



2016 SWOT Table (As of 10/6/16)

CSU Strengths:	CSU Weaknesses:
<ul style="list-style-type: none">▪ 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	<ul style="list-style-type: none">○ 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



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Opportunities:	Threats:
<ul style="list-style-type: none">▪ 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 the demand for graduate degrees▪ 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	<ul style="list-style-type: none">○ 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○ Continual 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)