Department of Management, Operations & Marketing

**University Strategic Planning Committee (USPC)**

**SWOT Analysis Brainstorming Session**

**Monday December 5, 2016 8:00 to 11:00 MSR 130**

A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis is often an early step in an organization’s strategic planning process. Strengths and weaknesses represent things within the organization’s control. Opportunities and Threats are outside the organization’s control but represent upside or hurdles an organization will face should they come to pass. In the end, a good SWOT analysis will help the organization first, determine the appropriate question to ask before developing a solution and, ultimately implementing that solution. It is that first step – asking the right question – which allows organizations to move in the best direction early in the process.

**Strengths**

* Affordability
* Alumni Proximity
* Beautiful Campus
* Community
  + Awareness, Economy, Interaction, Partnerships, Shared Governance, Workforce
* Dedicated Employees
  + Family Feel, Innovation, Loyalty, Longevity, Personal Connections, RSCA Productivity, Sense of Mission, Student Focus
* Diverse Population
  + Faculty, Staff, Students
* Location
  + Conductive to Learning, Favorable Commute, Good Relative to Other Regional CSUs, Room to Grow, Safety
* Programs
  + Accreditation, Attract Students, EdD, Open Enrollment, Student-Centered, Upward Mobility
* Region
  + Serving Merced, San Joaquin, Stanislaus, Stockton Campus
* Reputation
  + Recognition and Rankings
* Size
  + Campus, Class, Parking
* Students
  + Athletics, Housing, Ratio with Faculty, Support, Value
* University
  + Part of the CSU

**Weaknesses**

* Communication
  + Absent Student Pride, Branding, Commuter Campus Stigma, Diversity, Events, Image, Lack of Student Input, Lack of Transparency, No Distinctive Identity, Program Awareness
* Complexity
  + Unionization Hinders/Slows Policy Development
* Course Articulation
  + Course Transfers
* Course Availability
  + Bottlenecks
* Curriculum
  + Lack of Agriculture/Diversity/Globalization
* Diversity
  + Few International Students
* Infrastructure
  + Classrooms, Grant/RSCA, Library, Parking
* Integration
  + Religious Segregation, Shared Governance Still a Work in Progress, Trust between Faculty and Administration
* Lack of Support
  + Child Development Center Focus on Community Needs, Inconsistent Support for Advising, Career Support, Health and Tutoring, Students with Small Children, Working Families, Use of Online Resources
* Outreach
  + Best Kept Secret, Do Not Have Strong Standing in the Region, Isolation from the Community, K-12 and Community Colleges, Lack of Community Activities, Low Philanthropy
* Recruitment
  + HR Process, Inadequate Funding, Retention, Salaries
* Resource Allocation
  + Co-curricular Student Activities Needed, Implement Best Practices from Other Campuses, Inadequate Library, Inefficient Administrative Procedures, Inequitable Workloads, No Capital Funding, Lack of Online Courses, Limited Faculty Development, Need to Leverage Programs Similar to Business and Nursing, Restricted RSCA Support, Unable to Manage Enrollment,
* Stagnation
  + Bad Memories of the Past, Culture, Environment and Demographics, Slow Internal Processes
* Student Success
  + Inadequate Career Advising, More Undergraduate Research and Student Learning
* Technology
  + Antiquated, Multi-Mode Delivery Lacking, Substandard

**Opportunities**

* Development
  + Downtown, Housing, Shopping
* Fundraising
* Growth
  + Diversity, Graduate Programs, International, Non-Traditional Students, Stockton Center
* Improve Graduation Rates
* Leadership
  + City Connections and University
* Partnerships
  + Agriculture, County Education Offices, Local/Regional Business, Other CSUs, P3/4/20 Pathways, Retired Faculty/Staff, School Districts
* Transportation
  + Communications and Infrastructure

**Threats**

* Affordability
  + Fees, Textbooks, UEE
* Competition
  + 2 Year Colleges, For Profit, Online, Private, UC
* Economy
  + Poor: Lack of Job Opportunity and Lower Philanthropy
  + Good: May Drive Students Away
* Education Dynamics
  + Degree Demands for the 21st Century and K-12 Responsiveness
* Environment
  + Drought
* Funding/Resources
  + From Chancellor/Long Beach, From State, Mandates such as Time to Degree, National
* Future Growth
  + Classroom Space, Enrollment Cap, Focus on Looking Back Instead of Forward, Lack of Awareness within the Region
* Hiring Faculty
  + Hard to Find on Short Notice, Lack of Diversity for both Faculty and Staff, Lack of Faculty Development, Salary Competitiveness
* Political Climate
  + Affordable Care Act, Immigration such as DREAM Act, Local
* Reputation/Image
  + Unforeseen Campus Events
* Student Preparation
  + First Generation Students, Literacy/Numeracy, Non-Traditional Students
* Technology
  + Advancement, Behind the Curve/Cannot Keep Up