

CAMPUSWORKS

25 YEARS
of Happy



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Cecil College SWOT Survey Responses

February 24, 2025



Survey for Faculty, Staff, and Community

Survey Method



CampusWorks used a qualitative survey to ensure that all had an opportunity to provide input. The survey was released at the end of January and remained open for approximately two weeks.



The CampusWorks team used the survey results to gain a deeper understanding of the strengths, weaknesses, opportunities, and threats.

Survey Results: Total N=101

Group	Survey Responses
Faculty	24
Adjunct Faculty	8
CSO Staff	11
APO Staff	25
Deans/Director or Presidents Staff	9
Part-Time Staff	13
External Members	9
Unknown	2

SWOT Frequencies

PERCEIVED STRENGTHS	PERCEIVED WEAKNESSES
Affordable (26)	Internal Communication and silos (32)
Quality Faculty and Instructors (24)	Financial Resources (14)
Student Support Services (20)	Human Resource concerns (employee turnover, employee retention, burnout, stress, inadequate staffing) (14)
Community Partnerships (local school districts, businesses, and other organizations) (19)	Facilities and Physical Infrastructure (including ADA accessibility) (14)
Small Class Sizes (14)	Technology and technology infrastructure (8)
Welcoming/Family-like atmosphere (13)	Outdated processes (10)
Strong transfer pathways with articulation agreements (11)	Management (micromanagement, succession planning concerns, decision-making transparency) (7)
Strong and diverse academic programs (10)	Need for childcare and more mental health services (7)
	Campus Experience (hours of operation, school spirit, and inequities between Elkton-Stanton and Main campus) (7)
Robust Workforce Development Programs (10)	Change resistant (old school mentality, "it has always been done this way", etc) (6)
Accessible (open enrollment, flexible scheduling, and modalities) (10)	DEI Concerns (resources, lack of representation, etc) (5)
Multiple class modalities (online, hybrid, in-person) (7)	Work environment (work from home policies, flexibility, work-life balance, employee compensation) (5)
Leadership (6)	Marketing and Awareness (4)
Arts and Culture (4)	
Academic Freedom (4)	
PERCEIVED OPPORTUNITIES	PERCEIVED THREATS
Technology and IT (investing in tech and tech infrastructure, providing tech support and training to employees and students) (73)	Funding (funding coming into the college including federal, state, and county funding) (49)
Workforce Development (expanding programs, creating new programs for region, skills training, microcredentials, new partnerships with business and industry) (35)	Budget and financial concerns (funding at the college, i.e., budget cuts) (23)
Emerging Technology and AI (academic and non academic) (25)	Political climate and the perception of higher education (22)
New Academic Programs (new degrees in popular fields: align with labor market data, including the trade) (21)	Enrollment (demographic cliff, population decline) (17)
Student Success (childcare resources, personalized support, financial literacy, increased scholarship funding, mental health and social service supports, mentoring, increased tutoring) (19)	Economic challenges (regional economic downturn, inflation, affordability of college) (16)
Expansion of online/hybrid programs and flexible learning options (18)	Competition from other colleges and universities (online, neighboring CC, for-profit) (13)
Enhanced learning models (work-learn, internships, apprenticeships, competency based learning, cohorts) (12)	
Increased partnerships with 4-year colleges (transfer, articulation) (10)	Student preparation and access (academic readiness, access due rural area, transportation) (13)
Expand High School Partnerships (8)	Technology (cybersecurity, AI, concern with keeping up) (5)
Strengthening alumni networks (4)	Mental health (4)
Development of a cultural/educational hub (3)	

Strengths

- Affordability
 - Quality Faculty/Instructors
 - Student Support Services
 - Community Partnerships
 - Small Class Sizes
- Welcoming/Family-like Atmosphere
 - Strong Transfer Pathways with Articulation Agreements
 - Strong and Diverse Academic Programs
 - Robust Workforce Development Programs

Examples of Strengths

“A friendly and welcoming environment to empower our students.”

“Nice campus, affordable, excellent faculty, president who truly cares and knows what it is like to be both a student and a faculty member.”

“CC has dedicated faculty and small class sizes which provides students with a personalized one-on-one learning experience.”

“CC offers a wide range of programs across disciplines including academic degrees to workforce development to personal enrichment courses and this is a key strength.”

“Affordable and student-centered education. Access for continued learning, and workforce development for the community. Multiple working relationships with various industries and companies in the community.”

Weakness

- Internal Communications & Silo's
- Financial Resources
- HR Concerns (employee turnover, retention, burnout, stress, and inadequate staffing)
- Facilities and Physical Infrastructure (ADA Accessibility)
- Technology and Technology Infrastructure
- Outdated Processes
- Management (micromanagement, succession planning concerns, decision-making transparency)
- Need for childcare and more mental health services.

Examples of Weaknesses

“Our communication needs a lot of work.”

“Siloed communication among parts of the college. Sometimes departments talk to each other, sometimes they don't. It depends on what it is about. It doesn't really make sense.”

“Growth opportunities as a whole lack here. We do hire from within sometimes, which is great, but there are very few positions that actually open.”

“Aging facilities on main campus (Arts and Science Building) with little upgrades to technology capabilities or HVAC in classrooms. Limited handicap accessible on main campus (lots of stairs and limited handicap accessible areas).”

“Limited Financial Resources”

“Departmental and divisional silos that impede collaboration and slow down processes. Outdated and antiquated processes. Reluctance at times to efficiently adapt to changing conditions.”

Opportunities

- Technology and IT
 - Workforce Development
 - Emerging Technology and AI
 - New Academic Programs
- Student Success
 - Expansion of online/hybrid programs and flexible learning options
 - Enhanced learning models: work-learn, internships, apprenticeships, competency-based learning, etc
 - Increased partnerships with four-years

Examples of Opportunities

“New and emerging markets related to workforce training and credentialing as well as other non-credit programs”

“Keeping up with and investing in technology”

“Incorporating AI into technology systems to simplify and streamline processes.”

“Leveraging more in-depth relationships with existing and new businesses in the region. Also, cultivating relationships to benefit our students and employees through scholarships and program support.”

“Develop and expand service-learning programs where students can work on community projects, learn, and gain valuable experience. Emphasize lifelong learning and continuing education in addition to academic degree programs. Work to grow partnerships with four-year institutions. Expand articulation agreements to ensure students have a clear pathway to the four-year degree.”

“Big trends from Artificial Intelligence to multi-college collaboration.”

“Increase online program options. Offer microcredentials or additional stackable credentials.”

“Implementing more mental health support for students.”

Threats

- Federal, state, and local funding
- The College Budget
- The Political Climate
- The demographic cliff, i.e., Enrollment
- Economic Challenges
- Student Preparation
- Technology
- Mental Health of Society

Examples from Survey

“Children not getting basics in lower grades and inability to read/comprehend at higher levels will not go to college. Couple this with lack of encouragement from their families and friends to attend college.”

“No opportunities in the community for students to return to, and an economic downturn in the community”

“1. Operational Funding. 2. Mental health factors (which could affect retention efforts).”

“Declining enrollment, economic challenges, political changes and requirements, changes in state and county funding, technological advances, online and for profit competition, increased cost of living expenses and affordability of education.”

“County and/or State funding levels. Declining enrollment. Legislation. Changes in local, state, and federal administrations and policies. The ongoing trend for employers to remove or lower education levels from job qualification requirements for potential employees. Inflation or high cost of living that impacts a student's ability to attend college.”

Summary of Themes Emerging From Survey

- Cecil College provides a welcoming and family-like atmosphere for students through small class sizes, dedicated faculty, and strong support services.
- Cecil College offers a variety of programs, including strong transfer programs and robust workforce development programs, but they could be enhanced through offering more classes/courses in multiple modalities and/or expanding the types of programs offered.
- Cecil College provides a diverse offering of degrees, certifications, and personal enrichment programs that are both affordable and accessible.

Summary of Themes Emerging From Survey

- There are significant challenges related to internal communication and operational efficiencies within the college.
- Departmental silos and outdated processes hinder effective collaboration and adaptability to the changing learner and technological conditions.
- There are concerns around aging facilities and the need for technology upgrades to support a modern learning environment.
- Financial constraints are a recurring theme, impacting everything from facility upgrades to staffing and program expansion.