Strengths

- Community (tightness, personal)
- The willingness to discuss SWOT
- Quality at all levels (e.g. custodial on up)
- Service orientation, undergrad students
- Reputation – athletics, academics, Jesuit, tradition
- Jesuit & Catholic
- Our donor base is strong, loyal, dedicated, caring
  - Boards are loyal, caring
- Physical campus – buildings, grounds
- Liberal Arts – how it’s delivered
- Location within Spokane – central within Spokane Community
  - Proximity to downtown
- Student/teacher ratio – community feel and relationships personal
- “Caring” – sense of personal, communal value
- Cura personalis
- Basketball
- Crew
- Create a culture in which you are treated as an individual from “cradle-to-grave”
- Alumni
- Fundraising
- Government relations
- Visit program
- Leadership programs
- ROTC program (national ranking)
- Increased opportunity for programs for students (e.g. Power Engineering)
- Entrepreneurial environment for students, staff and faculty
- Size – large enough, but still small enough
- Commitment to succeed – part of the Mission
- Profile within the community – we are “Spokane’s University”
- Law School has a national/local reputation
- Justice aspect of the Mission
- Academic rigor
- Faculty – availability, relational, knowledge, expertise, buy-in to our Mission; teaching first, research second
- Faith programs – spiritual life
- Sheer number of Jesuits on campus
- Relatively safe community
- Commitment to its employees – numerous ways of expressing
- Managed growth – not our of hand, as growth is planned
- Lots of positive developments for University

Weaknesses

- Incidence of violence against women
- Decreasing number of Jesuits
- Tuition vs. endowment based
- Squeeze on middle-class families – expense/aid
- Reputation: Kennel Club chants (prominence)
- Internal structure can hinder us
  - Communication, inter-departmental
- Size: adequacy of structures/systems as we grow: Comm., opportunities, experience
- Not knowing how big we want to be
- Lack of diversity (gen.) amongst faculty, students, staff
- National reputation for a local price
- Smallest PR staff of all 28 Jesuits
- Sometimes faculty are not satisfied with anything
- Growing gap between faculty and staff – elitist faculty attitude
- Growing perceived elitism
- Increase entrance criteria – rigor may also be a strength
- Longer-term fundraising with respect to increasingly affluent students
- Mobility – lack of success in marketing academic programs – rel. to BB no comparison – not “known” for a specified type of academic offering
- Website is poor
- Online only programs: no mechanism for failure or poor work – perception of the GU graduate
- UG grade inflation as perceived by graduate level programs
  - GU is not exempt from perception
- Reliance on Jesuit, Catholic, Humanistic” all well and good but what is our unique selling feature/identity
- Technology
- Residence halls
- Inc. tuition/costs – within limited financial aid
- Recent issues of Catholic Church
- Few (1) PhD of grad. Programs
- Focus: Too many things to too many people?
- Basketball – at some point, bubble will burst
- Greek system – we don’t have one
- No way to reward excellence: Staff, faculty
- Sabbatical system: 5% on, & adjuncts, financial burden
- Lack of staff sabbatical
- Lack of Jesuits in classrooms as professors
- Level of our endowment
  - Limits our ability to attract faculty, fin. Aid, too.
- Inability to leverage tools that technology provides us to do work more efficiently/effectively
- Workloads have increased, can’t keep up
  - (Service is degrading)
- Lack of emphasis on research may be a weakness for faculty/students
- Job classification and compensation system – some are paid too much, too
- Tenure
- Tech-related needs identification and prioritization process
Opportunities

- National visibility – athletics
  Remotely scandalous: microscope
- Change in Presidential leadership
- “Catholic social issues”
- Economy – Lower grad school attendance at the same time degrees are becoming more important.
- We are a target school in the West
- Flattened enrollment as a environmental trend
- Becoming a backup school for National Schools
- Growing Hispanic population
- Current diversity or lack thereof in faculty & staff – support system for students we might want here
- Also, Spokane with diversity as a related issue
- Generational shift: Lower standard of living – how does that affect us tuition wise?

Threats

- Changing demographics
- Reduced government funding for education
- Competing educational issues: WSU, Health Science, ICNE
- Distance ed learning
  Physical campuses?
- Higher ed market – competitive
- Environment of tenor – international students, studies abroad
- Competing for our constituents attention - harder & harder to deliver message
- Institutional plan: University district “plan” and its effect on GU
- Prepaid tuition/federal tax credits
- Globalization a huge issue – language development, economics
- Costly ed: challenge of balancing voc. Prep and liberal arts curriculum