Strengths

- Mission and devotion to it – tradition
- Quality employees (Faculty, staff)
- National presence
- Age of University – longevity
- Jesuit heritage (i.e. ability to hold tension; being human together)
- Strong academic reputation
- Overseas programs
- On-line programs and growth
- Community support
- Good benefits
- Diversity (students and staff)
- Location
- Size – not huge
- Modern buildings, good facilities
- Being in NW – appeals to American nature to travel, it’s unique
- Everyone is friendly
- Good social network to ensure that students bond to one another and to University
- Wonderful students
- Whole life approach to teaching – not just academics
- Professors relationship with students (Chair knows students)
- Tight internal community
- Focus on undergrad / Lib. Arts
- Community work (CCASL)
- We are tackling Strategic Planning
- We’re centralizing our marketing
- Jesuits recognize need to educate lay people on meaning and Mission of being Jesuit institution

Weaknesses

- Getting boxed in – not much room to grow without taking our green space
- Not enough Jesuit professors
- Lack of centralization/standardization
  Creates competition for resources
  Impedes performance
  Miss opportunities to leverage each other
- Silos
  A lot of old buildings (i.e. Desmet is a heat loss magnified; costly Dinosaur)
  Not managed well financially (i.e. low endowment)
  No incentive-based pay
- Budget process large and small – budgeting year to year
- Under-project revenue and over-project expenses regularly - can’t be counted on
- Long-range plan of budget not transparent
- Inability to forecast accurately due to lack of data and interest about demographics of students
- Lack of academic research in some programs
- Limited capacity for undergrad growth
- Lack of clarity re: outcomes of MOL degree
- Not enough focus on growing other programs (i.e. grad; on-line)
- Some faculty powerful enough to de-rail direction of University
- So much focus on traditional areas at expense of other areas (i.e. no Russian language offered)
- Lack of Diversity
- A lot of affluence; few low socio-economic students
- Pressure put on faculty to meet numbers and not enough focus on true needs of students
- Lack of dynamic interaction between Admin and students
- Mission Statement does not serve all employees – so cannot guide all – leads to fragmentation
- Low morale leads to fragmentation
- Low morale due to compensation structure
- Being asked to do more with less while bursting at the seams with enrollment
- Lack of structure for staff re: orientation
- Reached undergrad capacity but expenses continue to rise
- Lack of supporting network among staff
- Over-expansion without infrastructure
- Rising health care costs
- Separate websites for athletics and academics
- Lack of preparedness for growth/change
- Misunderstanding of higher ed marketplace
- Lack of intercultural exchange despite presence of international students
- International students housed separately
- Too much resources going into bricks and mortar – not enough on salary – need plan and follow-through on this
- University community spread out into small houses
- Website structured departmentally and not customer focused
- Office space
- Lack of investment in non-traditional ways of working (i.e. telecommute; sharing office space)
- Branding process lacking
- Focus on Jesuit/Catholic identity too exclusion of others
- Website-targeted to 12-18 year old – not grads – does not include spire logo

**Opportunities**

- Name recognition of GU
- Broaden our customer focus
- More International programs/Abroad
- Compare selves with non-Jesuit Universities too
- On-line expansion while growing traditional programs (can go hand in hand)
- Loyal alumni – build more long-term relationships with them
- Leverage local support of community
Rent campus facilities out more in summer
Strengthen our Mission life (utilize Fr. Lee)
Strengthen our image as more Mission-driven
Publicize our commitment to service
Influence corporate ethics; practices
Better explain/publicize our Leadership programs and what they’re comprised of
Gain research areas and maximize existing programs
More collaboration amongst schools (i.e. MOL and MBA)
Partnerships with other institutions and companies

**Threats**

- Competition (i.e. on-line schools; WSU/EWU, U-District; extension schools in rural areas
- General Y’s different values
- Interest rate of student loans going up
- Federal Financial Aid limitations
- Legislation changing re: financial aid awards
- General economy fluctuations
- Expenses continue to rise while undergrad capacity is maxed
- Poor health of our society (obesity), will require higher cost of health care
- State of Catholic Church
- Dwindling/aging Jesuit population
- Dominance of Caucasian population in this part of the country deters diverse students