

# APPENDIX A

CONTEXT MAP	MAY 2013 GOOD TO GREAT RETREAT			
<b>Key Outside Trends</b>	Lack of state and federal funding Unemployment/Under-Employment Delay in workforce retirement	Lack of student responsibility and accountability General attitudes of entitlement Cultural factors outweigh need for advancement, education is not always a family priority Students lack technology skills and or access	Student misapplication of financial funds Changes to Development Education scope/sequence GED changes	Growing competition from online colleges, proprietary schools and military training programs
<b>Key Internal Trends</b>	AC directives – such as loss of employees, no external hiring, staffing ratios, retirement,, Faculty contact hour requirements Lack of effective communication with district regarding impact of financial decisions on the college, employees and students Budget constraints Fewer departments Campus Safety in light of national incident	Developmental education basic skills requirements Distance learning and access Larger average class size	Internal Process Improvement Systemization Driving innovation and creativity Unfunded, un-resourced mandates Need for more transparency District-wide reorganization without college voice	Loss of work studies Revenue mandates for CE Doing more with far less resources Performance reviews without consequences or incentives
<b>Key Political Climate</b>	Accountability Standardization	Local board initiatives Political elections	Funding by Success Points for student completion	Sequestration (military, veterans)
<b>Key Economic Climate</b>	State and Federal Funding decreases for credit and non-credit Enrollment – less revenue to serve more students Market pressure to retool and reskill students	Service industry / Administrative level jobs Impact of Eagle Ford Shale	Increase in Student Default rate Disposable income to spend on education	Bond capacity and rating Property taxes/values stabilization
<b>Key Technology Factors</b>	System level security Access, Ability, Availability Training & Maintenance	Alamo Colleges Online MyMap	Keeping up with trends in educational technology	Prospective student database not completely implemented in Banner
<b>Key Student/Stakeholder Needs</b>	Trained Skilled workforce Technology Assessing & responding to needs of community	Community – clear communication & shared vision Partnerships & involvement	ISP and Career Guidance Advising & Planning Cross-training Professional dev.	Financial literacy Career clusters/institutes Student personal development
<b>Key Uncertainties</b>	Funding (internal/external) Elimination of low enrollment programs Preparedness of incoming student	Competition (internal/external) Consolidation	Pell grants	Faculty and Staff ratios