Data Sources for the Synthesis

I. **Internal Environmental Scanning** (Analyzed by RAS)

   A. Faculty and staff dialogue data at the College Wide Professional Development in Fall 2011

   B. Administrative Units’ writing-up on Successes, Challenges, and Opportunities

II. **External Environmental Scanning Study**
    (Conducted by Dr. Brenda Cole)
Common Themes

1. **Opportunities for providing greater access**
   
   A. New degree/program/course options as informed by the need for jobs in health related fields, computer support, electrical technicians, green construction field, green literacy and research, new energy, etc. (Ex)
   
   B. Growth in Dual Enrollment Programs (CWPD)
   
   C. More BAT programs (CWPD)
   
   D. K-12 connections/College Bound Events (admin)
   
   E. e-STC (Admin)
   
   F. Online information (Admin)
Common Themes (Continued)

2. College readiness

A. Debate over college readiness assessment instruments (Ex)
B. Changes in state testing requirements for high schools (Admin)
C. Work with local school districts on college readiness (CWPD)
D. Concern over students’ college readiness (CWPD)
E. (P-16 Initiatives)
3. College Completion/Student Success

A. Pressure for college retention and completion (Ex)
B. Value-added degrees and certificates (Ex)
C. General Education Competencies as employer designed skills – Critical thinking, writing, speaking, arguing, researching, and math reasoning) (Ex)
D. Accelerating Developmental Education (Admin)
E. Increase in the number of graduates (Admin)
F. Assisting with gainful employment (Admin)
G. (CbD Initiatives)
Common Themes (Continued)

4. Support for student learning in and outside the classroom (Admin)

A. Implement best teaching practices in the classroom
B. Student engagement activities
C. Promoting a learning environment that makes students feel connected, welcome, and engaged
D. Student-focused approach to teaching and services
E. Library/CLE support
Common Themes (Continued)

5. Technological Innovations and Utilizations

A. Automated services to save financial and human resources (Admin)
B. e-Books (Ex)
C. Mobile devices (Ex)
D. Integrating digital into curriculum (Ex)
E. Utilizing technology for active learning (Ex)
F. Building virtual capacity (Ex)
G. Data security (Ex)
H. Intellectual property (Ex)
6. Partnership and Collaboration

A. Partnership with local school districts (CWPD/Admin)
B. With other institutions of higher education (CWPD)
C. With the business community (CWPD/Admin)
D. Curriculum alignment (CWPD/Admin)
E. Articulation agreements (CWPD)
F. Cross Training and Cross-Departmental Collaboration (Admin)
G. Workforce retraining (Ex)
H. Research Park (Ex)
I. Collectively impacting the economic vitality of the region (Admin)
Common Themes (Continued)

7. Economic difficulties/Fiscal responsibility
   A. Budget cuts (CWPD/Ex)
   B. High unemployment rate (Ex)
   C. Sovereign debt crisis (Ex)
   D. Need for physical space (CWPD)
   E. Financial constraints impacting enrollment growth, course offerings, student services, technological resources, and campus security (Admin)
   F. Changes in the Financial Aid Policies (Admin)
   G. Changes in State Funding (Admin)
8. Data-Driven Decision Making (Admin)

A. Use of data for decision making due to accessibility to data and frequent use of data for assessment
B. Managing and organizing data for greater access
C. Building data capacity by utilizing technology
D. Data sharing
Nuggets

1. Brain Circulation instead of Brain Drain (Ex)
   A. Global faculty
   B. Mobile students
2. Need for professional development (CWPD)
3. Congressional District Map (Ex)
4. Improving facility and infrastructure by implementing the initial phase of the STC Master Plan (Admin)
Feedback Exercise
Based on Data Observation