

## SWOT Analysis should be focused on how Internal and External Issues impact the Student.

As you answer the SWOT questions, consider things such as:

-  Community Partnerships
-  Extra-Curricular Activities
-  Transfer Rates
-  Completion Rates
-  Employment Rates
-  Earnings
-  Program Majors
-  Disaggregated Data
-  COVID Impacts
-  Student Learning Outcomes/Competencies/Skills

|   |   |
|---|---|
| <p><b>Internal</b></p> <p><b>Strengths: Positive attributes of the Program</b></p> <ul style="list-style-type: none"> <li>▪ What strengths does the analysis of the student data reveal?</li> <li>▪ Are there specific aspects of the program that are exemplary or could serve as a model?</li> <li>▪ What do others see as the program's strengths?</li> <li>▪ How well are students meeting learning outcomes, skills, or competencies?</li> </ul> | <p><b>Weaknesses: Gaps or challenges in the Program</b></p> <ul style="list-style-type: none"> <li>▪ What gaps does the analysis of the student data reveal?</li> <li>▪ What disproportionate gaps need to be addressed?</li> <li>▪ What are areas in which the program could improve (curriculum, scheduling, modality, other?)</li> <li>▪ Where are there gaps in how students are meeting learning outcomes, skills, or competencies?</li> </ul> |
| <p><b>External</b></p> <p><b>Opportunities: External conditions that may positively impact the program</b></p> <ul style="list-style-type: none"> <li>▪ Where are potential opportunities for expansion, improvement, or new program development?</li> <li>▪ Discuss any current industry or disciplinary trends that could enhance the program.</li> </ul>   | <p><b>Threats: External conditions that may negatively impact the program</b></p> <ul style="list-style-type: none"> <li>▪ How are changing resources, technology, employer, or transfer requirements affecting the program's ability to serve students?</li> <li>▪ Discuss any current industry or disciplinary trends that could have a negative impact on the program.</li> <li>▪ What other obstacles does the program face?</li> </ul>         |



## Previous Mission and Mission Priorities (revised January 25, 2021)

MJC is committed to transforming lives through programs and services informed by the latest scholarship of teaching and learning. We provide a dynamic, innovative, undergraduate educational environment for the ever-changing populations and workforce needs of our regional community. We facilitate lifelong learning through the development of intellect, creativity, character, and abilities that shape students into thoughtful, culturally aware, engaged citizens.

- **Scholarship-based programs & services**  
*"Programs and services informed by the latest scholarship of teaching and learning"*
- **Innovative education**  
*"Dynamic, innovative, undergraduate educational environment"*
- **Equity** *"Ever-changing populations (of our regional community)"*
- **Workforce Needs** *"Workforce needs of our regional community"*
- **Values** *"Intellect, creativity, character, and abilities that shape students into thoughtful, culturally aware, engaged citizens"*

**PROGRAM ANALYSIS – List bullets or short responses to the SWOT questions**

(Be specific in the discussion of student data and please cite sources)

**Program Name:****Contact Person:****Date:****Internal Strengths - Positive attributes of the program**

1. What strengths does the analysis of the student data reveal?
2. Are there specific aspects of the program that are exemplary or could serve as a model?
3. What do others see as the program's strengths?
4. How well are students meeting program learning outcomes, skills, or competencies; and how are they relevant to careers in your discipline or industries for which you help prepare students?

**Internal Weaknesses - Gaps or challenges in the program**

1. What gaps are observed by reviewing the student data?
2. What disproportionate gaps need to be addressed?
3. What are areas in which the program could improve (curriculum, scheduling, modality, other?)
4. Where are there gaps in the program on how students are meeting learning outcomes, skills, or competencies?

**External Opportunities** - External conditions that may positively impact the program

- |  |  |
|--|--|
| 5. Where are potential opportunities for expansion, improvement, or new program development? |  |
| 6. What are some industry or disciplinary trends that could enhance the program?             |  |

**External Threats** - External conditions that may negatively impact the program

- |  |  |
|--|--|
| 1. How are changing resources, technology, employer, or transfer requirements affecting the program's ability to serve students? |  |
| 2. What are some current industry or disciplinary trends that could have a negative impact on the program?                       |  |
| 3. What other obstacles does the program face?   |  |

**Supplemental Questions** – This section gives you the opportunity to document how the Covid Crisis impacted your Program

- |  |  |
|--|--|
| 4. In what ways did your program promote student access and success in response to the COVID crisis?   |  |
| 5. What areas of improvement were identified by the COVID crisis?  |  |
| 6. What did we learn by transitioning to a remote service and learning model? (e.g. virtual communication models, technology preferences, types of communication channels, service and instructional strategies, etc.) |  |
| 7. Identify any residual and/or potentially ongoing impacts of the COVID-19 pandemic on the program. What can be done to mitigate them?  |  |

**Two-Year Goal Analysis, Goal Setting and Activities**

| Previous Program Goal | Mission Values Alignment | Area of Focus   |
|-----------------------|--------------------------|---|
| 1.                    |                          | <ul style="list-style-type: none"><li>• Curricular</li><li>• Pedagogical</li><li>• Professional Development</li><li>• Transfer</li><li>• Employment</li></ul> |
| 2.                    |                          |   |
| 3.                    |                          |   |

| Previous Activities | Supporting Goal #: | Outcome or Deliverable | Completion Narrative |
|---------------------|--------------------|------------------------|----------------------|
| 1.                  |                    |                        |                      |
| 2.                  |                    |                        |                      |
| 3.                  |                    |                        |                      |
| 4.                  |                    |                        |                      |
| 5.                  |                    |                        |                      |

**In January 2021, the College Council adopted a new Mission, Vision, and Values statement for the institution. They read as follows:**

**Mission:**

Empowering students to discover opportunities and reach their goals through access and inclusion in higher education.

MJC le da poder a los estudiantes para descubrir oportunidades y alcanzar sus metas mediante el acceso y la inclusión a la educación superior.

**Vision:**

As investors in our society, Modesto Junior College will create and promote equity in education for every member of our diverse community.

Como inversionistas de nuestra Sociedad, MJC creará y promoverá una educación equitativa para todos los miembros de nuestra diversa comunidad.



1. Based on your **Program SWOT responses**, set three measurable Goals to work toward in the next two years, including Goals to mitigate identified **Gaps in Delivery Modalities** and/or **Student Subpopulations**.
2. **Link each Goal to one of the New five Mission Values:**
  - **Access** – We value an inclusive approach to education through technology, programs, and open resources that lead to opportunities.
  - **Affordability** – We value making higher education available to all by actively seeking resources to support students.
  - **Building Community** - We value and respect the diverse collective of individuals who shape our programs and services, participate in decision-making, reinforce collaborative relationships, and promote civic engagement.
  - **Transformation & Innovation** – We value willingness to accept growth and embrace change to continuously improve our processes, curriculum, and services to be relevant to the needs of our students and community.
  - **Stewardship of Resources** – We value the investment our community has entrusted in us to further the college mission and enhance lives through state-of-the-art education.

3. **Align Goals with an Area of Focus:** Curricular, Pedagogical, Professional Development, Transfer or Employer Alignment Work.

Example: Increase the number (or percentage)/reduce the performance gap of students who enroll, or complete, or transfer, or place into an internship, or demonstrate institutional learning outcomes, or earn a living wage ...

| Program Goal | Mission Values Alignment | Area of Focus  |
|--------------|--------------------------|--|
| 1.           |                          | <ul style="list-style-type: none"><li>• Curricular</li></ul>   |
| 2.           |                          | <ul style="list-style-type: none"><li>• Pedagogical</li></ul>  |
| 3.           |                          | <ul style="list-style-type: none"><li>• Professional Development</li><li>• Transfer</li><li>• Employment</li></ul> |

**4. Based on your **three Goals**, list **3-5 specific Activities** that will lead you to achieve your **Goals**:**

Example: redesign curriculum, develop a capstone/service learning experience, pilot a compressed, cohort program delivery, develop partnerships with university faculty or employers, research and implement strategies to increase completion rates for minority student populations. (NOTE: identify activities you can accomplish with current or readily available resources. Connect requested resources below to implementing these activities. Program improvement activities are not necessarily dependent on additional resources).

| <b>Activities</b> | <b>Supporting Goal #:</b> | <b>Outcome or Deliverable</b> | <b>Completion Narrative</b> |
|-------------------|---------------------------|-------------------------------|-----------------------------|
| 1.                |                           |                               |                             |
| 2.                |                           |                               |                             |
| 3.                |                           |                               |                             |
| 4.                |                           |                               |                             |
| 5.                |                           |                               |                             |

**5. What **additional Resources** do you **need** to accomplish your **Goals** and **Activities**?**

Be specific and connect resource requests to identified goals. Think creatively to avoid the pitfall that more resources lead to better outcomes.

| <b>Category</b> | <b>Request</b> | <b>Activity #:</b> | <b>Estimated Cost</b> |
|-----------------|----------------|--------------------|-----------------------|
| Prof Dev.       |                |                    |                       |
| Equipment       |                |                    |                       |
| Technology      |                |                    |                       |
| Personnel       |                |                    |                       |
| Facilities      |                |                    |                       |
| Other           |                |                    |                       |



## SWOT Analysis Design

Program Review 2021