

**July 27, 2022 - Admin Council Meeting  
S.W.O.T. Assessment**

**1. How Do We Bring Students Back to Campus?**

**2. How Do We Make Campus More Welcoming?**

**Strengths**

- Financial:
  - Promise - 2 Years FREE, money for advertising, fiscal stability, plethora of services
- Internal:
  - Staff (knowledgeable & caring, highly qualified, excellent), embedded counselors, CSUB/CSULB, Distance Education (tech in place, hotspots & laptops, student success is up), facilities, new faculty & president, new tech, 1st Graduation of Prison Program & BA Program
- Students/Community Relationship:
  - Connection to high schools, community support/engagement, voted AV's Best College/University, location, support services (Fin aid, tutors, Books H.E.L.P., Computer loan program, basic support (needs), transportation, food, guided pathways), community image
- Students:
  - SOAR HS, CTE (Nursing, AFAB), Bachelor's Program, Nursing Program, Received top rating in multiple CTE degree certificates (Fire/Nursing/Aerospace)
- Misc:
  - Only CC in AV, Bussing System (Palmdale - Tehachapi), unique

**Weaknesses**

- Financial:
  - Low Socio-Economic Community,
- Internal:
  - Professional Development - must be responsive to student voice, Pandemic Impact, Effective Marketing Plan, Inconsistencies Within Student Experience, Marketing Team - Vacancies, better internal communication, not yet a Teaching College (currently working on it), don't offer equivalent online classes as other close CC's, accountability, Be more quick to react to community needs, lacking a graphic artist, VP of HR, Permanent Marketing Director, attitude of staff, low salary raises for front line employees (food stamps below poverty line), PERB dragging on (for example),
- Student/Community Relationship:
  - DEIA - Recruitment, Campus Culture - no sense of belonging, community image, bad reputation with High School/AVDHD, Lacking advertisement, Limited knowledge/presence in community of our available services, Not capitalizing on new opportunities, lack of positive image, cafeteria,
- Students:
  - Program/Course Offerings, Schedule-Sequenced courses, demand for online offerings/distance education (need more advanced training), face to face not at capacity, Programs are not performing due to staffing & oversight,
- Misc:
  - Improve onboarding experience for new employees to capture the vision of AVC, Website is difficult to

navigate - it's very flat, student technical know-how, student accessibility is difficult to non-human contact

## Opportunities

- Financial:
  - Increase funding - Grants/Initiatives (leverage), increase strong workforce funds/Perkins.
- Internal:
  - Evaluate Processes, attitude of staff, create an environment where people want to be at work, increase efficiency of paper workflow, faculty awareness of services to strengthen the conduit.
- Students/Community Relationship:
  - Brand Development/Advertising, K-8 Outreach, Parent/Community-Based Programming, Marketing Strategies - Social Media, Dual Enrollment, EduNav, Increase outreach/retention, build community partners, improve access through new funding opportunities, new President with new ideas, think about how AVC impacts the community, regular walk camps / talk to students.
- Students:
  - Guided Pathway Implementation, expand Distance Education, Become a Teaching College, HEERF, Increase Online Courses, Increase Dual Enrollment, Add popular classes/increase waitlist (especially in CTE), expand programs (especially Aero/Avionics), update equipment to meet industry standards, modernize facilities for student engagement (make it a place they want to be), continuous updates to technology for online learning, **always ask:** "What's the impact to students?"
- Misc:
  - Capacity
  - Focus more on students that don't qualify for fin aid

## Threats

- Financial:
- Internal:
  - Lack of Adaptability/Agility, Lack of Communication / Compromise, Staff Shortage, Do we, as employees, understand a typical AVC student profile, Us vs Them Focus, do students feel that we, as an organization, see them as the focus of all we do?
- Student/Community Relationship:
  - Cultural Shifts in Expectations on H.E., Reputational risk, Long standing impression in the community, Historical internal & community discussions
- Students:
  - COC, Other College's Responsiveness, Online Offerings From Other Colleges, Covid Uncertainty/Fear/Lack of Motivation/Turmoil, , Student Success Rates, Distance Education, Can take online classes anywhere, Burnout, Shifting mindset, Lack of non-credit offerings
- Misc:
  - Graduation for K-12 Rates, Need creative tools and resources to train & market

## Summary

- Deliberately leverage strengths to target opportunities
- Be more active in the community and improve internal communication. Be more warm & welcoming to incoming / returning students & the community.

## Quick Fixes

- Start reading the Four Agreements by Don Miguel Ruiz
- Introducing yourself to students & each other. Be more welcoming to everyone on campus. Speak

- Distance Education helps meet the needs of students. We have trained faculty, tech is in place, such as laptops & hotspots. We need more advanced training and to become a Teaching College. More online classes are needed. There may be future financial sustainability issues. Creative food and resources to train & market are needed.
- There is a lot of work to do. Will need Participation from all areas. Need additional staffing to increase Program output - increase Staff mental health.
- Focus on Strengths. Positive communication begins here & now in our team & in our day-to-day interactions. Messaging to the community will follow.
- In a generally negative environment of: threats of other colleges, internal conflicts, and lack of motivation, we have the opportunity to change the culture by advertising our strong programs, adding new employees, capitalizing on location, new facilities, and new technology.
- New beginning focus
- Increase an understanding of the diverse needs of our students and our community, and meet the needs to the best of our ability.

positively. **EVERYONE ORDER / SHOULD HAVE NAME TAGS**

- Leverage HEERF
- Promote AVC on & off campus
- No Quick Fix
- Talk with at least one person about the positive aspects of AVC.
- Start & end with “How does this affect students?”
- Educate ourselves by using Tableau to become more familiar with our student population statistics.