

# *Research & Analysis*

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## **EMERGENT EXTERNAL TRENDS OR EVENTS IDENTIFIED IN COLLEGE PLANNING**

**Overview.** In Fall 2004, 88 College units engaged in the College planning process to define objectives for the 2005/2006 and 2006/2007 academic years. One portion of the process required the identification of significant external trends or events. The purpose of this brief is to identify the dominant trends captured in planning.

**Findings.** The 88 College planning units were distributed with 42 percent (37 units) representing technical programs; 22 percent (19 units) responsible for a non-academic service; and 18 percent (16 units) for both campus administrative services, and central academic services.

Sixteen themes were used to classify the 174 trends and events reported. As shown on the following table, nine of the 16 themes were referenced frequently, and account for 80 percent of the trends and events.

## EMERGENT THEMES

| Theme  | Content sample   | Number (%) of trends |
|--|--|----------------------|
| 1) Occupational growth                         | Occupational growth, projected growth                            | 30 (17%)             |
| 2) Enrollment increase                         | Enrollment capacity, increased enrollment                        | 18 (10%)             |
| 3) Programs/curricula                          | College prep revisions, expansion of cultural arts program       | 16 (9%)              |
| 4) Technological advances                      | Use of technology by students, desktop/office technology changes | 16 (9%)              |
| 5) Facilities                                  | Demand for parking, construction of additional facilities        | 14 (8%)              |
| 6) Operations                                  | Lack of on-line registration support, contract with Collegis     | 13 (7%)              |
| 7) Funding                                     | Ongoing resource constraints, unavailable funds                  | 12 (7%)              |
| 8) State/region/federal education requirements | State performance funding, accountability mandates               | 12 (7%)              |
| 9) Demographics                                | Increasing Asian and Hispanic populations, aging population      | 10 (6%)              |
| TOTAL  |  | 141 (80%)            |

The themes were then categorized into three environments:

- internal task environment,
- external regulatory environment, and the
- macro environment.

The task environment contains factors related to the College's customers and operations. Occupational growth and enrollment increase are examples of these factors. The majority of trends (54 percent) were in this environment.

## EMERGENT THEMES

College funding as well as the regulatory agencies were classified in the external regulatory environment. A total of 19 percent of the trends were in this category. Demographic changes and technological advances were positioned in the macro environment. These are factors outside the College that impact planning. A total of 27 percent of the trends were in this category. The table below shows the nine most popular themes organized by the three environments. As the table shows, the majority of themes were in the College task environment.

| Internal Task Environment (54%) | External Regulatory Environment (19%)         | External Macro Environment (27%) |
|---------------------------------|---|----------------------------------|
| Occupational growth             | Funding                                       | Technological advances           |
| Enrollment increase             | State/regional/federal education requirements | Demographics                     |
| Programs/curricula              |   |                                  |
| Facilities                      |   |                                  |
| Operations                      |   |                                  |

These findings may best be applied to advance the College planning process. Within the immediate task environment, occupational growth and enrollment increase were the most frequently noted trends. The impact of College funding, regulatory agencies, technological advancements, and community demographics should also inform the planning process.

The complete report may be viewed at <http://www.hccfl.edu/ir>