Strengths:
- Improvement of facilities—especially the new biology building that communicates the high quality of a GU education
- This planning process seems better than the one a few years ago
- Class sizes are growing but still better than many universities
- Family atmosphere—between students, staff and faculty
- High caliber faculty, students and staff
- Diversity courses
- Investment in community as evidenced by long-term employees
- Good benefits to employees
- Catholic/Jesuit roots of the institution
- Existence/Availability of “labor of love” programs (e.g., debate, mock trial, choir) that help students feel connected to faculty, staff and other students
- People trust Thayne as the VP in charge of this process

Weaknesses:
- Parking is a major problem—that also impacts local residents
- Residence halls need to be improved
- Need for a master plan for space utilization—some buildings are remodeled and then remodeled again—there doesn’t seem to be any master or long-term planning for facilities—donations seem to drive capital improvements
- Lack of transparency in high-level decision-making and planning—rumor mill is active because employees don’t know what’s really being discussed or what has already been decided
- The institution doesn’t tap into the wisdom of it’s employees
- GU is not a good neighbor with local community
- Not enough staff advocacy for employees—staff sometimes feel stuck in terms of getting help of making a complaint—not good conflict resolution processes I place
- The growth in size of the university has had a broad—and somewhat negative-impact on relationships among staff and faculty; it has impacted class availability for students; and it seems the university is much more concerned now about its public image than before.
- Not enough support for faculty initiated projects

Opportunities:
- Study abroad programs seem to position us in a very good place to tap into growing issues around globalization and growing interest in learning more about other countries and cultures
• Alums—could be a great source of knowledge about future program needs and coming trends in various professions—the Alumni office seems to be overly protective about providing access to alums
• Technology—this is listed as both an opportunity and a threat
• Leverage some of our marquee programs—like the bio/chem areas with the new facility—for greater exposure
• Develop or start new grad programs that address emerging professional needs
• Offer more workshops with other universities

Threats:
• Traffic congestion
• College age population boom and bust
• Institutional decisions are made by powerful “others”—that do not reflect the real needs of the university
• Over-involvement of trustees—micromanaging—and donors are given too much influence about what facilities are built because they are giving the funds
• Increasing tuition costs—making it difficult to afford for many families—and making families wonder about the “return on their investment”
• Getting too big as a university—is there a limit to how many students we will admit—there is a risk of pushing to the point of disaster
• Cuts in financial aid funds available from government
• Misleading University advertising about small class sizes
• Over-enrollment has led to an increasing use of adjuncts and fixed term faculty
• Students increasing difficulty getting into classes they want
• Increasing parental involvement—sense of entitlement
• Generational differences in students—creating different dynamics in residence halls—students less comfortable in communal situations
• Salaries for staff and faculty must remain competitive

Facilitators Comments (feel free to delete): Overall I think that the increased growth in the institution has caused many “long timers” to feel increasingly disconnected from the Gonzaga University family that they are attached to. There is a sense that the university is growing at a very rapid pace—a faster pace of change than ever before—and this has caused feelings of discomfort and loss. I don’t think that more sessions where Fr. Spitzer is presenting a long range plan is the answer. I appreciate his willingness to do this, but it seems that people want to know more about the “big picture” and hear it from a number of people.