Administrative and Student Support Services Unit
Annual Review Process

Overview

John Tyler Community College is committed to serving the needs of our students and our community. To ensure that the College is making progress toward achieving the College’s mission, all of the College’s departments and programs must engage in an ongoing assessment and continuous improvement process. This document describes the process by which the College conducts its systematic review of administrative and student support services units.

This also supports SACS Core Requirement 2.5: The institution engages in ongoing, integrated, and institution-wide research-based planning and evaluation processes that (1) incorporate a systematic review of institutional mission, goals, and outcomes; (2) result in continuing improvement in institutional quality; and (3) demonstrate the institution is effectively accomplishing its mission.

Analysis Component of Annual Review

It is helpful to conduct a SWOT analysis to reflect on and document your unit’s work for the year.

How to do a SWOT analysis

The SWOT analysis is a valuable tool in assessing your situation. It begins by conducting an inventory of internal strengths and weaknesses in your organization. You will then note the external opportunities and threats that may affect the organization. Don’t be concerned about elaborating on these topics at this stage; bullet points may be the best way to begin. Capture the factors you believe are relevant in each of the four areas.

INTERNAL

Strengths—What did the unit do well? What can be learned from the successes?

**Strengths** describe the positive attributes, tangible and intangible, internal to your organization. They are within your control. What do you do well? What resources do you have? What advantages do you have? Strengths include the positive attributes of the people involved in the organization, including their knowledge, backgrounds, education, credentials, contacts, reputations, or the skills they bring. Strengths also include tangible assets such as available capital, equipment, information and processing systems, and other valuable resources.

Examples of unit strengths may include:

- Training, educational background, and experience of unit staff
- Advantages of existing resources
- Rapport/reputation
- Efficiency of processes

Weaknesses—What is not functioning as well as it could be? How can the unit improve its performance and/or services?

**Weaknesses** are factors that are within your control that detract from your ability to obtain or maintain a competitive edge. Weaknesses might include lack of expertise, limited resources, lack of access to skills or technology, or inferior offerings. These are factors that are under your control, but for a variety of reasons, are in need of improvement to effectively accomplish your objectives. Weaknesses capture the negative aspects internal to your organization that detract from the value you offer or place you at a functional disadvantage.

Examples of unit weaknesses may include:
- Functional gaps
- Lack of necessary staff training
- Unrealistic timelines for projects
- Lack of client awareness
- Limited equipment /technological resources

**EXTERNAL**

Opportunities—What factors provide the means for the unit to succeed?

**Opportunities** assess the external factors surrounding your organization. These opportunities reflect the potential you can realize through implementing your strategies. Opportunities may be the result of organizational or market growth, lifestyle changes, resolution of problems associated with current situations, positive perceptions about your organization, or the ability to offer greater value that will create a demand for your services. If it is relevant, you may wish to place timeframes around the opportunities. Does it represent an ongoing opportunity or is it a window of opportunity? How critical is your timing? Remember that if you have identified “opportunities” that are internal to the organization and within your control; you will want to classify them as strengths.

Examples of unit opportunities may include:
- Staff training opportunities
- Lowered costs for needed equipment
- New tools/technology

Threats—What factors present challenges for the unit?

**Threats** are a challenge created by an unfavorable trend or development that may lead to deterioration of the organization. These are also external – you have no control over them, but you may benefit by having contingency plans to address them if they should occur. Competition – existing or potential – is always a threat. Other threats may include
governmental regulation or oversight, economic downturns, devastating media or press coverage, or the introduction of a “leap-frog” technology that may make your programs, equipment, or services obsolete.

Examples of unit threats may include:
- Rapid expansion and use of technology in society
- Preferences of students/customers
- Changing populations of service region
- External accountability measures
- Economic environment
- Competition from other organizations

In summary, if charted, your SWOT analysis would look like this:

<table>
<thead>
<tr>
<th>POSITIVE</th>
<th>NEGATIVE</th>
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<tbody>
<tr>
<td><strong>INTERNAL</strong></td>
<td></td>
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<tr>
<td>Strengths</td>
<td>Weaknesses</td>
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<td><strong>EXTERNAL</strong></td>
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<tr>
<td>Opportunities</td>
<td>Threats</td>
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If done thoroughly, a SWOT analysis can help you analyze existing operations, develop new strategies and means of change, establish criteria for success and assess progress as you implement your strategic plan.

**Annual Summary Report Components**

Here is a template for the annual summary report. This will become part of the annual program review process for administrative and student support service units. These reports will be reviewed by Administrative Council and linked to budget planning. These are due February 15 and cover the prior calendar year.
Template

Annual Summary Report for Year ________

Office ___________________

Overview of Unit
• Role unit plays in college mission
• Staffing—list of people and credentials

Summary
• How did the unit contribute to the college’s mission?
• Did the unit achieve its objectives—why or why not?
• What evidence supports these conclusions?
• What changes were made based on assessment results?

Recommendations
• What changes are necessary for the unit to be more successful?
• Are any additional resources required to make improvements?
• What budget items are requested for consideration based on your assessment?
• What impact would your suggested changes have for the college?