

Internal Weaknesses

Weaknesses	Description	Options for minimizing or Overcoming Each Weakness	Distinctive Competencies
Placement testing - seems too difficult. (I had a student place at Math 60 at RCC and place at Math243 at SOU).	<p>Internal and external <i>inaccuracies</i> need to be addressed.</p> <p>Placement test does not include study and learning skills.</p>		
Assuming all want a degree (JM)	<p>Financial aid depends on program enrollment</p> <p>Institutional goals are not flexible enough to include the diverse needs of the community.</p>		
Financial Aid service (JM)	Requires more student follow-up to be more timely.		
Advising consistency (students may have more than one person advising them) (JM)	<p>Outside stakeholders are affected by poor advising.</p> <p>Accurate advising is a communication and training</p>		

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	challenge		
Not enough selection of classes (Ex: BA211, BA212, BA213 only offered online?) (JM)	<p>Poor advising which causes delays has a disproportionate effect on students</p> <p>Annual offerings are not enough and coordinated with prerequisites</p>	Can we star * them in the class schedule.	
No strategy for online course delivery offering classes but not a program (JM)	Online courses are on a volunteer basis and lack structure		
Fragmented Strategic objectives/measures (MO)	<p>Lack of financial commitment for the goals.</p> <p>Importance is weighed by the budgetary commitment.</p>		
Inadequate communication of purposes (MO)			
Lack of "drive" to integrate curriculum with Rogue Valley	Exception may be the CTE		

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community (MO) Cumbersome and rigid curriculum approval process.	programs. Lack of time to maintain dialogue with the high schools for both groups. What is the financial component to this? Personalized alliances		
Excessive use of P/T employees			
Inadequate personnel evaluation. (MO)			
Transfer classes not in the public eye (DR)			
Short-term decisions creates an overall poor use of resources. (DR)			

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Institutional Researcher	Collect data, analyze and write recommendations on local, regional, and statewide emerging trends and issues. Participates in the statewide institutional researcher consortium.	Assign duties to one of the college's councils. However council members need to have the skill-set. Hire an institutional researcher to accomplish tasks.	Ability to develop qualitative and quantitative analysis tools for studies. Analyze the data, report back, create white paper, etc.
Marketing and Advertising Resources Currently the expectation of the college is to combine public affairs, public relations, marketing, and advertising into one function.	Lack of personnel and resources to effectively develop, actualize, and evaluate return-on-investment (ROI) strategies and work-products.	Comprehensive marketing and advertising resources with competent personnel. Clear process for accessing resources and expectations for utilizing	Marketing experience Advertising experience Graphics and text appropriate for a variety of media (i.e., paper, internet,
Grant Writing, Grant Administration, and Grant	Utilizing departments and administrators as the primary	Hire grant writer, grant administrator, and grant	Streamline and clarify grant

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Compliance	grant writers, administrators, and compliance officers for alternative funding sources.	<p>compliance officer to develop grant cases, collaborate with departments on all pre-proposals and grant applications. Fulfill all grant administration contracts and compliance documents. For example contracts and grant modifications.</p> <p>Or develop of system where staff is properly trained and workloads are adjusted to accomplish the above tasks.</p> <p>Streamline and clarify the grant application and process for departments. Use a base salary with incentives (commission to be no more</p>	<p>process.</p> <p>Grant writer, grant compliance, and grant administration experience in a higher education setting. Experience with state, Federal, and private foundation.</p>

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		than 15% administrative overhead per grant awarded).	
Under utilization of the TRC campus	Availability of classroom and computer laboratory areas	Offer more sections When sections are closed at the other campuses such as RVC, that students are given the proper information about open sections at TRC or sections are open for TRC.	Collaborative Effort among the campuses to serve students
Staff Development Opportunities and Training	Lack of time and resources to upgrade skill-set Coordination of technology upgrades and training to minimize adverse impact to students and community	Develop staff development opportunities, EPSS, and flexible workload for staff to participate in providing or gaining knowledge or upgrade of skills	Use of technology including software, hardware, teaching and learning techniques, assessment, etc.
Process of Online/Blended course development, delivery, and evaluation	Adequate support in the development and proper training for effective delivery	Develop and standard for the design and actualization of online/blended courses that	Able to use a variety of multimedia software and hardware technology to create, publish, and

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	<p>and evaluation of courses</p> <p>Acceptable Course Standard "Quality Matters" Model</p> <p>Stop redesigning courses over and over and over..... again.</p> <p>Adequate funding for development</p>	<p>can be adopted by the college staff.</p> <p>Develop and use a process so that courses can be evaluated and modified based on changes in community, industry, or legislative mandates not because there is a change in instructor</p>	<p>embedded into the LMS environment.</p> <p>Comprehension of effective teaching and learning techniques for the online/blended environments. It is not just about taking existing F2F course materials and "scanning" it into WebCT and having the students access the course in a self-directed mode.</p>
Faculty Development for Teaching and Evaluation for	Limited resources in assisting faculty to develop courses for online format, being able to	Mentor program for faculty in making the transition.	Adult Teaching and Learning Theories for F2F and online classes

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Online Courses	teach effectively, and evaluate student based on measured outcomes.		
Committees	<p>What is the purpose of the meeting? Are the individuals empowered to make decisions? Is this meeting informational? If so, is there a better way to disseminate the information (see KM)</p> <p>Action meetings with proper facilitators and training.</p>	Creating working task groups to focus on college, campus, programmatic, facility functions. If needed the task groups would move unto other concerns. Otherwise, the group could be disbanded once work was completed.	
Knowledge Management	How we collect, codify, and share resources and knowledge	Better communication strategies	

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		Use of technology to capture, store, and inform	
Leadership	Leadership is a verb and not a noun	Empower individuals, collaborate through a defined shared governance model "Learning Organization" model	
RCC Foundation	The current structure is overloaded with the student scholarships (which are crucial for students to be able to afford college).	By expanding the services this would stabilize the funding to programs, services that currently are dependent on state support or private foundation grants that may	Fundraising experience Event coordination Investment risk management

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	Expand areas to include endowments for programs, donor advised gifting, external fundraising, and alternative student support such as sponsorships.	not be sustainable over time.	Gifting and Donor programs Sponsorship Programs Alliance Programs Ambassador Programs
Take a closer look at cost-value of running smaller classes including 1 st year FTE reimbursement	Current form does not allow inclusion of FTE reimbursement to offset the overall cost or value of the course	Running a smaller class that would pay for itself based on the reimbursed revenue coming in the following year	
Analysis of the true costs of professional technical programs after initial investment (i.e., room, equipment, faculty, consumables)	The FTE "value" for a lecture/lab versus a "lecture" class for reimbursement The use of technology fees, grant funds, and donations to upgrade and purchase equipment and supplies	Evaluate the true costs and see if the perception is true. If the costs are reduced can we duplicate the effort across all CTE programs ?	Analysis of funding, FTE reimbursement Maximize use of dedicated labs and equipment. Probably need an MOU in place for responsibility of equipment use, repair, and replacement if an external

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	<p>specific to program area</p> <p>The use of the open-lab format for some classes and programs to gain more accessibility.</p> <p>There is a perception that existing CTE programs are still more expensive to run than an academic class.</p>	<p>Where can we cross utilize resources where dedicated labs could be used for other classes or opportunities? For example, apprenticeship electrical classes using the electronics labs at night when the labs are not being used.</p>	<p>organization or business requested the use.</p> <p>Internal collaboration; develop process for informing students about multiple uses, expectations, and setting aside funding from joint departments for maintenance and replacement of equipment.</p>

