STRENGTHS

- Passionate, committed employees
- Name recognition of the University
- Not intimidating like Cal State – personal interaction
- Catholic, Jesuit University influences community demographics
- Student support network is strong—caring of the person
- Physical campus – changing – Northwest Spokane – By the river (Geog-placement)
- Draw high quality employees
- Expertise and knowledge on campus is tremendous
- Benefit to the community
- Employees have opportunity to grow/nurturing
- Professional Development opportunities
- Lives the mission-students, staff are all more committed to mission then at other places
- Willingness to participate in community like U-district, good neighbor concept is strong
- Success of GU basketball team / national recognition
- Strong Academic Program
- Employee Benefits – perceived as a strong, stable employer, part of community
- Good reputation

WEAKNESSES

- Policy not always upheld/understood --lack of set processes
- Culture lacking accountability
- Fear of conflict
- Number of Jesuits declining
- Space (physical) issues
- Diversity – both student and employee
- Student population increases—staff not keeping up with growth
- Class size increases not consistent with “caring” concept
- Serious silos to intercommunication—difficult between areas/departmental isolation
- Resistance to change
- 2 organizations that represent faculty/staff at GU
- Good reputation—hard to live up to → congruence with lived experience of community
- Class/caste system – Administration ≠ Faculty ≠ Staff – Power differential
- Change or anything takes a lot of time here – inefficient processes
- Territorial
- Growth can be positive, but also can be negative if not planned well (imbalance between need/supply)
- Communication seems to rely on who?
- Internal reward system for performance
- RESTING ON OUR LAURELS
- Budgeting process is confusing—awkward/difficult—accounting system ex. Month to close books at end of the year.
- Jesuit/Catholic Model of hierarchy doesn’t cut it in today’s world
- Size of endowment to be prepared for leveling of enrollment
- Devalue professional value opportunities and that hurts morale
- Staff as opposed to faculty is devalued
- Faculty is feared by Administration/Staff
- Moral – reduce free time – overwhelmed, “summer is no longer a downtime”
- Reactive system
- Need proactive planning and better communication—people can “buck it up” in the short run but need light at the end of the tunnel
- Demographics don’t reflect the world
- Interculturally incompetent to a degree
- Disconnect between the dream and vision and what it actually takes to get there
- Admission/Financial criteria too standard/exclusive to recruit diversity
- Resistance to new technologies
  - New students very savvy
  - How to maintain our identity in the online world—we don’t want to be University of Phoenix
- Don’t think mission is clear and succinct enough to drive the university → common understanding is rare→
- Technology → inconsistent technology that doesn’t match up → network is often unstable
- Infrastructure of Plant, HR, IT and others is often misunderstood (undervalued and under resourced)
- Lack of trust between many employees and supervisors → accountability
- Excessive Donor/Trustee Influence
  - Involvement excessive in daily management of operations / Undermines the integrity of the business

**OPPORTUNITIES**

- National Attention of basketball team
- University district
- More opportunity to be philanthropic in the community—partnering in community development programs—in community – campus kitchen, Community service – Habitat for humanity -- interested in community development
- Advanced degrees and certification offerings
  - More consideration beyond the traditional undergraduate degree
- Nationwide & international enrollment in online programs / study abroad
- Internships / partnerships with community and other universities – SIRTIE, etc.
- Opportunity for growth in Distance Learning programs / interactive classrooms
- Professionalism Training for staff / faculty relations
- Opportunity to align with Spokane’s “wired city” concept – align with hot zone, etc and other business, tech, and economic initiatives
- Pay and reward system
- Leverage Ethical Identity as Jesuits based in response for need for ethics in the world of work and at large
• Huge influx of people into the area (Spokane and Coeur d’Alene) understand this demographic
• Spokane → downtown revitalization “Youth Culture – younger attitude
• “It’s so Jesuit”
• Deliberately become a place of sanctuary for students with diversity issues to offset future decline in enrollment due to competition
• Focus on becoming “cutting edge” in technology and preparing students for the global arena
• Workforce changes mean → recruit and plan toward telecommuting, etc → wellness and other programs need to be enhanced to fit future demographic turnover
• Increased staff and faculty / mean → increased freshness to the education here.
  Faculty/Staff tech savvy needed (succession planning) Advancement opportunities for existing staff and faculty as well.
• More female and minority faculty

THREATS

• Media – potential threat “sound bites can be snakebites”
• World Economics Greater Rift in Socio/Economic Classes
• Balancing work life with a meaningful life
• Demographics are changing—we’re not keeping up
• Rising cost of education
• Is our identity strong enough / unique enough to compete – attract students, employees etc.
• US Catholic church as it may be perceived now
• Spokane City government not funding essential services
• Attracting businesses not Spokane’s strong suit
• State lack of funding to Eastern Washington → Higher B&O taxes
• Bird flu or other pandemic and viable plan to respond
• Dwindling numbers of Jesuits
• Next president a Jesuit? Maybe yes/no
• Arrogance – putting too much stock into our own press releases
• See external opinion as so positive that we don’t prepare for a fall
• External Perception of:
  o Catholic Identity → does it conflict with academic freedom and diversity issues?
  o Christian Conservative Concept
• Budget/Pay Structure
  o Costs of health care (less employer self funding
• Energy Crisis
  o Higher gas prices
  o Electric/Heat
  o Old Buildings
• WSU – competition for Nursing Program
• U-District—could create more competition for students
• Globalization → not ready for it
• The limelight attracts both the positive and negative attempts for alliances.