

EXTERNAL THREATS

FIVE (5) TOP THREATS IDENTIFIED BY TEAM B	DESCRIPTION	OPTIONS FOR MINIMIZING THREATS	DISTINCTIVE COMPETENCIES
(1) Competition	Growing state and national competition with other public and private institutions especially in distributed learning. RCC only has one on-line program available for students. Potential students are being lost to competitors who are able to offer them the programs they want at their convenience. This is a problem for RCC to address immediately.	Need to be more proactive and innovative in our approach to competition.	
(2) Limited options for full-time working adults	Team B believes the college is not providing enough opportunities/ options for potential students with full-time day shift positions. At RCC there is only one on-line program and no evening program offering available for full-time working adults – students who likely cannot afford the luxury of quitting their jobs to attend classes. This is a problem RCC should address forthwith.	Same as above.	
(3) Unknown/unclear target markets	The team feels the college is not paying attention to its target market(s). RCC should do an in-depth market analysis and increase and coordinate marketing efforts accordingly.	Need to develop marketing strategy including increase of staffing in this area. Need to provide more offerings or intercollegiate and other activities to attract high school students.	

FIVE (5) TOP THREATS IDENTIFIED BY TEAM B (CONT.)	DESCRIPTION	OPTIONS FOR MINIMIZING THREATS	DISTINCTIVE COMPETENCIES
(4) Not matching program offerings with top job growth opportunities	Trends and data are available that indicate future employment needs and top career goal options and the college does not necessarily always align its offerings with that data. The college should review this data regularly and respond accordingly.	Need to focus on training professions that would serve our population.	
(5) Pending retirements	Faculty and staff with unique skills and special knowledge have dedicated many years to RCC and will be retiring in upcoming years and will be very difficult to replace.	Cross-training and knowledge management	
OTHER EXTERNAL THREATS IDENTIFIED BY TEAM B			
(1) Not combining short-term training skills with formal course work	Need to provide practical hands-on training with academics	This may be a goal. See Team B's top Threats, Competition.	
(2) Low morale	College personnel seem to be experiencing all-time low morale. There is overall confusion and frustration due to matrix management and all of this leads to low productivity and stifled creativity.	This may be tied to Team B weakness re connectivity, cohesiveness, interdependence theory.	
(3) First-generation, non-college ready population	It is difficult to convince this population, which is prominent in our region, to seek an education.	Maybe something to include in market analysis. See Team B Threats, Target Markets	

OTHER EXTERNAL THREATS IDENTIFIED BY TEAM B (CONT.)			
(4) K-12 and higher education	There is an apparent decline in the value of a high school diploma and an increase in high school graduates needing to improve basic academic skills, which indicates a disconnect between K-12 and higher education.		
(5) Inability to pass a bond levy in Josephine County	An attempt to pass a levy in Jo Co in 2005/06 failed miserably. Voters also did not pass bond for libraries and the situation is not likely to change in the immediate future.	Related to Team B Threats, Funding	
(6) Inadequate state funding	RCC is one of the hardest hit community colleges in state under current funding formula due in part to combination of RCC's increased territory resulting in fewer students served and property taxes.	Related to Team B Threats, Funding	
(7) Duplication of services and offerings	Due to miscommunication and lack of collaboration some services and offerings are being duplicated and not coordinated between campuses.	Related to Team B Threats, Connectivity, Cohesiveness, Interdependence Theory	
(8) Being insensitive to different students' needs and goals.	We tend to frustrate students with terminology, and other hoops (like placement tests) that make it difficult for them to take a simple class.	Another possible goal that could be related to Team B Weaknesses, Recruitment and Retention	