

## S.W.O.T Analysis 2019

| Strengths   | Weaknesses  |
|---|---|
| <ul style="list-style-type: none"> <li>• Christian mission of the College</li> <li>• Job placement of graduates</li> <li>• Overall student satisfaction positive: quality of instruction, academic advising, faculty; welcoming feel of campus; well-maintained facilities; good reputation</li> <li>• Crime statistics basically zero</li> <li>• Earnings of grads higher than local competitors</li> <li>• Commitment to improving data driven decision-making by leadership</li> <li>• Quality of instruction</li> <li>• All programs and College meeting or exceeding accreditation standards/requirements</li> <li>• Support services available to students</li> <li>• Employees committed to serving students; employee satisfaction</li> <li>• Increased availability of scholarships</li> <li>• Financial performance metrics solid</li> <li>• Alumni satisfaction</li> <li>• Debt at graduation within competitive limits</li> <li>• First DNP cohort predominately alumni</li> <li>• Responsiveness to requests by BMHCC for new program development</li> <li>• Growth in Honors Program</li> <li>• <a href="#"><u>Baptist's acquisition of 100,000 square foot building and 900+ parking garage for College use</u></a></li> </ul> | <ul style="list-style-type: none"> <li>• <a href="#"><u>Difficulty providing comparable clinical and laboratory experiences virtually due to COVID-19 clinical restrictions for majority of programs.</u></a></li> <li>• Student enrollment decline past 3 years</li> <li>• Lack of articulated vision or plan for how online education aligns and supports the College vision</li> <li>• EOS: Employee morale, communication and development opportunities</li> <li>• First time pass rate challenges in some programs</li> <li>• Data availability and integrity</li> <li>• Aging facilities and equipment</li> <li>• Limited name recognition in local/regional market</li> <li>• Cohort graduation rates trending down</li> <li>• Lack of campus wide knowledge/communication of student recruitment/retention initiatives, priorities</li> <li>• Aging faculty workforce in some majors</li> <li>• Urban campus with a perception of safety threats</li> <li>• Limited alumni engagement</li> <li>• <a href="#"><u>Inconsistent critical online competencies of faculty and staff – Moodle, online learning, MS Office basics</u></a></li> <li>• Inconsistent core competencies of faculty and staff – Moodle, online learning, MS Office basics</li> <li>• Tuition dependent for revenues</li> <li>• Limited "bench strength" in key positions</li> <li>• Limited academic tutoring support – on campus and online</li> </ul> |



## S.W.O.T Analysis 2019

| Opportunities  | Threats   |
|--|---|
| <ul style="list-style-type: none"> <li>• BMHCC expanding into Jackson, Mississippi market and West Memphis market</li> <li>• New student learning models gaining acceptance – competency based education, adaptive learning, stackable credentials</li> <li>• Projected workforce shortage (&gt;5% by 2024) of nurses and allied health professionals</li> <li>• Intentional partnerships with BMHCC to promote student employment/experiential learning from admission to graduation</li> <li>• Partnerships and collaborative arrangements with other educational and business organizations</li> <li>• Growing segment of traditional college-going students are low-to-modest income and first generation</li> <li>• New delivery models in healthcare emerging</li> <li>• Matching identified workforce needs with appropriate skill attainment (certificate to graduate degrees)</li> <li>• Accrediting bodies adopting upgrading entry into practice standards</li> <li>• <a href="#">CARES stimulus dollars – exact amount unknown</a></li> <li>• <a href="#">Necessary switch to online learning/working requiring faculty and staff to engage in new ways to teach and provide services</a></li> </ul> | <ul style="list-style-type: none"> <li>• <a href="#">Unknown effect of COVID-19 on student retention, recruitment and progression and financial sustainability</a></li> <li>• <a href="#">Potential COVID-19 illnesses of faculty, staff and administrators and ability to continue courses and core business functions</a></li> <li>• Transfer students running out of financial aid before graduation</li> <li>• Preparation level of students for success in the professional programs</li> <li>• Higher education costs outpacing inflation &amp; pricing becoming more competitive locally and regionally</li> <li>• Competition for clinical placements</li> <li>• Competitive market growing beyond local providers as innovative, lower cost educational delivery models are entering market</li> <li>• Educational pass through dollars from Medicare at perpetual risk</li> <li>• State policies on funding public education continue to change</li> <li>• Local competitors upgrading health sciences facilities</li> <li>• Public questioning if college degrees worth the investment (student debt)</li> <li>• Unknown foci of new federal higher education administration</li> <li>• Downward trend of high school graduates and those pursuing college degrees</li> <li>• Data Security</li> </ul> |