

Overview of both groups

STRENGTHS

First-generation students
Student research
Low faculty-student ratio
Faculty

OPPORTUNITY

Proximity to Spokane/work
Livable/affordable community
Chance to celebrate first gen students
Better share our successes, get the message out
Hybrid courses (not just online)
Interdisciplinary

WEAKNESS

Lack of interdisciplinary/silos
Too slow to respond to trends
Budget concerns – sources of funding so we can maintain access
Staffing concerns
Website lack of cool (staff issue, not innovative)
Foundation staff could do better
Processes bog us down

THREATS

Budget at fed level
Unprepared students
Too many/long meetings
Political climate at state and local
Close universities competition
 Online for profits
 CC's -> 4 yrs
Students are financially strapped

Group 1

Strengths

- Small class sizes
- Individual attention to the student
- Low tuition/cost (comparatively) - Good Value
- Distinguished faculty
- Nice campus / facilities
- Willingness to experiment
- Open to innovation
- Community resources (Cheney & Spokane)
 - Service - learning center

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- Internship programs
- Graduate programs
- Unique Programs
- Campus size
- Constant improvements
- Selected programs with successful placement upon graduation
- Autonomous Ethnic Studies for specialized student support
- Location
- Faculty Advising
- Connections with local community
- Spokane is groovy
- We provide opportunities for underserved populations (1st Generation, etc.)
- Non-traditional student (a strength but can also be a weakness)

Weaknesses

- Outdated self-imposed policies and procedures
- Low participation rate in shared governance
- EWU's Website
- Foundation
- Resources --> e.g.. to hire outstanding & creative staff
- Unclear internationalization strategy (do we want international students or not?)
- Endowments!!
- Lack of scholarships
- Benefits for faculty (tuition for families, tickets to games, shows, rec center, etc.)
- Technology in the classrooms
- Standards for SATS and ACTs
- Work with local schools (k-12)
- Field trip policies
- Student housing policies
- Faculty can't edit department web pages
- Low incentive for seeking external funding - lack of release time
- Use of adjuncts

Opportunities

- Communicate our successes - locally, regionally, national, international (especially the west side)
- Promote more of our research accomplishments in addition to sports
- Market ourselves
- Expand partnerships
- Create more international opportunities for our students/exchange programs
- More international faculty exchange
- Be more proactive in reaction to current political/social events
- Programs in Tri-Cities
- Geography (northwest)
- Untapped regional potential (art, cultural)
- Unique programs (MFA)
- Online / hybrid
- Integrative programs
- More certificate programs

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- Non-degree options
- Unique general education could attract more and better students
- Smart/measured expansion
- Larger presence and voice in Olympia - Legislature

Threats

- Unprepared students
- Budget
- Community college and for profit on-line (most important)
- Standardized curriculum
- Campus aesthetics on other institutions
- Off campus housing
- Budget restrictions
- Legislature perceptions of EWU
- Inferiority complex
- Lack of focus on who we are
- Political climate
- Competition with other state universities
- Worsening international/national situation/climate
- Lack of strong programs in the emerging fields (e.g. medicine, start-ups, etc.)

Group 2

Strength

- Responsive to 1st Generation students
- Active research faculty who are student mentors
- Students get 1st hand experience actually doing research
- Strong contingent of faculty engaged in High Impact Practices
- With relatively small classes, students have relatively greater access to faculty
- Gen Ed taught by PhD faculty
- Professional programs maintain healthy relationships w/external communities
- We do a good job of supporting/funding students for professional and academic conferences
- Union contract (CBA) makes tenure and probation easier
- Many opportunities for professional growth
- Do a good job of being a right to try institution admitting and support students from a range of preparations
- Collegiality in some depts. Is pretty good
- Faculty make EWU their career home and get engaged
- Excellent football team (Identity)
- Student/teacher contract ratio
- Support for research (student)
- Diversity of student body
- First generation students
- Well know faculty (excellent)
- Natural outdoor beauty and outdoor activities (Columbia Plateau, Turnbull)
- Cost of living is low
- Quality of life

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- EPIC
- Proximity to Spokane

Weaknesses

- Inter-disciplinary opportunities are too few and unsupported
- Mission is unclear
- Take everyone and anyone (students); need resources to support those students we accept
- Mission creep: assessment and other increased responsibilities (non-teaching)
- Too slow to respond to changing political, social, economic environment
- Too homogenous - not diverse (faculty)
- EWU does not tap the diversity we have
- HR processes too slow (potential to lose good faculty)
- Too much PTOL
- Imbalance tenure track and N.T.T.
- Shrinking operations (in real dollars)
- Imbalance: administrators to faculty hiring
- Advising - consistency & # of advisors
- Campus food
- Number of lecturer positions teaching ?% of classes
- Lack of scholarship money
- Alumni monetary support
- Need a good capital campaign
- Not enough IT support

Opportunities

- Proximity to both urban & rural populations
 - Spokane & Tri-Cities
 - Marketing - can we differentiate ourselves from other universities?
 - Student internships and research
- Employment options/opportunities while in school
- WUE
- First Generations (time) students
- Locality to community colleges
- Collaboration w/other universities
- Online/hybrid education
- Co-located campus (increase presence)
- Satellite campuses
- Community college partnerships
- Develop legislative champions
- Market lower tuition
- Industry partnerships (including non-profits)
- Market "right to try"
 - Social mobility function
 - First generation
- Become community problem-solver - applied research
- Collaborate w / atec high schools

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Threats

- WSU, Gonzaga, UW - competition
- State & Federal decrease of funding
- WUE - Western Undergraduate Exchange
- Spokane Falls & Spokane Community College
- Tuition Cap
- Anti-intellectualism
- Small town environment isn't as "sexy" for students
- Federal cuts to Education
- DACA and Dreamer anxiety due to Federal policies
- EWU has limited presence in the region (Spokane Region not EWU friendly)
- Low employment opportunities for students
- Low quality / availability of off campus housing
- Higher Education Committees don't "get" Eastern
- State reps (legislature) don't go to bat for us
- Limited regional collaboration