SWOT Summary Themes
January 5, 2018

Presented by:
COMMUNICATION

STRENGTHS
Internal (positive) capabilities that may help PBSC achieve its desired results.

OPPORTUNITIES
External (positive) factors that PBSC may be able to exploit to its advantage.

WEAKNESSES
Internal (negative) limitations that may interfere with PBSC’s ability to achieve desired results.

THREATS
Current and emerging external (negative) factors that may challenge PBSC’s performance.

- The majority of survey respondents indicated that “Communication between academic support and students is good” (80%).
- The majority of survey respondents indicated that “Communication between student services and students is good” (75%).
- Develop objectives that contribute to campus/program collaboration.
- Transparent communication, inclusion, information sharing.
- Outreach to external connections and partnerships (Palm Beach County Schools and the local business community).
- PBSC has an opportunity for image enhancement initiatives.

- Fewer than half of survey respondents indicated that “Communication between the District office and campuses is good” (42%).
- Just over half of survey respondents indicated that “Communication between student services and students is good” (52%).
- In the past, communication has been not consistent across the campuses.
- Historically, PBSC has been viewed as a fallback choice for a segment of their enrollments, which creates misperceptions about educational quality.

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- Lack of consistent messages and information about programs and processes across campuses and administrative units can be disruptive to students, faculty, and staff.
- Student outcomes will be negatively impacted if PBSC fails to strengthen its outreach to the business community.
The overwhelming majority of survey respondents indicate that “PBSC is a good place to learn” (93%). More than three-quarters of respondents indicated that “PBSC is student-centered and responsive to student needs” (82%). PBSC supports a very diverse student population, and the County is projected to become increasingly diverse through 2035. Various minority populations are expected to grow between 35% and 50% over the next two decades.

- Meet the needs of the whole student, including:
  - Homeless students
  - Abused students
  - Mental health issues
- Diversity and inclusion strategies.
- Develop continuous improvement process for major focus areas of college that forces periodic reevaluation of quality, effectiveness, and efficiency so that we become more self guided toward high quality.

- A history of identification as separate campuses instead of a unified college-wide perspective.
  - Differentiation and inequities among campus resources.

- Given limited resources, the lack of college-wide efficiencies will create significant challenges.
- Failure to embrace a “One College” approach may limit the ability to meet the needs of a changing student population.

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INFRASTRUCTURE

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OPPORTUNITIES
External (positive) factors that PBSC may be able to exploit to its advantage.

THREATS
Current and emerging external (negative) factors that may challenge PBSC’s performance.

- More than two-thirds of survey respondents agreed that the facilities offered at PBSC are adequate to meet the needs of the institution and its stakeholders.
- The overwhelming majority feel safe on campus (83%).
- The new facility at Loxahatchee Groves and state of the art bachelor’s degree building at Lake Worth.
- Develop college wide instructional space utilization practices and policies that ensure maximum use of existing space and accurate documentation/reporting of utilization.
- Weekend college/expanded scheduling.
- Update aging facilities and support infrastructure/technologies.
- Revise safety, security, and risk management measures.
- Limited room for physical expansion on the three major campuses (Lake Worth, Boca Raton, and Palm Beach Gardens).
- Aging and dated academic facilities (particularly at Lake Worth).
- Limited office space at some campuses for faculty and operational staff.
- No true student center available for student engagement.
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- Declining/limited state funds (PECO dollars).
- Space must be found to accommodate additional growth.
- Given the footprint of some older campus buildings and surface parking lots, the inefficient land use on several campuses may limit the potential for additional program and operational capacity.
- Limited academic space (particularly for technical and professional programs) forces PBSC to cap program enrollments, despite a large qualified applicant pool.
The overwhelming majority of survey respondents indicated that “PBSC is a good place to learn” (93%).

More than three-quarters believe that “PBSC is well positioned to prepare students for success in the future workplace.”

There is a significant local industry sector which requires STEM related credentials, including aerospace, healthcare, and other technical occupations.

Develop methods and practices by which the college can create, modify schedule, and manage academics from a “One College” perspective.

Stackable and latticed credentials.

Develop process and methods that support implementation of the Guided Pathways initiative, and then model best practices.

Identify select programs that align with local needs (professional/technical, two-year transfer).

Explore appropriate Baccalaureate degree program opportunities.

FAU’s recent class-size limitations creates an opportunity for PBSC enrollment growth.

Fewer than two-thirds of survey respondents indicated that “PBSC offers students appropriate experiential learning opportunities, like internships, clinicals, and job-shadowing” (65%).

PBSC’s ability to offer additional baccalaureate programs may be restricted.

Highly competitive educational market requires continuous alignment of academic programs with industry and workforce needs. If PBSC doesn’t meet them, others will.

Many of the largest and/or fastest growing industries in the region do not require a college degree for entry (restaurant/hospitality, retail sales, entry-level clerical positions).
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Current and emerging external (negative) factors that may challenge PBSC’s performance.

- PBSC has achieved Gold Status among state colleges on performance measures.
- PBSC continues to maximize available resources and efficiently use and care for current College/Campus assets.
- PBSC recently received approval for a second facility on its Loxahatchee campus (located in a growth area of the county).

- Strategic enrollment growth to maximize revenues - FTE enrollments are projected to increase more than 11% over the next five years.
- High school graduation counts are expected to increase more in Palm Beach County (7%) by 2022, than in the state (5%).
- Expand partnerships with local/regional business and industry sectors.
- Enhance community and alumni engagement.
- Private funding and support opportunities.
- Grants, special initiatives, pilot initiatives.
- Maximize state performance achievement.
- Year-round Pell grant availability.

- Fewer than two-thirds of survey respondents indicate that “PBSC partners with other universities and school districts for grants and research” (59%).
  - The College has not fully maximized its fundraising potential in the highly competitive Palm Beach County market.

- Given the historical decline in state funding, failure to cultivate other revenue sources will limit PBSC’s ability to deliver programs needed by students and the local business community.
- If expansion will be required to meet community needs, there is a risk of compromising quality for quantity.
- By 2035 Palm Beach County is projected to add nearly 300,000 more residents, which will likely increase demand for PBSC programs and services.
STUDENT SUCCESS

STRENGTHS
Internal (positive) capabilities that may help PBSC achieve its desired results.

- Full implementation of the Guided Pathways initiative.
- Develop best practices for student support systems and then standardize implementation of them throughout the college.
- Mandatory advising.
- Cross campus transportation system.
- Develop additional pathways/mechanisms for life-long learning opportunities (students, business community).
- Additional/expanded focus on veterans.

WEAKNESSES
Internal (negative) limitations that may interfere with PBSC’s ability to achieve desired results.

- Fewer than two-thirds of respondents indicated that “PBSC meets student expectations outside the classroom” (62%).
- Distance learning courses evidence lower completion rates than face-to-face instruction, despite increases in enrollment for this in-demand delivery model.

OPPORTUNITIES
External (positive) factors that PBSC may be able to exploit to its advantage.

- The overwhelming majority of respondents indicate that “PBSC cares about student success” (88%).
- More than three-quarters (81%) indicate that “PBSC offers appropriate academic support for students.”
- Seventy-six percent of survey respondents believe that “PBSC academic support facilities are appropriate to meet the needs of the College.”
- Active involvement of business advisory councils for technical and professional programs.

THREATS
Current and emerging external (negative) factors that may challenge PBSC’s performance.

- Public insistence on greater accountability in higher education outcomes and performance.
- If PBSC doesn’t integrate new learning models and instructional delivery options which match needs and expectations of a changing student demographic, students will pursue other educational opportunities.
TALENT

STRENGTHS
Internal (positive) capabilities that may help PBSC achieve its desired results.

- The overwhelming majority of survey respondents indicated that "PBSC is a good place to work" (80%).
- Dedicated workforce, committed to student success.
- Many long-term employees bring institutional history and memory to the organization.

WEAKNESSES
Internal (negative) limitations that may interfere with PBSC's ability to achieve desired results.

- Half of survey respondents indicated that "PBSC is responsive to faculty/staff needs" (50%).
- Slightly more than half of survey respondents indicated that "Communication between campus administration and faculty/staff is good" (52%).
- On the 2016 Great Colleges to Work For Survey, 10 of the 15 categories reported were identified as areas warranting attention. PBSC's average score was 55% vs. 77% for Honor Roll institutions.
- Limited ability to pay competitive salaries.
- Perceived heavy teaching and operational workloads.

OPPORTUNITIES
External (positive) factors that PBSC may be able to exploit to its advantage.

- Develop methods and practices that support the talent acquisition and retention processes
  - Salaries
  - Budget
  - Succession planning
  - Alternative revenue sources
  - Growth – new markets/relevant instructional and support staff
  - Enhanced quality and expertise
  - Collaboration (internal and external)

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THREATS
Current and emerging external (negative) factors that may challenge PBSC's performance.

- More than 5% of PBSC employees are scheduled to retire in the next five years, with another 28% retirement eligible.
- Competitive market for education professionals in the region.
- Limited state pay raises hinder recruitment and retention.
- Many programs currently at enrollment capacity due to limited faculty availability.

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