Synthesis of SWOT documents. \* Institutional SWOT (in blue)

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| **Themes** | **Strengths** | **Weaknesses** | **Opportunities** | **Threats** |
| ***Program Quality*** | Introduce students to new ways of thinkingSupport On-line and On-campus learning Commitment to learning outcomesFoster trans-disciplinary opportunitiesEOU has eliminated meaningful barriers to successful transition from H.S.l to college Foster stronger global perspectives and connectionsLibrary that supports undergraduate and graduate research **Distance education pioneer (multi-modality)****Breadth of programs, given size** **Teaching faculty** | **Mission drift - loss of distance education/online market advantage** | Enhance the quality of all academic programsFoster trans-disciplinary opportunitiesDevelop accelerated learning and community college pathways responsive to regional needsProgram alignmentLearning outcome assessment, including soft skills, complete learnerLink students to workplace - practical value to students, serve the region, set placement target**Pathway for 2+2 programs with community colleges****Program and regional alignment****Online program revitalization and growth****Grow teacher education program****Eastern promise and other aligned K-16 programs** | What do we do with underperforming programs**OSU Cascades market disruption****Erosion in relevance** |
| ***Region*** | Programs to meet needs of the regionFocus on rural studiesConnection with outdoor environment Regional hub for culture and the artsInternships and civic engagement that connect undergraduate education to the regionEducational, cultural, and economic engine of eastern Oregon **Only University in Eastern Oregon*** **Access advantage**

**Access and connection to natural resources and outdoor recreation** | **Local population and economic stagnation****Limited responsiveness to demographic shift in state and region****Gaps in program connectivity to regional needs** |  | **Other institutions better serving regional needs**  |
| ***Liberal Arts*** | Majors in professional and liberal arts fieldsSupport healthy arts programsRegional hub for culture and the arts**Arts and cultural hub of region** | Hubris to describe EOU as “Arts and cultural hub of the region” - - it’s the hub of Union County | Elevate liberal arts relevance in programs * Oregon Promise is a threat as it may undermine, force through a 2 + 2 pathway
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| ***Partnerships & Community Connections*** | Forge innovative partnershipsPositive public perceptionStrong alumni network that allows students to have a leg up in the workplace**Established Partnerships** * **BMCC, TVCC, OHSU, OSU**
 | Improve climate and trust**Small endowment and limited culture of philanthropy** | ***Students***Link students to workplace - practical value to students, serve the region, set placement targetConnections to students outside the region***Build relationships***Cultivate relationships and connectednessIncrease outreach and connections to eastern OregonGrow partnerships - business, non-profit, stateAsk communities, partners what they need from usImprove connection to LaGrande communityDevelop relationships with K-12 educatorsBuild relationships with tribesRe-build relationships between BOT and faculty/staffGrow alumni donor base - increase percentage of alumni giving back ***Programs***Educate adult population, e.g., increase impact of regional centers, reestablish La Grande and Baker Centers; staff the centers appropriately Develop applied learning opportunities where they are**Micronesian connections and student “fit” given past programs****Program and regional alignment**  | Define why local students do not choose EOU |
| ***Support Programs, Activities & Student Outcomes*** | Strong Support ProgramsStrong and diverse athletic programs that support student athletesCreate numerous and robust extra curricular activities - students can engage to build a sense of community **Breadth of student engagement opportunities****Campus and community safety** **Campus condition, athletic facilities, and programs** |  | **Student Outcomes**Educate the whole student for responsible citizenshipStudent experience with the six Gallup criteria for success in mindStudent culture of mutual respect, support and appreciation - speak up, taking responsibility, supporting each otherStudent support leading to retention, e.g., expand mentoring to include mentors from the community; Advisory boards to mentor, connections, politicsWin national championships as a teamLink students to workplaceDevelop engaging experience that inspires a lifelong commitmentServe students where they are (physically and intellectually) Graduate satisfaction**Support Programs**Align Student services with academic successComprehensive program to assist with career planning and preparation, graduate school and career placement **Alignment of student support and programs to serve changing demographics (Latino, Native American)** |  |
| ***Growth*** |  | **Extremely limited international student population****Technology and systems implementation and utilization**  | Fund, Innovate, Expand successful programs, e.g., teacher educationIncrease political influence regarding funding modelConsider institutes as they relate to political action and money Align resources with strategyComprehensive enrollment strategyArticulated market nicheRadical approach to set EOU apartDemonstrate courageous leadershipIncrease on campus enrollment - 3,000Identify customer audienceInvest in growthEnsure technology is current Develop autonomy - not the same as other universitiesForeign/international student recruitment**Strategy, clarity, alignment and execution****Regional niche program development with global need** |  |
| ***Fiscal*** | Known as local affordable option**Relative affordability; best value potential** | **Financial and leadership instability** **Limited depth of available resources )$, conduits to connect)****Out-of-state tuition structure (WUE)****Small endowment and limited culture of philanthropy** | Increase resources to meet student needsMinimize tuition increasesFinancial StabilityGrow alumni donor base - increase percentage of alumni giving back Economic stability and diversification of revenue streams - less dependant on state$100 million dollar endowmentPlan to serve the changing demographics of the regionDevelop business plan that maximizes revenue sources and ensures transparent allocation  | Perception that EOU’s finances are so robust that EOU only charges a token tuition**Oregon Promise shift in traditional student behavior** **State funding uncertainty and general access to financial resources****Competition - other institutions offering better value**  |
| ***Campus Culture, Faculty/Staff & Processes*** | EOU’s culture is welcoming to people from diverse backgrounds while maintaining our regional identity **Passionate people with caring attitudes**  | Have internal decision making processes that are efficient, credible and effective Mend the climate, culture, reputationImprove climate and trust  | Invest (including salaries) in EOU’s employees to support a culture of continuous improvementFun place to be Campus culture of mutual respect and supportHire and retain quality employeesIdentify core values, create pride, capitalize on what makes us unique Culture of academic freedomMaintain top-notch faculty who care about connecting with students  |  |
| ***Marketing*** |  | **Limited market exposure** | Value - product promotion with customers Update school colors (Vegas Gold)**Targeted marketing investment** |  |
| ***Diversity & Inclusion*** |  | Comply with legal requirements while maintaining a culture of fairness and effectiveness | Increase enrollment of student of color, programs, and supportAn inclusive ethic that welcomes all into the EOU community Free and open communication among students, staff, admin. And faculty Provide equity of access and financial support to all students  |  |
| ***Leadership*** |  | **Leadership instability****Mission drift and loss of distance education/online market advantage****Organizational disconnection (silos)****Current position of campus organizational competencies** |  | **Loss of political influence** |
| ***Facilities*** | **Campus condition, athletic facilities, and programs** |  |  |  |