1

HARTNELL COLLEGE
SWOT ANALYSIS FOR
STRATEGIC PLAN 2019-2024

This SWOT analysis presents key factors and issues compiled from a comprehensive environmental
and institutional scan of various information and data sources, including but not limited to the
following sources:

 Hartnell College Climate Survey (HERI);
 Hartnell College Student Satisfaction Survey (Hanover Research);
 Hartnell College Non-Attending Student Survey (Hanover Research);
 Hartnell College Cultivamos Project (HSI Grant);
 Hartnell College Governing Board Self-Evaluation;
 Hartnell College Institutional Planning Retreats;
 Salinas Valley Environmental Scan (Hanover Research);
 Environmental Scan and Program Demand Gap Analysis (Emsi);
 Bright Futures Community Partnership (Monterey County);
 ĂůŝĨŽƌŶŝĂŽŵŵƵŶŝƚǇŽůůĞŐĞŚĂŶĐĞůůŽƌ͛ƐKĨĨŝĐĞsŝƐŝŽŶĨŽƌ^ƵĐĐĞƐƐ͖
 California Community College ChanceůůŽƌ͛ƐKĨĨŝĐĞ^ƚƵĚĞŶƚ^ƵĐĐĞƐƐ^ĐŽƌĞĐĂƌĚ;
 Assembly Bill 705 (increasing completion of transfer-level coursework in English and math
within one year);
 Senate Bill 1440 (granting associate degrees for student transfer); and
 Assembly Bill 86 (increasing adult access to educational opportunity).

The SWOT chart below includes bulleted lists of internal strengths and weaknesses in addition to
external opportunities and threats perceived to have considerable impact over the next several
years on the student success outcomes of degree and certificate completion, degree completion
efficiency, student transfer to 4-year institutions, and student employment following training or
completion. The SWOT analysis therefore serves as a solid foundation for formulating strategies
for Strategic Plan 2019-2024.

2

Strengths
a. Governing board members united in focusing on student
success and fiscal strength
b. Stable institutional and operational leadership
c. Faculty and staff commitment to helping students
d. Alignment and extensive collaboration on efforts to improve
student success between academic affairs and student services
e. Robust and staunch community support
f. Growing reputation and public image in region and beyond
g. Fiscally strong institution with increasing donations/grants and
maintaining healthy reserves
h. Students highly satisfied with their experience at the College
i. Staff/administrators have overall good satisfaction with the
workplace
j. Expanding facilities/classroom space to accommodate
enrollment growth
k. Several-year upward trend in enrollment, certificate and
degree completion, and transfer to 4 year institutions
l. Data informed decision making and strategic planning,
including setting goals for student success and measuring goal
attainment

Weaknesses
a. Students taking many units outside of their degree program
b. Students taking many years to complete or transfer
c. Substantial loss of students through the pipeline over several year
period
d. Lacking comprehensive approach to student transfer issues
e. Lacking comprehensive approach to student employment
issues/career placement
f. Cost associating with having many programs serving small number
of students
g. Inadequate integration of multiple funding streams into a
comprehensive model of student success
h. Inefficient paperwork processing
i. Operating in silos
j. Small number of non-attending students complete any registration
step
k. Many non-attending students find it difficult to complete financial
aid applications
l. Inadequate integration of student support services and academic
interventions
m. Inadequate training that addresses the long-term needs of
employees and is geared towards student success
n. Perception of discrimination and bias among students, faculty,
and staff
o. Students perceive a lack of strong institutional commitment to
curriculum of inclusion
p. Considerable gap between current programs offered at the
College and industry/community demand
q. Slow to change customary ways of doing things

anWstu
/F1 9.99.96 TPer
Q
q
299.09 375.31 290.2 2759 37T43 Tm
0r9.09 375.31 290.2are
W
1 0 0 1 355.51 732146090255741. theQ
q
22.8 375.31 2759 37T43 Tm
0r9.09 375.31 290.2are
W
1 0 0 1 355.51 73218(ro)-243
589gearegear60255741.gear602 376F1fit dformul[( )] TJ
ET
Q
q
22.9 37T43 Tm
0r9.09 375.31 290.2ar Tf
577 7.871 355.51 732 Tm
60255741.gear60255741.gear601 9.0275.we
W 290.21 36k. y yearutside 89 37292
0 5.93 0.48 re
ET
Q
q
29.96 Tf
1 0 0 .15-10(v)6(e)4(a)-5(31 275(its)4(o)-5(u)-4(ts)3(id)-3(e)9

employeutside
eEtg
0 edsroET
Q
q
AcT38
(ts2299.4(ts)35(Child4(e)4(d)-oET
Q
Tm
Q
q
Ar75.31 f
1)
Q
q
22.8)-6(e)0. 9..299.09 375.31 290.2 o)-5(u)-4(ts)3(id)-3(e)9
q
2 300(e)4Tm
600 g
0 G
W* n
calET TJ 1 315.3(roDACET
A Ef
1)
Q
q
22.8 an)-7(0. 9..9 37T43 T9.09 375.31 290.2arei2s)3(id)-3(e)9
q
290389.46(ar60255741.)] TJ
ET
Q
ETg
0 G
[(e)4(m)4(p)-4(loy)-6(e)0. 9..299.09 375.31 290.2 outsidear60255741.J