Enrollment Group  
February, 23, 2006, 11:30 am  
Facilitated by Fr. Pat Lee

**Strengths**

- Community atmosphere (possible weakness, too)
- Longevity – experience (also possible weakness)
- Starting to use technology
- Attractive campus
- Loyalty
- Flexibility and size
- Mission and student centered
- Recognizing and accommodating for special needs students
- Personal responses – voice on other end of the phone
- Jesuit affiliation
- High profile – large candidate pool
- Students
- Developmental opportunities – personal development – employee, family
- HR training over last 4 or 5 years
- More students living on campus – residential living
- Service learning for students and staff
- New programs for University – academics – see what others are doing
- Good environment for recruiting and helping with diversity
- Meeting Capital Campaign goals

**Weaknesses**

- Longevity – loosing experience – no succession plans
- Compensation
  - Increases at 3 & 5 years and when that’s paid
- Costs and are we out-pricing ourselves – limits access to student, diversity issues
- Movement toward elitism
- Resistant to change
- Tuition-based budget
  - Endowment small
- Size/growth of student body outpaced resources
  - Lack of classroom space/size of classes, technology
- Utilization of classrooms – especially certain classes
  - Use during evening, off hours
- Meeting needs of non-traditional students
- Lack of classrooms delays graduation – makes it hard for a student to finish in 4 years.
- Poor communication between departments and top down
- Lack of cross-departmental consultation during new program development
- Technology – how used or not used
- Lack of diversity in faculty/staff – attract diverse students
- Too many adjuncts
- Lack of mandatory training
- No enforcement of standards
Lack of financial resources in area of diversity, professional development
- Budgets always getting cut
- Lack of long-term physical planning – quick fix-it and cheap
- Marketability of degrees – job placement
- Student indebtedness
- Outdated advising system – lack of resources for advising and student planning
- Exterior of buildings look good – interior not kept up. Location of offices –
  - No centralized student services.
  - No place to expand – running out of space
- Inflexibility in housing options – co-ed, married student
- Parking
- Lack of interdepartmental congruency
- Lack of acknowledgement of the symbiotic relationship between staff, student
  and faculty
- On-line programs – lose full experience of Jesuit education
- Elitist mindset of students from school
- Our motto and it’s implications – “Educate…World needs most”
- Over and under utilization of employees

**Opportunities**

- National focus – maybe could capitalize on it – recruit more geographically and
  international students, faculty and staff
- On-line education and number of students who can get degrees
- Potential to partnership with local Universities
- Future Capital Campaign – increase endowment
- Tap into the transfer student market
- Partnership with local businesses
- Promote growth, but keep high quality education
- Lobbying and influence for bringing need students
- Outreach to Spanish migrant students
- Utilize night-time and weekend continuing education
- Excell in ethics and leadership nationally
- Opportunity to reach out to veteran population – lots of vets coming up
- Demonstrate Catholic leadership and reflection re: current state of Catholic
  Church

**Threats**

- Federal aid cuts
- Exchange rate – hard to attract international students
- Heightened exposure – press attention
- Heavy emphasis on Athletics over everything else
- Loss of Catholic identity and role in formation of students
- Becoming elitist
- Lose connection with on-line students
- Neighborhood and crime
- Fluctuation in job market
- Cost of higher education – nationally
- Unemployment rate in Spokane and how Spokane is perceived
- Changing perception of debt
- Student debt leaving less for alumni contribution
- Alumni parent debt
- Local economy and lack of internship experience
- National economy
- Health care costs
- Declining Jesuit presence
- Bad press for the Catholic Church