

## Advancement (Feb 14, 2017)

### Strengths

- Value - low tuition/quality of education - 3
- 30% + of Alumni stay close to EWU - 1
- Increased Pride/Reputation of EWU
- Faculty/staff engaged in Community
  - Professional level engagement
  - i.e. symphony/volunteers
- Location: small-town living - big city close by (access to internships/jobs in Spokane)
- Football Success/NCAA Div. 1 - 3
- Alumni are regional business leaders
- Regional Comprehensive - 1
- Genuinely student centered - critical foundations/advising reorganization
- True 4-year college experience - 1
- Access to unique research opportunities
- Programs - high demand, DPT, Dental Hygiene/ OT/physical therapy - 1
- Right size to care about students/genuine
- Welcoming/safe community
- Driving force for economy/jobs - 1
- Entertainment & services for community (Arts, music, Carper series, athletics) (Dental Hygiene, OT)
- New blood/ideas (Deans, Provost) - 2
- Resourcefulness/dedicated staff
- Highly educated staff/opportunity for degree - \$5 a credit
- "House calls" - Reslife

### Weaknesses

- Silos - 3
- Too many layers (bureaucracy) - 1
- Job specific training/professional development - 3
  - Needs to be a priority
  - Inequity among depts.
- Lack of focus/core mission - 3
  - Focus on what we do well
  - Squirrels
- Don't promote what we do well (Academic side)
- High turnover (Staff) - low turnover in some areas
- Not true to self/Too focused on what other universities are doing
- Pockets of Elitism - disconnect from President's cabinet level to needs of next level - 3
- Empire Building
- Lack of understanding what different units do (QSI) - 1
- Insufficient orientation for transfer mid-year students
- Not enough staff/no re-staffed after recession
- Lack of Vision - everything stems from this - 7
  - And failure to share or articulate it from PEC/VPs to entire campus/foot-soldiers
  - Once a plan is created - let's stick to it. Constantly changing directions - SEM (Strategic Enrollment Management)
  - Impacts morale & performance
  - Wasted \$ and talent

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- Old science building - makes it hard when recruiting STEM students
- Stadium - embarrassing for the level our team is at
- Stewardship/engagement of Alumni and donors
- Grounds maintenance/appearance (missing bricks in walkways, weeds, overgrown plants)
- Tuition reduction for family members (CWU doe's it)
- Advising
- Starting on initiatives and announcing before proper planning has taken place
- Quarter vs. Semesters
  - Confusion w/students (especially in Spokane)
  - Semester students in area graduate earlier than EWU qtr. Students and get a jump on jobs

## Opportunities

- Central Marketing Budget - 1
- Alumni: leveraging
- More/increased state funding
- EWU Spokane (CBPA & Health Sciences) growing university district - 1
- Trusting our own staff
- EWU Arts in Spokane (Arts Alliance)
- Well managed communications
- Use research to make data-driven decisions (i.e. workforce Gap Analysis)
- Physical location /expansion - Cheney
- Spokane County: huge opportunity for recruiting both commuters or those looking for on-campus experience
- Transparent budget/allocation/more equitable - Goals - 1
- Online education - 3
- New/refreshed website/Digital Initiative - 1
- Build awareness & pride in region/Image: Brand Campaign - 1
- Increased political awareness and activism
- Focus on primary university objectives/goals
- Center for Entrepreneurship in CBPA co-curricular \*Stellar program (conf.?)

## Threats

- State funding - lack of - 1
- Competition for students w/other schools (UW/WSU/CWU)
- Shrinking HS graduation rates
- Limited scholarships available - 2
- Complacency (\*weakness)/Students from Community Colleges of Spokane (assuming there are coming to EWU)
- "Just went to Eastern." attitude - getting better (make sure programs are strong - rigor)
- Accessibility to programming if not local/online courses
- Foolish Pride (Silos)/lose sight of the whole
- Retention/not meeting goals
- National uncertainty/Exec. Orders/Political unrest
- Lack of empathy - 1
- Movement away from higher ED/alt. path/there is skepticism that HE is needed or worth it
- Lack of cultural/support for minorities
- UW/WSU garner more attention from legislator (i.e. Computer Science funding)
  - EWU grads need to go into politics

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- Lack of control in setting tuition
- Cost of educating STEM Students (cost more to educate than other students)
- Community College offering 4-year applied degrees (why can't EWU offer more 2-yr certificates) - 1
- Marketing by competitors (or out of market. Online schools) - CWU/CC/Arizona State University online