

## CBPA (Feb 15, 2017)

### Strengths

- Health care industry
- Location - quality of life - urban/rural dynamic
- Four major universities make area an education center
- Depth of Alumni - Spokane has more EWU grads than grads of anywhere else - 1
- Price of Education and cost of living - value - 1
- Existing employment of students
- Internships / opportunities / Alums
- Convenience
  - Online
  - Night courses
  - Several locations
- Mature / nontraditional students
- Beautiful facilities / campus
- Good k-12 public school system - attract students, faculty and staff
- Cheney campus climate / culture - small college feel
- Strong work ethic among some students, especially non-traditional
- International outreach
- Targeted applied technology
- Career services

### Weaknesses

- Low income region / environment
- First generation reputation for quality (not for attraction of target market)
- Poor marketing of EWU success stories - 2
- Growth in Career Services, but more opportunity to work with Alumni exists - expand links to Alum and maintain contact longer than 1 year - 1
- Advising - Admissions / difficult with centralization - 1
- Marketing / webpage
- Information technology - Administration, etc.
- Classroom technology - lack of, old, doesn't work, etc.
- Complexity / Bureaucracy / multiple locations add difficulties to employee obligations - comes from Administration / Unionization / Accreditation - 1
- Inundated w/meetings and email
- Skill diversity of students - 1
- Automation of systems / workflows needed - no budget reports, no enrollment reports to departments - 1
- Poor community outreach
- Vanity meetings - too many meetings
- Poor marketing of talent (faculty, student) at EWU
- STEM overemphasis - cash cow neglect (Business, Education)
- Inadequate staffing in marketing / communications
- Budget imbalance in favor of administration
- Cost of education increases for administrative tasks
- Tenure for inadequate faculty (less than 20% of employees cause 80% of problems)

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### Opportunities

- Message about quality for affordable education - 1
- Doing things that make us more affordable
- Growing interest in small businesses / entrepreneurship / technology
- New majors / minors supporting change in community/work environment. Inter-disciplinary opportunities - 1
- Working with mature students returning for education
- Fairchild Air Force Base (FAFB) - education there
- (How's Business - Ed Clark)
- Regional university collaboration to increase legislative power
- Expansion of presence on outlying campuses - but targeted so as to make better use of resources
- Online / hybrid (targeted because broad market is saturated)
- Recruitment of local exceptional students and corresponding job opportunities
- Helping faculty tell their story - 1
  - Communications plan
  - Public Service Announcements
  - Celebrating success
- Message: We own Spokane - 1

### Threats

- Online competition
- High tuition for some (non-resident) and high tuition summer classes and on some campuses - 1
- Slow economic and population growth - 1
- Poor industry structure - misaligned with education needs and vice versa
- Political threats to existing education institutions - 1
- Social threat caused by emphasis on "leveling" of populations (special-needs and broader)
- Antagonistic relationship with local governance
- Big external demands that add administrative burden - school reform, assessment, cost controls, changing education structures - 1
- Gonzaga basketball vs. EWU football - PROMOTE it!
- Victim mentality "just Eastern" - 1
- Spokane (campus) failure to promote itself