### CSU Strengths:
- Supportive environment for teaching and learning as evidenced by committed faculty dedicated to teaching
- Nationally accredited programs in business, education, music, theatre, art, nursing and chemistry
- Competitive pricing compared to some larger USG institutions
- Positive reputation in the local area
- Robust Servant Leadership program
- International Education grants and program opportunities
- Distinctive campuses creates a unique and diverse quality of student life
- Increase in diversity within the student body (age, race, gender, ethnicity)
- Good “town-gown” relations and collaboration opportunities with local industry (in part due to CSU’s unique outreach programs) i.e. Partnerships with local schools
- Foundation assets
- Safe campuses, comparatively, with professional police presence
- Strong student support service (Career Center, Ace, Rec Center, Student Life, etc.)
- Nice new or updated facilities (RiverPark, Clearview, Arnold, Labs)
- Increase in online program offerings
- Robust Honors program
- Faculty Center for Professional Development
- Faculty to student ratio

### CSU Weaknesses:
- Small number of international students
- Heavy reliance on adjuncts in some key core courses (e.g., Math and English)
- Low student retention and graduation rates
- Limited out-of-state recruitment
- Lack of ranking nationally
- Lack of adequate resources to support faculty research
- Lack of funding/quality of some of the facilities, classroom instructional technology, equipment replacement/repair
- Lack of coherence and communication among the different campus communities
- Faculty and staff salaries and training below average —lack of adequate employee training and professional development in key service areas
- Declining cohesiveness and increased operational costs of dual campuses and outreach operations
- Reliance upon unit-level generated revenues increases vulnerability/exposure to revenue declines which may cause future faculty/staff layoffs and program inequities
- Lack of attention to measurements of institutional effectiveness
- Core classes involve large allocations of resources and availability is poor
- Lack of funding [for the holistic student (Health & Wellness)]
- Lack of structures and policies to support interdisciplinary efforts
- Lack of engagement of online students
- Desire/demand for growth exceeds resources
- Diversity among faculty/staff is low in comparison to student body
- Foundation liabilities
- Lack of well-defined system for policy development and approval
- Lack of brand visibility/awareness/value
### 2016 SWOT Table (As of 10/6/16)

**Opportunities:**
- Increase in the global demand for online/hybrid courses and programs
- Global mobility of students, services, and trade creates opportunities for international student recruitment and study abroad programs
- Fastest growing jobs in U.S. in the next decade will be related to healthcare, education, technology, and business
- Growth in the demand for professional certificates/modules that are “stackable” for degree completion
- Growth in STEM-related occupations (science, technology, engineering, math) in the U.S.
- Ft. Benning creates opportunities for new programs/students in that area
- Continue to build on CSU’s positive relations with the community through current outreach programs and initiatives
- Opportunity to increase enrollment by adding more relationship-building activities for applicants
- Geographic location and close proximity to Fortune 500 companies
- Grow student research programs/opportunities and grants
- Continue to grow on-campus student engagement
- Increased focused on soft-skills training (for students, faculty/staff through LEADCSU, community through outreach programs)
- Increase collegiality amongst faculty, staff, across colleges and departments
- Capacity to support distance learning comparable to sister institutions
- Increase recruitment locally
- Increase internship opportunities and student participation in them
- Create more awareness around high quality programs
- Add inter-professional education (IPE) opportunities
- Helping students translate degrees in non-technical majors such as the Arts, Humanities, Liberal Arts, and Social Sciences to the job market

**Threats:**
- Down economy and the resulting increased focus on college costs by students (increases in student fees may lead to a decline in enrollment)
- Loss of funding or reduction in student fees could negatively impact student enrollment and retention (creates inability to offer and sustain student programs and activities)
- Continued reductions in financial aid/support for students and universities (e.g., Pell, HOPE, etc.)
- National shortage of PhD-qualified faculty in some disciplines increases the cost of hiring
- Fast-paced changes in technology increases operational costs due to constant replacement of classroom equipment and training faculty/staff
- Continued budget reductions due to declining federal/state appropriations (in part due to low student retention/graduation rates)
- Legislative impacts on alternative teacher certification programs (bypassing traditional college education programs)
- Peer institutions continue to compete for top undergraduate students by offering Honors programs and scholarships
- Perceived cost/benefit of higher education is declining
- Increased reporting requirements on departments which increases administrative costs
- Decline in funds for both students and universities
- External political environment (FLSA)
- E-core/E-major
- Increased competition for online programs
- Uncertainty with USG leadership (Chancellor retiring)
- Continued University consolidations

Blue = item could be a differentiator for CSU (positive or negative)