delved into yet.

What is required to defend against threats?

Other than financial restrictions the majority of the threats come from within Halifax CC. Implementing good business practices and improving employee morale through fair pay and improved communications are keys to the College's success.

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

Date	Accomplishment
2007	Continuing Education full-time equivalency (FTEs) increased 67% over previous year's FTEs and Human Resources Development FTEs increased 450%, which was the greatest increase in the community college system.
2007-2008	Our Continuing Education Small Business Center in 2007-2008 offered 89 classes with 1,564 attendees, provided business counsel for 71 individuals, continued to publish a bi-weekly Biz Connection column in the Daily Herald, witnessed several class attendees start their own businesses, held a second annual Small Business Resource Expo with over 75 visitors, and initiated a summer Small Business Education Program at Roanoke Rapids, Halifax and Northampton County libraries.
2007	Continuing Education received two Homeland Security grants for delivery of National Incident Management System (NIMS) training and related services. This training initiative is a joint effort between the Department of Crime Control and Public Safety - Division of Emergency Management and the North Carolina Community College System (NCCCS).
2006 and 2008	Continuing Education was awarded Career Readiness Certificate (CRC) grants in 2006 and 2008. The Career Readiness Certificate is an assessment-based credential that gives employers and career seekers a uniform measure of key workplace skills. The CRC is a portable skills credential, assuring employers that a job applicant actually has the basic skills they seek. Our Human Resources Development (HRD) and Career Readiness Certificate (CRC) programs have combined services to offer intensified assistance with developing job seeking skills.

SWOT Analysis – Business and Industry

Strengths (highlight these)

Business and industry experiences and knowledge

Customer service oriented; genuinely concerned for customer needs and providing quality training

Very competent, highly trained, knowledgeable, multiple specialty certifications, diverse experiences, self-motivated, and committed team members

Competent and supportive leadership from dean

Ability to develop and adapt training to customer needs in a timely manner

Main campus is quite accessible with close proximity to thoroughfares and lodging.

Ability to offer fee-exempt and self-supporting classes

Flexible scheduling

Weaknesses (mitigate these)

Shortage of equipment and supplies for adequate training

Marketing materials

Operating without budget info makes planning and purchasing difficult

Networking

Datatel information

Opportunities (exploit these)

Networking

Training needs survey to clients

To develop new partnerships

Development of a strategic plan

Threats (defend against these)

Economic conditions of the service area

Newly instituted registration fees set by the NCCCS

Financial resources of clients

Public schools educational performance

High unemployment with limited resources for training

SWOT Analysis – Certified Nursing Assistant

Strengths (highlight these)

Communication skills

I work well with others

I have a very positive attitude

I am able to prioritize and time management

I believe in myself and learn from my mistakes

Weaknesses (mitigate these)

I am working to improve my computer skills.

Will go the distance to assist students or instructors to succeed

Improve my time management skills

Opportunities (exploit these)

I have developed the medication aide class which is very successful.

When I came on staff the Nurse Aide program was in jeopardy, today it is out growing its space in the Allied Health Building.

Threats (defend against these)

THIS I WILL DEFEND!

Brining teacher and students together with different views on common ground focused on a mission to achieve a common goal.

Anything that stands in the path of student success

CERTIFIED NURSING ASSISTANT PROGRAM (Continued Education) – JAN HUMPHRIES

What is required to mitigate your weakness?

Continue to take computer classes

Work toward a goal of 60% state board passing ratios without compromising course curriculum.

Work within the limits of a 32 hour week when the program has grown but my schedule has not.

What is required to defend against threats?

Setting common goals for students to achieve through a series of teaching guide lines established by state curriculum.

CERTIFIED NURSING ASSISTANT PROGRAM (Continued Education) – JAN HUMPHRIES

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

Date	Accomplishment
2006 & 2008	Successfully completed both state audits, maintaining records required by NCDHHS and NCBON
2006 to present	Operating classes both day and night
2006 to present	Enlisted and trained 8 new instructors
2006 to present	Increased service to the community by providing more classes to outreach area (i.e. Scotland Neck and Enfield).
Present	Working with the Haliwa tribe to establish a class to be held in the tribal school in Hollister, NC.

CERTIFIED NURSING ASSISTANT PROGRAM (Continued Education) – JAN HUMPHRIES

SWOT Analysis – Computer Skills (Con-Ed)

Strengths (highlight these)

Provide classes that will enable students to learn current computer applications.

Continuing Education computer Lab has the most recent Microsoft Office software and Windows available.

Offer a variety of classes both face-to-face and online.

Weaknesses (mitigate these)

Increase in the cost of registration

Part-time instructors have not had a raise in 10 years

Opportunities (exploit these)

Offer different classes depending on the software trends

Threats (defend against these)

Time-not enough to get everything done

COMPUTER SKILLS (Continued Education) – ELLEN GRANT

What is required to mitigate your weakness?

More money

What is required to defend against threats?

Learn to say no to those you are trying to help so that you do not keep on having extra task.

COMPUTER SKILLS (Continued Education) – ELLEN GRANT

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

Date	Accomplishment
	FTE has increased

COMPUTER SKILLS (Continued Education) – ELLEN GRANT

SWOT Analysis – Emergency Medical Services

Strengths (highlight these)

Strong partnerships with local Emergency Medical Services (EMS) and other Medical organizations

Good working relationships with state and federal certifying agencies

Knowledgeable and innovative staff in the EMS service field

Strong customer service base

Offer classes at customer's location with flexible scheduling on short notice

Supportive leadership

Willingness to expand and try new ventures

Accredited curriculum through state (NCOEMS)

Program stays abreast of local, state and national trends

Ability to offer many classes tuition exempt to the student

Provide community service events such as working with the truancy court, Child protection team, smart start and many other community organizations

Weaknesses (mitigate these)

Limited classroom space on main campus / often having to share building with loud parties and other non-academic functions

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.

Limited resources for specialized training (i.e. driving course, ambulance, etc.)

Not having access to online registration due to signature requirements

Perceptual difference between continuing education run programs and curriculum run programs in paper work requirements

No open vending area for weekend classes

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 us to distance ourselves from the other college. A "CENTRA" program 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 USAR teams etc could provide great opportunities. These partnerships will take time and vision to prosper into viable programs for our students.

Threats (defend against these)

Instructor shortages

The loss of flexible customer service

Loss of programs to more aggressive area community colleges

Increased tuition

Increasing requirements form state enforcement agencies

What is required to mitigate your weakness?

More resources are needed to mitigate against program weaknesses. For example, more classroom space needs to be made available for program classes. One simple solution to help with this would be to limit classroom usage by outside organizations within the 400 building. There are several other classrooms around campus that do not have the possibility of classes occurring at night or on the weekends that could be used for outside organizations. A long term solution is that a needs assessment conducted by HCC pointed out that a new and larger public service building was a top need for the campus.

The mitigation of meaningful short and long term planning program needs to be initiated to plan for the accumulation of needed resources for the program to grow.

What is required to defend against threats?

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 five years to qualify an EMT instructor and possibly as much as eleven for a level II Paramedic Instructor. Specialty instructors are even harder to obtain. This is complicated by HCCs low pay and lack of mileage. Continuing education in many cases make 10 dollars an hour less than curriculum instructors for teaching similar courses. HCC instructor's pay is now lower than surrounding colleges including Roanoke Chowan and Martin which are smaller schools. The instructors receive no prep time, even though they often have to develop their course from scratch for different audiences. They may drive their own vehicle more than 50 miles a night to teach students local with no mileage stipend. This issue is now being exasperated by complicated hiring procedures that include costly transcripts and background checks. Recommendation is for HCC to look seriously at the pay for instructors to make it competitive with other schools. An equitable plan had been submitted more than two years ago to fairly increase salaries. This plan would need to be updated but could be a starting point. Continuing education will also need to strengthen its local instructor recruitment and development program to ensure a large pool of instructors to choose from.

The loss of flexible customer service: The ability to custom make programs for occupational extension customers has always been a strength of the department. To do this the department needs to be able to have flexibility to provide resources quickly to a class. Sometimes this means in less than one day. This also includes the flexibility to change from the original plan to alternate plans at the customer's request. New paperwork procedures such as hiring instructors, dealing with contracts and dealing with requisitions could jeopardize this strength. Some of the EMS classes are spread over more than 6 months of time. These classes need the flexibility to bring instructors in and out of the course based on student needs. Other issues in this area include new systems such as datatel that is not occupational extension friendly. Recommendation is that HCC looks at the need to have separate policies and procedures for the continuing education department that allows for the unique services that they offer.

EMERGENCY MEDICAL SERVICES (EMS) PROGRAM – CONTINUTING EDUCATION - KEVIN KUPIETZ

Loss of programs to more aggressive area community colleges: Other area colleges are being more aggressive in their student approach than what we are being able to be because of their larger size and increased resources. For example, some colleges have been awarding stipends for part time instructors to develop online occupational education classes. As these programs grow we have seen a loss of some of our traditional students to other area schools. Recommendation is that HCC occupational education continues to work in new and progressive areas to offer classes that other schools have not delved into yet. HCC also needs to continue to provide state of the art classes and resources to their students so that other schools are not able to offer classes that HCC cannot.

Increased tuition: The increased tuition for continuing education will severely affect our paying student numbers as many of our students were barely able to afford old prices. This is compounded by increased book costs and other fees. Recommendation is to continue to work with groups such as job links to help students with cost of classes. Other suggestions would be to pursue scholarships for continuing education students.

Increasing requirements form state enforcement agencies: state agencies that oversee the content of different occupational training programs are continuing increasing teaching requirements. This includes decreasing student to instructor ratios, classroom requirements, equipment needs, certification requirements etc. Some of these changes can mean significant changes to HCC programs. For example, NCOEMS is considering the need for delivery agencies to be nationally accredited. This is process is expensive and will require major updates in the programs resources. Recommendation is to continue to send staff members to meetings and forums to stay abreast of changes and alternatives in order to help HCC prepare short and long range plans for change.

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

Date	Accomplishment
2008	Reaccredited in the new North Carolina Office of Emergency Medical services (NCOEMS) accreditation program for delivery agencies.
2008	Program director participated in Hazardous Materials Response program for advanced Life Support Providers program at the National Fire Academy (NFA).
2009	Program director re-elected as President of Northampton County Rescue Association and Vice President of Halifax County Fire-fighters Association.
2007	Program conducted Online EMT Basic course online with a 100% pass rate at the state exam.
2008	Program recertified by state NCOSFM and NCOEMS to offer instructor methodology course in an online format to prospective students.
2009	Program one of the first in North Carolina to offer Advanced Stroke Life Saving class. These classes have now been made a part of the service districts recertification process.
2007	HCC EMS program has helped to initiate an annual safe driving campaign that focuses on initial training and required annual training as well.
	Program director has published Emergency Service related articles.
	EMS program has been positively been highlighted in the local media several times.
2007/2009	The program was awarded mannequin grants by NCOEMS for the specialty classes the program provides.

SWOT Analysis – Emergency Management

Strengths (highlight these)

Strong partnerships with local Emergency Management (EM) organizations

Good working relationships with state and federal certifying agencies

Knowledgeable and innovative staff in the EM field

Strong customer service base

Offer classes at customer's location with flexible scheduling on short notice

Supportive leadership

Willingness to expand and try new ventures

Program stays abreast of local, state and national trends

Ability to offer many classes tuition exempt to the student

Provide community service events such as working with the Local Emergency Planning Committee (LEPC), Child Protection Team (CPT), private industries and other community organizations

Weaknesses (mitigate these)

Limited classroom space on main campus / often having to share building with loud parties and other non-academic functions

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.

Limited resources for specialized training (i.e. simulation boards, tactic rooms, etc.)

Not having access to online registration due to signature requirements

Perceptual difference between continuing education run programs and curriculum run programs in paper work requirements

No open vending area for weekend classes

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 us to distance ourselves from the other college. A "CENTRA" program 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 USAR teams etc could provide great opportunities. These partnerships will take time and vision to prosper into viable programs for our students.

Threats (defend against these)

Instructor shortages

The loss of flexible customer service

Loss of programs to more aggressive area community colleges

Increased tuition

Increasing requirements from state and federal certifying/enforcement agencies

What is required to mitigate your weakness?

More resources are needed to mitigate against program weaknesses. For example, more classroom space needs to be made available for program classes. One simple solution to help with this would be to limit classroom usage by outside organizations within the 400 building. There are several other classrooms around campus that do not have the possibility of classes occurring at night or on the weekends that could be used for outside organizations. A long term solution is that a needs assessment conducted by HCC pointed out that a new and larger public service building was a top need for the campus.

The mitigation of meaningful short and long term planning program needs to be initiated to plan for the accumulation of needed resources for the program to grow.

What is required to defend against threats?

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, several EM classes require federal courses taken at national training sites as well as documented experience in order to achieve instructor status. A vast number of new EM courses are coming down the pike that have no current instructors for in the area or the state. This is complicated by HCCs low pay and lack of mileage. Continuing education instructors in many cases make 10 dollars an hour less than curriculum instructors for teaching similar courses. HCC instructor's pay is now lower than surrounding colleges including Roanoke Chowan and Martin which are smaller schools. The instructors receive no prep time, even though they often have to develop their course from scratch for different audiences. They may drive their own vehicle more than 50 miles a night to teach students local with no mileage stipend. This issue is now being exasperated by complicated hiring procedures that include costly transcripts and background checks. Recommendation is for HCC to look seriously at the pay for instructors to make it competitive with other schools. An equitable plan had been submitted more than two years ago to fairly increase salaries. This plan would need to be updated but could be a starting point. Continuing education will also need to strengthen its local instructor recruitment and development program to ensure a large pool of instructors to choose from.

The loss of flexible customer service: The ability to custom make programs for occupational extension customers has always been strength of the department. To do this the department needs to be able to have flexibility to provide resources quickly to a class. Sometimes this means in less than one day. This also includes the flexibility to change from the original plan to alternate plans at the customer's request. New paperwork procedures such as hiring instructors, dealing with contracts and dealing with requisitions could jeopardize this strength. Other issues in this area include new systems such as Datatel that is not occupational extension friendly. Recommendation is that HCC looks at the need to have separate policies and procedures for the continuing education department that allows for the unique services that they offer.

EMERGENCY MANAGEMENT PROGRAM – CONTINUTING EDUCATION - KEVIN KUPIETZ

Loss of programs to more aggressive area community colleges: Other area colleges are being more aggressive in their student approach than what we are being able to be because of their larger size and increased resources. For example, some colleges have been awarding stipends for part time instructors to develop online occupational education classes. As these programs grow we have seen a loss of some of our traditional students to other area schools. Recommendation is that HCC occupational education continues to work in new and progressive areas to offer classes that other schools have not delved into yet. HCC also needs to continue to provide state of the art classes and resources to their students so that other schools are not able to offer classes that HCC cannot.

Increased tuition: The increased tuition for continuing education will severely affect our paying student numbers as many of our students were barely able to afford old prices. This is compounded by increased book costs and other fees. Recommendation is to continue to work with groups such as job links to help students with cost of classes. Other suggestions would be to pursue scholarships for continuing education students.

Increasing requirements form state enforcement agencies: state agencies that oversee the content of different occupational training programs are continuing increasing teaching requirements. This includes decreasing student to instructor ratios, classroom requirements, equipment needs, certification requirements etc. Some of these changes can mean significant changes to HCC programs. Recommendation is to continue to send staff members to meetings and forums to stay abreast of changes and alternatives in order to help HCC prepare short and long range plans for change.

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

Date	Accomplishment
2007/2008	Received more than thirty thousand dollars in Homeland security pass through grants to help provide initial emergency management classes to area responders.
2009	Program director participated in Homeland Security Exercise and Evaluation Program (HSEEP). This course provided overviews of Homeland security methods of training.
2009	Program director re-elected as President of Northampton County Rescue Association and Vice President of Halifax County Fire-fighters Association.
2008/2009	Program coordinator has participated in several specialty EM courses including at the graduate level to become more familiar with new changes coming into this expanding field.
2009	Program director participated in national grant peer review process.
2008/2009	Program worked with North Carolina Emergency Management (NCEM) to provide travel stipends for travelling students to be able to attend EM courses at HCC.
2008	Program put 3 new laptops and LCD projectors into service using NCEM grant money.
	Program director has published Emergency Service related articles.
	EM program has been positively been highlighted in the local media several times.
2007-2009	The program has conducted community response drills and exercises to increase area preparedness for a number of different emergencies.

SWOT Analysis – Fire Service (FIP)

Strengths (highlight these)

Strong partnerships with local fire organizations

Good working relationships with state and federal certifying agencies

Knowledgeable and innovative staff in the fire service field

Strong customer service base

Offer classes at customer's location with flexible scheduling on short notice

Supportive leadership

Willingness to expand and try new ventures

Accredited curriculum through state (NCOSFM)

Program stays abreast of local, state and national trends

Ability to offer many classes tuition exempt to the student

Provide community service events such as working with the truancy court, Child protection team, smart start and many other community organizations

Weaknesses (mitigate these)

Limited classroom space on main campus / often having to share building with loud parties and other non-academic functions

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.

Limited resources for specialized training (i.e. driving course, ambulance, fire tower etc.)

Not having access to online registration due to signature requirements

Perceptual difference between continuing education run programs and curriculum run programs in paper work requirements

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 us to distance ourselves from the other college. A "CENTRA" program 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 USAR teams etc could provide great opportunities. These partnerships will take time and vision to prosper into viable programs for our students.

Threats (defend against these)

Instructor shortages

The loss of flexible customer service

Loss of programs to more aggressive area community colleges

Increased tuition

Increasing requirements form state enforcement agencies

What is required to mitigate your weakness?

More resources are needed to mitigate against program weaknesses. For example, more classroom space needs to be made available for program classes. One simple solution to help with this would be to limit classroom usage by outside organizations within the 400 building. There are several other classrooms around campus that do not have the possibility of classes occurring at night or on the weekends that could be used for outside organizations. A long term solution is that a needs assessment conducted by HCC pointed out that a new and larger public service building was a top need for the campus.

The mitigation of meaningful short and long term planning program needs to be initiated to plan for the accumulation of needed resources for the program to grow.

What is required to defend against threats?

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. This is complicated by HCCs low pay and lack of mileage. Continuing education instructors in many cases make 10 dollars an hour less than curriculum instructors for teaching similar courses. HCC instructor's pay is now lower than surrounding colleges including Roanoke Chowan and Martin which are smaller schools. The instructors receive no prep time, even though they often have to develop their course from scratch for different audiences. They may drive their own vehicle more than 50 miles a night to teach students local with no mileage stipend. This issue is now being exasperated by complicated hiring procedures that include costly transcripts and background checks. Recommendation is for HCC to look seriously at the pay for instructors to make it competitive with other schools. An equitable plan had been submitted more than two years ago to fairly increase salaries. This plan would need to be updated but could be a starting point. Continuing education will also need to strengthen its local instructor recruitment and development program to ensure a large pool of instructors to choose from.

The loss of flexible customer service: The ability to custom make programs for occupational extension customers has always been a strength of the department. To do this the department needs to be able to have flexibility to provide resources quickly to a class. Sometimes this means in less than one day. This also includes the flexibility to change from the original plan to alternate plans at the customer's request. New paperwork procedures such as hiring instructors, dealing with contracts and dealing with requisitions could jeopardize this strength. Other issues in this area include new systems such as Datatel that is not occupational extension friendly. Recommendation is that HCC looks at the need to have separate policies and procedures for the continuing education department that allows for the unique services that they offer.

Loss of programs to more aggressive area community colleges: Other area colleges are being more aggressive in their student approach than what we are being able to be because of their larger size and increased resources. For example, some colleges have been awarding stipends for part time instructors to develop online occupational education classes. As these programs grow we have seen a loss of some of our traditional students to other area schools. Recommendation is that HCC occupational education continues to work in new and progressive areas to offer classes that other schools have not delved into yet. HCC also needs to continue to provide state of the art classes and resources to their students so that other schools are not able to offer classes that HCC cannot.

Increased tuition: The increased tuition for continuing education will severely affect our paying student numbers as many of our students were barely able to afford old prices. This is compounded by increased book costs and other fees. Recommendation is to continue to work with groups such as job links to help students with cost of classes. Other suggestions would be to pursue scholarships for continuing education students.

Increasing requirements form state enforcement agencies: state agencies that oversee the content of different occupational training programs are continuing increasing teaching requirements. This includes decreasing student to instructor ratios, classroom requirements, equipment needs, certification requirements etc. Some of these changes can mean significant changes to HCC programs. Recommendation is to continue to send staff members to meetings and forums to stay abreast of changes and alternatives in order to help HCC prepare short and long range plans for change.

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

Date	Accomplishment
2006	Accredited in the new North Carolina Office of State Fire Marshal (NCOSFM) accreditation program for delivery agencies.
2009	Program director selected for participation in the Executive Fire Officer (EFO) program at the National Fire Academy (NFA) this is a four year higher education program for fire service leaders.
2009	Program director re-elected as President of Northampton County Rescue Association and Vice President of Halifax County Fire-fighters Association.
2008	Program first in the state to be allowed to offer the certified Fire & Life Safety Educator program in an online format.
2007	Program one of the first in the state authorized to provide fire and rescue certification classes in an online format.
2006	Program director participated in Virtual Learning Community (VLC) task force to develop common fire classes for online use.
2009	A fourth area department joined the Underwater rescue program that was already in existence.
	Program director has published fire related articles.
	Fire program has been positively been highlighted in the local media several times.
2009	The program was critical in the formation of the Halifax County Fire-fighters Association scholarship.

SWOT Analysis – Human Resources Development (HRD)

Strengths (highlight these)

Provides educational and training opportunities for individuals, as well as for local/distant agencies and organizations

Weaknesses (mitigate these)

Being in an impoverished area and offering classes at an increased tuition rate

Opportunities (exploit these)

Flexible classes to meet the need of the community, by which we are able to starts classes from one calendar year to the next; the more classes offered with decent enrolment, the more FTEs generated

Threats (defend against these)

Many will not be able to afford classes due to increase in tuition

HUMAN RESOURCES DEVELOPMENT (HRD) – TIFFANY HALE

SWOT Analysis – Law Enforcement

Strengths (highlight these)

Teamwork and can-do attitude of all Con Ed. employees

Highly trained and qualified directors/coordinators/instructors, excellent support staff

Genuine concern for customer needs and providing quality training to meet those needs

Self-motivated staff that is innovative and creative in finding ways to provide training

Part-time instructors with real world experience

Effective system of constantly monitoring training and utilizing feedback to improve courses

Good working relationship with outside certifying agencies and their representatives

Ability to create or adapt training to customer needs in a timely manner

Weaknesses (mitigate these)

Shortage of equipment and supplies for adequate training

Lack of budget for planning purposes

Policy timelines not being followed when approving or denying purchases of supplies or equipment

Decisions directly affecting Con Ed are seemingly being made with little or no input from affected staff

Very little communication with administration above the Dean level

Animosity created among instructors because of pay differential between Con Ed instructors and curriculum instructors -not competitive with neighboring CC instructor pay rates

Lack of staff training opportunities due to budget restrictions

Opportunities (exploit these)

Support critical training needs that will assist customers in providing necessary goods and services in a challenging environment

Build lasting relationships with customers by helping them meet their goals through providing high quality/cost effective training

Improve employee moral by involving staff in decisions that directly affect them

Improve efficiency by empowering Deans to make decisions involving their respective departments

Increase qualified instructor base by creating standardized pay scale for part-time instructors

Threats (defend against these)

Inability to meet current customer training needs

What is required to mitigate your weakness?

Weaknesses could be mitigated by improved communication between the College administration and departments

Involving affected staff in the decision making process before implementing changes

Following policy timelines when approving or rejecting purchase request

Standardizing part-time instructor pay

Provide real time budget information to departments

What is required to defend against threats?

Other than the financial restrictions the majority of the threats come from within Halifax CC.

Implementing good business practices and improving employee moral through fair pay and improved communications are key to the College's success.

LAW ENFORCEMENT – GREGORY PARKER

SWOT Analysis – Literacy Education

Strengths (highlight these)

Basic Skills Program met Performance Measures and Indicators

Very competent, highly trained, knowledgeable and competent leaders and instructors are in place

Competent and supportive leadership from the dean and director

Customer service oriented: Dedicated to serving adults, regardless of their socio-economic status and educational background/Literacy Ed. classes are FREE

Basic Skills Program FTEs continue to increase:
Spring 2007, FTE increased from 33 to 38 in spring 2008
Spring 2008, FTE increased from 38 to 45 in spring 2009
Summer 2007, FTE increased from 13 to 15 in summer 2008
Summer 2008, FTE increased from 15 to 19 in summer 2009
Fall 2007, FTE increased from 42 to 49 in fall 08

Extensive Hours of Operation: Mon.-Thurs. 8am-9pm/Fri. 8am to 5:00pm
Have a walkie-talkie (communication device) for Literacy Ed. Program, especially important at night when one female instructor works the entire Learning Lab
We have 14 off-campus Literacy Ed. Sites throughout our service area

Basic Skills FTE increased from 42 in fall 2007 to 29 in fall 2008

Weaknesses (mitigate these)

Limited funds: For innovative learning tools, such as, books, material, computer software and program improvements

Shortage of teaching material and supplies required to operate program

Staff members are unable to participate in Professional Staff Development offered by the NCCCS (For instance, the director was the only person approved to attend the Basic Skills Annual Conference held in 11/09)

The program only has 2 full-time instructors-program is very dependent on part-time instructors

Increased paperwork in the employee application process

The Basic Skills Program will encounter numerous changes filtering down from federal/state requirements (for instance, the funding formula is expected to change).

No cost-of-living increases were given to employees

Due to budget constraints and low enrolment, during fall 2009, 3 off-campus literacy education sites were closed

Opportunities (exploit these)

To embrace change

Strengthen communication and collaboration skills

Take advantage of free training classes offered by the Continuing Education Dept.

Take advantage of the free class full-time employees are eligible to receive each semester

Ask questions

Minimize/eliminate excuses

Seek assistance and support from leaders, peers, and community members

Effectively utilize available resources

Continue to participate in mandatory Staff Development offered by the director and staff (offered twice per year)

Continue to build community partnerships

Increase recruitment/retention efforts

Encourage unemployed/employed to return to school to improve basic skills/get their GED

Strive to increase recruitment/re-open the 3 classes that were closed fall 2009
Maintain new sites/establish new sites

Seek additional funding sources

Always stay focused on student success

Review past/present data and use to plan for the future

Threats (defend against these)

Budgetary constraints may hamper the department's ability to offer high quality classes

High unemployment rate in Halifax and Northampton Counties

Without innovative learning tools-students will not be as prepared to compete with others in a challenging and diverse society

Con. Ed. Instructors do no receive a pay increase

Due to the open door policy of the community college system, the competition for students is always a threat

LITERACY EDUCATION – TAMBA THOMPSON

What is required to mitigate your weakness?

Continue to build student relationships. Encourage students to enrol in classes and attend on a regular basis. This process will increase student hours; earn additional funding for the Basic Skills Program.

What is required to defend against threats?

Effective communication, collaboration and planning from leaders and colleagues are essential in promoting student success.

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

Date	Accomplishment
2006-Present	The Basic Skills Program continues to meet Performance Measures and Indicators.
2006-Present	Several students have successfully completed their GED.
2006-Present	Basic Skills Budget FTEs continue to show significant increase.
2006-Present	Several students continue to show academic growth.
2006-Present	The Basic Skills Program constantly targets recruitment and retention.
2006-Present	New Literacy Educations Sites were opened/most sites were maintained
12/07	During December 2007, the Adult Basic Education/GED Program received a Student Success Activity Grant from the System Office for $4,200.00. The purpose of this project was to ensure student success. This grant targeted recruitment, retention and motivation. For the first time, a part-time Assessment/ Retention Counselor was also hired to assist with our efforts.
11/09-Present	Tamba Thompson, Director of Literacy Education is serving as co-chair of HCC's 2009-10 Annual Scholarship Awards Drive.
12/6/09	The Basic Skills Program was well represented in the Roanoke Rapids Christmas Parade.

LITERACY EDUCATION – TAMBA THOMPSON

SWOT Analysis – Safety Program

Strengths (highlight these)

Strong partnerships with area industry and safety professionals

Good working relationships with state and federal certifying agencies

Knowledgeable and innovative staff in the safety field

Strong customer service base

Offer classes at customer's location with flexible scheduling on short notice

Supportive leadership

Willingness to expand and try new ventures

Program stays abreast of local, state and national trends

Ability to offer some classes as tuition exempt to the student other classes can be done economically for the customer

HCC operates its own training center for American Safety and Health Institute allowing the teaching of certified national safety courses

Weaknesses (mitigate these)

Limited classroom space on main campus / often having to share building with loud parties and other non-academic functions

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.

Limited resources for specialized training (i.e. simulation boards, tactic rooms, etc.)

Perceptual difference between continuing education run programs and curriculum run programs in paper work requirements

No open vending area for weekend classes

Loss of 501 instructor status due to funding

SAFETY (SAF) PROGRAM – CONTINUTING EDUCATION - KEVIN KUPIETZ

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 us to distance ourselves from the other college. A "CENTRA" program 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 USAR teams etc could provide great opportunities. These partnerships will take time and vision to prosper into viable programs for our students.

Threats (defend against these)

Instructor shortages

The loss of flexible customer service

Loss of programs to more aggressive area community colleges

Increased tuition

Increasing requirements from state and federal certifying/enforcement agencies

What is required to mitigate your weakness?

More resources are needed to mitigate against program weaknesses. For example, more classroom space needs to be made available for program classes. One simple solution to help with this would be to limit classroom usage by outside organizations within the 400 building. There are several other classrooms around campus that do not have the possibility of classes occurring at night or on the weekends that could be used for outside organizations. A long term solution is that a needs assessment conducted by HCC pointed out that a new and larger public service building was a top need for the campus.

Resources need to be allocated for instructor recertification of Occupational Safety and Health Administration (OSHA) 501 instructing certification. This is a four year credential that was obtained the first time through a grant.

The mitigation of meaningful short and long term planning program needs to be initiated to plan for the accumulation of needed resources for the program to grow.

What is required to defend against threats?

Instructor shortages: Instructors are becoming harder to come by for several reasons. Safety instructors typically take a great deal of experience and specialized education to be able to teach in such a dynamic environment. This makes finding safety instructors difficult. To achieve special teaching credentials such as the OSHA 501, can cost more than a thousand dollars and take a week or more of the instructor's time. 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 colleges including Roanoke Chowan and Martin which are smaller schools. The instructors receive no prep time, even though they often have to develop their course from scratch for different audiences. They may drive their own vehicle more than 50 miles a night to teach students local with no mileage stipend. This issue is now being exasperated by complicated hiring procedures that include costly transcripts and background checks. Recommendation is for HCC to look seriously at the pay for instructors to make it competitive with other schools. An equitable plan had been submitted more than two years ago to fairly increase salaries. This plan would need to be updated but could be a starting point. Continuing education will also need to strengthen its local instructor recruitment and development program to ensure a large pool of instructors to choose from.

The loss of flexible customer service: The ability to custom make programs for occupational extension customers has always been strength of the department. To do this the department needs to be able to have flexibility to provide resources quickly to a class. Sometimes this means in less than one day. This also includes the flexibility to change from the original plan to alternate plans at the customer's request. New paperwork procedures such as hiring instructors, dealing with contracts and dealing with requisitions could jeopardize this strength. Other issues in this area include new systems such as Datatel that is not occupational extension friendly. Recommendation is that HCC looks at the need to have separate policies and procedures for the continuing education department that allows for the unique services that they offer.

SAFETY (SAF) PROGRAM – CONTINUING EDUCATION - KEVIN KUPIETZ

Loss of programs to more aggressive area community colleges: Other area colleges are being more aggressive in their student approach than what we are being able to be because of their larger size and increased resources. For example, some colleges have been awarding stipends for part time instructors to develop online occupational education classes. As these programs grow we have seen a loss of some of our traditional students to other area schools. Recommendation is that HCC occupational education continues to work in new and progressive areas to offer classes that other schools have not delved into yet. HCC also needs to continue to provide state of the art classes and resources to their students so that other schools are not able to offer classes that HCC cannot.

Increased tuition: The increased tuition for continuing education will severely affect our paying student numbers as many of our students were barely able to afford old prices. This is compounded by increased book costs and other fees. Recommendation is to continue to work with groups such as job links to help students with cost of classes. Other suggestions would be to pursue scholarships for continuing education students.

Increasing requirements form state enforcement agencies: state agencies that oversee the content of different occupational training programs are continuing increasing teaching requirements. This includes decreasing student to instructor ratios, classroom requirements, equipment needs, certification requirements etc. Some of these changes can mean significant changes to HCC programs. Recommendation is to continue to send staff members to meetings and forums to stay abreast of changes and alternatives in order to help HCC prepare short and long range plans for change.

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

Date	Accomplishment
2009	Provided comprehensive safety training to five major industries in the area as well as various small business, government agencies and individuals.
2007	Program director obtained a masters degree in Occupational safety.
2009	Program director re-elected as President of Northampton County Rescue Association and Vice President of Halifax County Fire-fighters Association.
	Program director has published safety related articles.
	Safety program has been positively been highlighted in the local media several times.

SAFETY (SAF) PROGRAM – CONTINUTING EDUCATION - KEVIN KUPIETZ

SWOT Analysis – Self Supporting Classes

Strengths (highlight these)

Strong partnerships with area industry and safety professionals

Strong customer service base

Offer classes at customer's location with flexible scheduling on short notice

Supportive leadership

Willingness to expand and try new ventures

Program stays abreast of local, state and national trends

Ability to offer some classes as tuition exempt to the student other classes can be done economically for the customer

Weaknesses (mitigate these)

Limited classroom space on main campus / often having to share building with loud parties and other non-academic functions

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.

Limited resources for specialized training (i.e. simulation boards, tactic rooms, etc.)

Perceptual difference between continuing education run programs and curriculum run programs in paper work requirements

No open vending area for weekend classes

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 us to distance ourselves from the other college. A "CENTRA" program 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 USAR teams etc could provide great opportunities. These partnerships will take time and vision to prosper into viable programs for our students.

Threats (defend against these)

Instructor shortages

The loss of flexible customer service

Loss of programs to more aggressive area community colleges

Increased tuition

Increasing requirements from state and federal certifying/enforcement agencies

SELF SUPPORTING CLASSES (SEF) – KEVIN KUPIETZ

What is required to mitigate your weakness?

More resources are needed to mitigate against program weaknesses. For example, more classroom space needs to be made available for program classes. One simple solution to help with this would be to limit classroom usage by outside organizations within the 400 building. There are several other classrooms around campus that do not have the possibility of classes occurring at night or on the weekends that could be used for outside organizations. A long term solution is that a needs assessment conducted by HCC pointed out that a new and larger public service building was a top need for the campus.

The mitigation of meaningful short and long term planning program needs to be initiated to plan for the accumulation of needed resources for the program to grow.

What is required to defend against threats?

Instructor shortages: Instructors are becoming harder to come by for several reasons. Instructor qualifications in this program greatly vary and are sometimes very unique in needs. 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 colleges including Roanoke Chowan and Martin which are smaller schools. The instructors receive no prep time, even though they often have to develop their course from scratch for different audiences. They may drive their own vehicle more than 50 miles a night to teach students local with no mileage stipend. This issue is now being exasperated by complicated hiring procedures that include costly transcripts and background checks. Recommendation is for HCC to look seriously at the pay for instructors to make it competitive with other schools. An equitable plan had been submitted more than two years ago to fairly increase salaries. This plan would need to be updated but could be a starting point. Continuing education will also need to strengthen its local instructor recruitment and development program to ensure a large pool of instructors to choose from.

-The loss of flexible customer service: The ability to custom make programs for occupational extension customers has always been a strength of the department. To do this the department needs to be able to have flexibility to provide resources quickly to a class. Sometimes this means in less than one day. This also includes the flexibility to change from the original plan to alternate plans at the customer's request. New paperwork procedures such as hiring instructors, dealing with contracts and dealing with requisitions could jeopardize this strength. Other issues in this area include new systems such as datatel that is not occupational extension friendly. Recommendation is that HCC looks at the need to have separate policies and procedures for the continuing education department that allows for the unique services that they offer.

SELF SUPPORTING CLASSES (SEF) – KEVIN KUPIETZ

Loss of programs to more aggressive area community colleges: Other area colleges are being more aggressive in their student approach than what we are being able to be because of their larger size and increased resources. For example, some colleges have been awarding stipends for part time instructors to develop online occupational education classes. As these programs grow we have seen a loss of some of our traditional students to other area schools. Recommendation is that HCC occupational education continues to work in new and progressive areas to offer classes that other schools have not delved into yet. HCC also needs to continue to provide state of the art classes and resources to their students so that other schools are not able to offer classes that HCC cannot.

Increasing requirements form state enforcement agencies: state agencies that oversee the content of different occupational training programs are continuing increasing teaching requirements. This includes decreasing student to instructor ratios, classroom requirements, equipment needs, certification requirements etc. Some of these changes can mean significant changes to HCC programs. Recommendation is to continue to send staff members to meetings and forums to stay abreast of changes and alternatives in order to help HCC prepare short and long range plans for change.

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

Date	Accomplishment
2009	Provided comprehensive safety training to five major industries in the area as well as various small business, government agencies and individuals.
2007	Program director obtained a masters degree in Occupational safety.
2009	Program director re-elected as President of Northampton County Rescue Association and Vice President of Halifax County Fire-fighters Association.
	Program director has published safety related articles.
	Safety program has been positively been highlighted in the local media several times.

SWOT Analysis – Small Business Center

Strengths (highlight these)

SBCN Network (other 57 SBCs and the State Director) and NC State support

Very customer-driven: strive to understand and meet their needs

Good working relationships with community: chambers, libraries, etc.

Wide selection of competent presenters / instructors

Collaborative partnerships / resources (e.g., UCP COG, Rural Center, SBA, SCORE)

Credentialing requirements + professional development opportunities

Weaknesses (mitigate these)

Lack of finances for travel, instructors / presenters

No SBCN professional development training in past year – travel budget

Lack of monthly financial information from HCC administration

Lack of community awareness

Opportunities (exploit these)

Work with and through community organizations: RV Chamber, Weldon STEP, Roanoke Ave. Business Alliance, Scotland Neck Business Association, others

Identify and help struggling businesses

Initiate an entrepreneurial forum in RR

Threats (defend against these)

Budget cutbacks – fewer seminars, less resources, much less PD

High unemployment rate in Halifax & Northampton counties

Low educational levels in our two counties

Greed that has existed in some economic development circles

What is required to mitigate your weakness?

Increased state budget to be able to offer more seminars

Professional development on own – reinstitute travel and conference budget

Monthly financial information from Administration

We're working to develop community awareness

What is required to defend against threats?

SBC Director conduct more seminars

Obtain PD online, business magazines, and books

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

Date	Accomplishment
	Total SBC Events FY 08-09: 83. Total SBC Attendees FY 08-09: 1,257.
	Total FTE Events FY 08-09: 32. Total FTE Attendees FY 08-09: 279.
	Distinct SBC Counseling Clients FY 08-09: 77. Total Counseling Hours FY 08-09: 133.43.
	Our Continuing Education Small Business Center in 2008-2009 continued to publish a bi-weekly Biz Connection column in the Daily Herald, witnessed several class attendees start their own businesses, held a third annual Small Business Resource Expo, continued with a summer Small Business Education Program at Roanoke Rapids, Halifax and Northampton County libraries, and initiated a weekly "Small Business Column" on radio station WEZU, 95.9 FM, www.wezu.us.
	The SBC Director has become involved with the Weldon STEP Program (NC Small Town Economic Prosperity) serving on its Economic Development Committee, the Roanoke Ave. Business Alliance / Roanoke Rapids Main Street Program serving on its Economic Development Committee, and the Scotland Neck Business Association. Short, 1-hour seminars are being presented for the members of the RABA and Scotland Neck Business Association.

SMALL BUSINESS CENTER – RICHARD (DICK) MCCORMICK

SWOT Analysis – Institutional Advancement

Strengths (highlight these)

Connection to Roanoke Valley community

Shared history with RV community

Only local provider of college level education

Weaknesses (mitigate these)

Foundation lacks community support

Cooperation within HCC across functional areas

Opportunities (exploit these)

Sour economy: increases college enrolment

Connections with local businesses

Threats (defend against these)

Sour economy (more difficult to raise money)

Decreasing state/county support

What is required to mitigate your weakness?

Increased outreach on the part of the Foundation in to the community

More thorough strategic planning across the institution

What is required to defend against threats?

Increase in grant funding

More thorough planning across the institution

An organized planned gift effort

Increase in unrestricted endowment funds to cover fundraising/outreach costs, etc.

INSTITUTIONAL ADVANCEMENT – THOMAS SCHWARTZ

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

Date	Accomplishment
4/2/09	Predominantly Black Institutions grant funded (Grants)
11/2008	American Indian cultural event founded (Events)
5/2009	First HCC planned gift in history (Foundation)
3/2009	First congressional appropriation in HCC history (Institutional Advancement)
9/2009	Funding for new nursing lab (grants)
7/2009	Successful CCAMPIS child care grant (grants)

INSTITUTIONAL ADVANCEMENT – THOMAS SCHWARTZ

SWOT Analysis –
Freedom to Learn Initiative (P.R.I.D.E.)

Strengths (highlight these)

Program provides substantial funds for programming implementation

Competent, committed, and loyal staff

FLI provides extensive wrap-around services that support student engagement, academic success, retention, and graduation rates

FLI provides learning coaches--single point of contact professionals who monitor student engagement and academic performance

FLI provides travel, work, and professional development, funds that act as incentives for program participation

FLI is fully supported by the HCC President and Vice President of Institutional Advancement

FLI provides travel and professional development funds to help faculty improve teaching effectiveness and instruction for diverse and under prepared students

Provides funds for professional opportunities for students

FLI has established a Community Advisory Committee (CAC) made up of various educational, grassroots, judges, city management member from the community and the Freedom to Learning Initiative Steering Committee made up of various campus academic and student development professionals

FLI math lab to enhance student

Lap top loan program for students without home computers

Weaknesses (mitigate these)

Funding awarded for only two years

Lack of compliance from faculty regarding referrals and early warning reports

Difficulty identifying male mentors to work with students

Transportation challenges of young men interested in internships

Low pass rates in developmental math courses

Questionable knowledgeable of grant requirements on behalf business office

Inconsistent student participation in discussion forums

Limited office space and facilities

Low participation in tutoring programs

Attrition due to loss of financial eligibility

Students need developmental academic advising

Students could benefit from career interest inventory

Strengths Cont. (highlight these)

Offers early alert program to monitor and improve student performance

Offers professional math and English tutors to provide enrichment

Varied text, voice, email, printed communication strategies to inform students

Opportunities (exploit these)

Grant provides a comprehensive AFAM student success model

Program has potential for becoming a national model

Identify various grant resources that might provide source of continuous funding

African American Male Mentoring initiative Focus by NCCCMMI and nationally Presentation

PRIDE Math Lab provides significant resources that can increase student's performance in math courses

FLI offers a math learning community that can increase student performance in math courses and retention

Threats (defend against these)

Funding guaranteed for a 2 year cycle only and might not be renewed

Nearly two-thirds of participants demonstrate less than desired program participation levels

Low participation interest among many African American men

Low participation/response rates of faculty and administrators

Difficulty identifying tutors with Math and English degrees

FLI does not have an appropriately designed tutoring room

Difficulty identifying professional mentors

Apathetic students that could translate into low success rates of students as measured/assessed by grant

Students with judicial charges, child support, apathy, & drugs

FREEDOM TO LEARN INITIATAVE (P.R.I.D.E.) – DANIEL LOVETT

What is required to mitigate your weakness?

Identify new financial sources to continue funding after year two

Appeal personally to each faculty to submit early warning and referrals

Get Support from Chairs, Heads, Dean, Vice President, and President to require early warning submissions and arrange travel to regional businesses and industry field trips

Submitted RFP to provide internship travel support

Continue to identify to incentives to increase student attendance and participation in activities

Continue to identify to incentives to increase faculty support for FLI

What is required to defend against threats?

Identify funding sources that might provide additional funding support

Find ways to increase faculty and staff participation

Consider including midterm grading & early warning requirement in faculty contract

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

Date	Accomplishment
8/09	Identified funding to establish PRIDE Math Lab
11/09	FLI Induction Ceremony
Mar-Nov 2009	Selected to present at 7 male mentoring events/conferences
10/09	Selected to serve as lead institution for faith based initiative
10/09	Received CCSSE recognition as a college with Critical to retention and *student* success
11/09	Presented at NCCCMI president activity
4/09	Selected to present at Chicago program
4/09	Sponsored Men To Men Summit with 600 participants including faculty development component

FREEDOM TO LEARN INITIATAVE (P.R.I.D.E.) – DANIEL LOVETT

SWOT Analysis – Project A.S.P.I.R.E.

ASPIRE (**A**bstinence **S**tandards **P**romote **I**ndividual **R**espect and **E**ducation)

Strengths (highlight these)

The Aspire Evaluator maintains meaningful relationships with program staff, teachers, and students.

The evaluator brings an extensive work experience with the area citizens, students, and area school administrators and staff.

The evaluator has chosen to use a comprehensive program evaluation which is useful for assessing youth initiatives and for programs concerned with sustainability.

Weaknesses (mitigate these)

The programming, analyzing, and preparation of the quarterly and yearly reports were contracted out to an evaluation and research center which decreased the budget by approximately thirty five (35) percent. Plans are being considered to obtain software so that we can do the survey assessments on campus.

Survey reporting is less than ideal due to the low academic performance by students. The grantee (Halifax County Schools) is in a state of change being the state is interceding in an attempt to improve educational outcomes.

Five year cycle is too short to see a drastic change in the students' behaviour, knowledge, and attitude regarding abstinence education.

Opportunities (exploit these)

The College will greatly benefit by having an on campus research center. The College would provide research, assessments, and evaluation services to community based organizations in the service area and region.

The targeted area is a high poverty area with high rates of teen and unwed pregnancy and STD rates. It is hoped that in the future years the program will have a cumulative effect so that teenagers become increasingly aware of the risks of teenage sexual activity so that it becomes less socially acceptable.

Threats (defend against these)

Due to the present economic crisis, the **federal government cut the budget by six percent.** The federal administration voted to slash funding for abstinence-only sex education programs. Some policymakers and health educators object to the abstinence education programs because of the restrictive definition of abstinence education.

Many of the state and federal policy makers seems to support the **comprehensive sex education** which teaches teens should remain abstinent until marriage and if they are going to have sex they need information and access to contraceptive to reduce their risk of pregnancies and STDs.

Notifications of **uncertainty regarding funds** for the last two years of the grant cycle were shared with all of the partners.

PROJECT ASPIRE (**A**bstinence **S**tandards **P**romote **I**ndividual **R**espect and **E**ducation) – RUBY WARD

What is required to mitigate your weakness?

Explore the possibility of implanting an on-campus data research center.

Improve the ASPIRE students academic performances level. The school administrator is taking steps to revamp the districts' approach to education.

The survey indicates the program is having a positive impact on a small percentage of the students. There is definite need for the program to be implemented in the school's curriculum.

What is required to defend against threats?

Monitor state and federal decisions regarding abstinences education.

Look for new grant opportunities.

PROJECT ASPIRE (**A**bstinence **S**tandards **P**romote **I**ndividual **R**espect and **E**ducation) – RUBY WARD

List all accomplishments in your units in the past three years. (Two years for my program)

Date	Accomplishment
Sept. 30, 2007 to Sept. 30, 2008 Year I	Gathered baseline data for the target area for the evaluation report. Research best practices in the field of abstinence and sex education. Observed program activities. Interview and survey teachers. Administered pre/post-test student surveys. Assisted with quarterly and yearly reports.
Oct. 1, 2008 to Sept. 30, 2009 Year II	Conducted classroom visits. Participated in professional development webinars. Administered and collected surveys from participating students, staff, teachers, and parents. Attend abstinence and evaluation conferences and program staff meetings. Assisted with quarterly and yearly reports.

PROJECT ASPIRE (**A**bstinence **S**tandards **P**romote **I**ndividual **R**espect and **E**ducation) – RUBY WARD

SWOT Analysis – Public Information Office

Strengths (highlight these)

Public Information Officer has 14 years experience in higher education and 10 years in the area of public relations

Public Information has sufficient office space in which to operate effectively

Public Information offers internal and external audiences the most efficient and effective professional service possible

Weaknesses (mitigate these)

There is a shortage of personnel to assist in the department

Funding is a major concern and limits the ability to market to various audiences

Opportunities (exploit these)

Funding

Relationship building

Threats (defend against these)

Budget monies are needed

The department is understaffed

PUBLIC INFORMATION OFFICE – MELANIE TEMPLE

What is required to mitigate your weakness?

Personnel shortage: Either the hiring of a part-time public relations professional or a departmental administrative assistant would be helpful.

Funding: The ability to budget and know how much money we have to use for marketing would be helpful.

What is required to defend against threats?

Funding: The ability to budget and know how much money we have to use for marketing would be helpful.

Personnel shortage: Either the hiring of a part-time public relations professional or a departmental administrative assistant would be helpful.

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

Date	Accomplishment
11/09	Public Information was recognized for contributing to the college receiving 8th place in the nation in the Digital Community Colleges Survey (smaller colleges category)
5/09	Public Information Officer received the Spirit Award for 2008-09

PUBLIC INFORMATION OFFICE – MELANIE TEMPLE

SWOT Analysis – The Centre

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

Weaknesses (mitigate these)

Access – because the building is located in the rear of the campus

Tier 1 County

Lack of funding

Inadequate advertising

Insufficient full time staffing

Cost of building usage – opinion of some

Opportunities (exploit these)

Support of all school districts

To seek the support of local organizations

To offer inexpensive, educational programming

To offer reasonably priced entertainment

Threats (defend against these)

Increased local competition

Other facilities are able to advertise more

Other facilities are privately owned and operated

Economic status of Halifax County

What is required to mitigate your weakness?

Have a Fundraiser

Find inexpensive ways to increase advertising

What is required to defend against threats?

Increased advertising

Consider reducing rental costs

Educational programming – work in partnership with Schools

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

Date	Accomplishment
2006 to July 3, 2008 (stats incomplete)	106,470 people visited The Centre for various types of events between 2006 and July 3, 2008
Sept. 2006 thru May 2007	The Centre's Charter Season was launched "Bringing The World Home" – Series of shows for the entire family which included a "Young People's Series" which was completely underwritten by the following school districts: Halifax County, Roanoke Rapids, and Weldon City Schools.
December 14, 2006	45 Local children performed with the Moscow Ballet in their performance of "The Nutcracker"
February 10, 2007	Masquerade Mardi Gras Gala - Fundraiser
February 2007	United Air Force Band – Free community concert
December 2007	North Carolina Symphony Pops Holiday Concert
July 2008	The 440th Army National Guard Orchestra – Free community concert
September 2008	Chuck Davis and the African American Dance Ensemble held a week long residency program. The group visited several schools in our area where local children were given the opportunity to receive professional instruction on the history of African Dance and Drumming. The children were also given the opportunity to perform with Mr. Davis at the end of the residency.
2006 to present	Since 2006, four of the area's High Schools have held their annual Graduation Ceremonies in our facility. This totals 6 ceremonies annually.

THE CENTRE – JOANNE JOLLY

SWOT Analysis – Graphic Arts & Print Shop

Strengths (highlight these)

HCC's graphic artist/printer has twenty-one years of experience at the community college level

Adequate space for housing print shop's personnel, equipment, and supplies
- Large room directly across hall from print shop housing paper, archives, and other necessary supplies
- Print shop has open floor plan that allows for functional workspace and adequate office space

Consistently on time and meets HCC's expectations

Weaknesses (mitigate these)

Inadequate staffing – 1 designer/printer for entire college

Print shop procedure not followed by community college faculty/staff, resulting in some external marketing materials that are inconsistent with the print shop's mission, negatively affecting HCC's public image.

Inadequate funding limiting updating of equipment and professional development opportunities

Opportunities (exploit these)

Seek additional funding resources

Develop reciprocating relationships with Halifax Community College graphic design students

Threats (defend against these)

Inadequate state funding

Print shop understaffed, resulting in departments designing and printing own material and/or outsourcing

GRAPHIC ARTS & PRINT SHOP – KIM EDWARDS

What is required to mitigate your weakness?

Additional staff – part time assistant for the Halifax Community College print shop

Halifax Community College employees follow the print shop procedure

What is required to defend against threats?

Explore avenues outside of state funding for additional funding

GRAPHIC ARTS & PRINT SHOP – KIM EDWARDS

245

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

Date	Accomplishment
Spring 2008	Successfully planned and implemented 10 individual programs for Black History Month
Fall 2008	Successfully planned and implemented the first annual American Indian Heritage Month celebration
Spring 2009	Successfully planned and implemented 6 individual programs for Black History Month
Spring 2009	Developed logo for Freedom to Learn Male Mentoring Initiative
Fall 2009	Saved approximately $1100 by printing a reduced number of Annual Reports in-house vs. outsourcing
Fall 2009	Saved approximately $700 by burning catalog cd's in-house vs. outsourcing
Fall 2009	Successfully planned and implemented the second annual American Indian Heritage Month

GRAPHIC ARTS & PRINT SHOP – KIM EDWARDS