



# SWOT Analysis Subcommittee

*Strengths, Weaknesses, Opportunities, Threats*

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- Nathan Crowe
- Andy Mauk
- Pam Seaton
- Candace Thompson
- Ron Vetter
- Sarah Watstein
- Michael White
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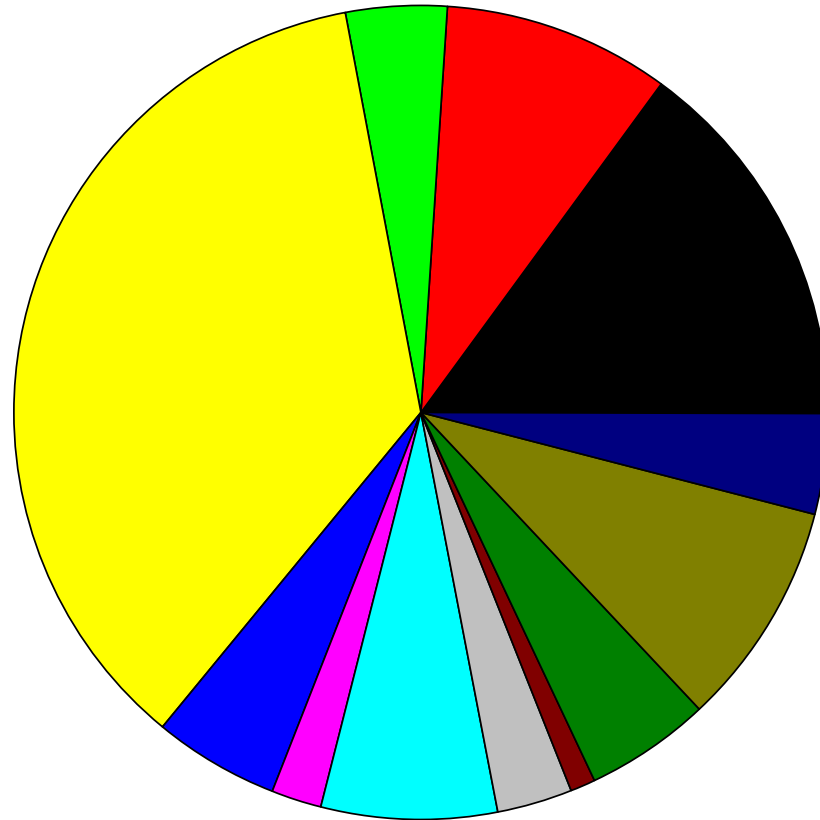
# Process

- Committee meeting to discuss strategies and outcomes
- Campus-wide survey to faculty and staff
- Preliminary qualitative analysis
  - Data aggregation
  - Frequency analysis

# Survey Results

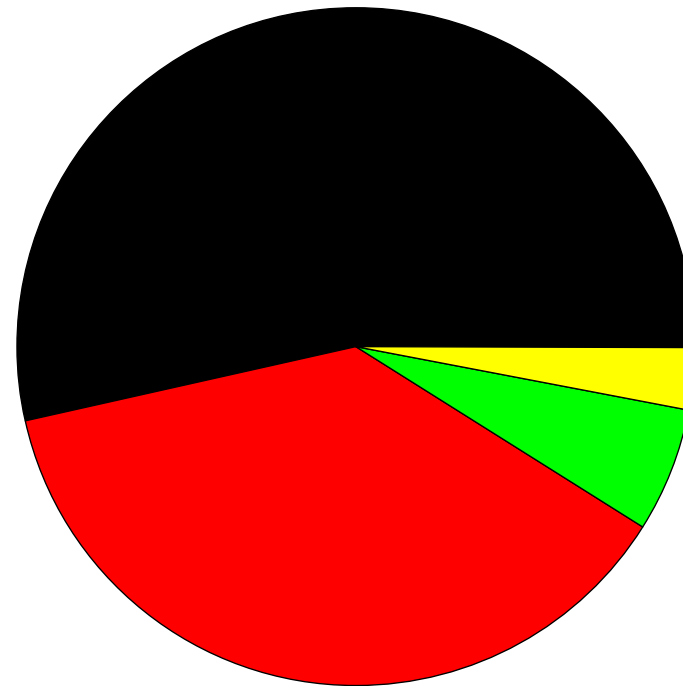
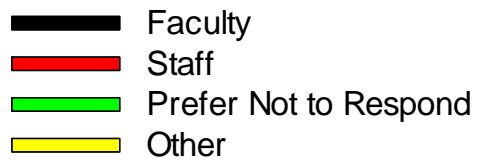
## Administrative Unit

- Academic Affairs
- Business Affairs
- Cameron School of Business
- College of Arts and Sciences
- College of Health and Human Services
- Randall Library
- Student Affairs
- University Advancement
- University College
- Watson College of Education
- Prefer Not to Respond
- Other



# Survey Results

## Who Responded?





# **SWOT** – Strengths

## *Internal*

- **Excellent programs** – UNCW has fostered several programs of national prominence (Creative Writing, Marine Biology/Marine Science, Nursing)
- **Campus Culture** – We have a friendly, collaborative, and collegial environment
- **Faculty and Staff Performance** – UNCW personnel perform well and “go the extra mile”. Their efforts are notable, especially given the available resources
- **Applied Learning** - We do it well, and it serves the students
- **High Quality Teaching** – UNCW attracts and fosters dedicated instructors, who are passionate and expert in their fields
- **Student Experience** – The student experience outside of the classroom is engaging and supportive. Notable mentions are Student Affairs, Advising, Career Center, CARE, Rec Center.
- **Community Engagement** – UNCW is a regional hub. Notable mentions OLLI, CIE, and the arts.
- **Student Centered** – UNCW is committed to student excellence.
- **Coastal Location/Campus Environment** – We have a beautiful campus in a desirable and strategically beneficial location.



# SWOT – Weaknesses

## Internal

- **Salary Concerns** – lack of pay raises, salary compression, inequity among salaries, and criticisms of employee benefits
- **Campus Identity and Vision** – Question of “Who Are We?” – Issues pertaining lack of direction, low morale and school pride, mission creep (regional university vs. R1), online vs. traditional, and graduate vs. undergraduate education
- **Faculty/Staff Workload and Support** – Issues pertaining to disconnect between workload and expectations, as well as general level of support/resources for that workload (e.g. research budgets, grant support, library, campus process and workflow, etc.)
- **Leadership/Administration Concerns** – Recent Senior Administrator turnover, concerns about shared governance (transparency), distrust or policies and procedures
- **Infrastructure** – Concerns about space availability and equity, disrepair of several buildings, inadequate library facilities, etc.
- **Technology** – Concerns regarding lack of leadership within ITS, technology concerns inherent (WiFi, Network Connectivity), and support for university technology (Banner, SeaNet, Confusing Systems, Online Teaching)
- **Diversity** – Lack of diversity in both students and faculty/staff



# SWOT – Opportunities

## External

- Response implies opportunities are vast and varied, ranging from strategic partnerships; expanding and enhancing academic programs; creating a foundation for our commitment to diversity and international students; opportunities for enhancing technology and online education; to telling our unique story to extend our reach in the community, the region, the state and beyond.
- Great suggestions on how to maximize opportunities which may inform the work of the five teams focused on strategy development.
- Themes were evenly divided between internal and external and suggest building on what UNCW is as opposed to taking a different direction.
- Specific examples chosen at random to show breadth of suggestions:
  - Develop closer ties to military so we can provide more flexible online programs.
  - Develop joint degree opportunities to attract students and leverage our existing resources in light of GA restrictions on new degrees.
  - Further develop our alumni engagement efforts to include employment recruiting, mentoring, and networking.
  - QENO could be better utilized to build community partnerships that tie to faculty & student engagement; QENO meets most of the strategic goals for UNC.
  - Develop a results-driven, campus-wide program to recruit a more diverse faculty.



# SWOT – Threats

## External

- **Lack of funding** (state, scholarships, etc) - inhibits us from moving forward in most of the areas below.
- **Competition from other universities** (Coastal Carolina, ASU, ECU, CFCC) – Challenges our position as a strong regional university.
- **Competition from online programs and other new learning environments** - may siphon students from UNCW, especially in areas unable to respond effectively.
- **Lack of technology** – Outdated or missing technology hampers many programs.
- **Lack of Support from the State** (Administrators, UNC GA, General Assembly, Governor) - Our current political climate is viewed by a majority of faculty as injurious to the university mission.
- **Space** – Lack of space for growth and dedicated for specific programs are a special concern at UNCW.
- **Cost** - Some fear we are pricing ourselves out of our traditional market. We are not well equipped to compete with research universities. Our market, in fact, like our mission, is not well defined.
- **Salaries** – Employee pay is too low, creating a climate of poor morale, poor retention, and inconsistent commitment from those who remain.





# Common themes and observations

- Even at this preliminary stage of analysis, we find that there is both overlap and intersection among and across themes for strengths and opportunities and weaknesses and threats.
- Within strengths and opportunities, common themes include what is distinctively UNCW, e.g. academic programs, campus environment, campus culture, staff and faculty, values, community and regional engagement.
- Within weaknesses and threats, common themes include the current political climate in the region and state; evolving institutional identity/brand and equally rapidly evolving strategic directions; infrastructure (facilities, information technology, library, resources/support, systems and processes).
- The “state of the state” as concerns public higher education is both a strength/opportunity as well as a weakness/threat, e.g. the challenges facing the UNC system by North Carolina’s community colleges; opportunities/threats posed by the challenges of recruiting and retaining both faculty and students; the opportunities/threats posed by the rapidly evolving online and blended learning landscape.



# Next Steps

- Preliminary report to Leadership Council
- Continued analyses
- Input from students
- Final report