

Serving the Public Good Subcommittee SWOT Analysis

Greatest Strengths

Strong Faculty/Staff

- Faculty and staff have a broad base of expertise, specializations and interests and an openness to sharing their expertise with students through classroom and research experiences, advising/mentoring and other activities and with external audiences to include business and industry and community.

Strong Undergraduate Programs

- UW-Eau Claire provides exceptional undergraduate education and experiences for “traditional students” that includes enhancements such as undergraduate research, study abroad, faculty-student mentoring, internships, etc.
- Undergraduate programs are strongly based in the liberal arts

Innovative Methods of Instruction and Programming that Benefit Students and the Community

- Established and emerging innovative programs such as Nano-stem initiative, Materials Research Center, Autism Center and others.
- Growing availability of on-site and online courses and programs, offered through innovative partnerships, such as the University of Wisconsin MBA Consortium, Business Alliances, UW-Eau Claire Marshfield Satellite Nursing Program, UW System Collaborative Nursing Program, UW-Eau Claire Physics and Engineering Dual Degree Program, etc.)

Cultural and Personal Enrichment Offerings for the Community

- Music and arts programs, youth camps and educational enrichment programs, community speaker series and other offerings are valued by the community, such as the Artist Series, The Forum, Summer Institute, Science Institute, Clear Water Music Camp, and Upward Bound.

Engaged and Involved Leadership

- Increased involvement of University administrators and faculty in local and regional community service activities as well as economic and workforce development efforts

Student Body

- Continually increasing quality of student
- High retention levels

Greatest Weaknesses

Aging/Obsolete Infrastructure

- Aging/obsolete buildings, labs, technology, etc don't reflect the quality of the programs we offer and place us at a competitive disadvantage with other UW comprehensive campuses.
- Poor physical integration into the community (that is, all buildings “on campus”) leads to greater segregation.

- University can be confusing and intimidating to outsiders. Community members don't know where to go to get questions answered. There is not one point of access or "one stop resource" for easily accessing information or resources.

Lack of Diversity

- Limited diversity among student population and faculty/staff
- Limited opportunities and encouragement of non-traditional students to engage in academic programs (lack of programs offered in alternative delivery formats, no single/dedicated entry point for NT students, etc. to include undergraduate completion and graduate programs).

Lack of Financial Resources

- Inability to financially reward outstanding faculty and staff – often not much difference in pay raises between those who are excellent and those who are average.
- Funding and staffing issues make it difficult to serve the community – the desire is there but the resources aren't.
- Too few sections available for introductory courses enrollment is greater than 95 and inability to design innovative GE program.
- Lack of fiscal and faculty resources resulting in the inability of undergraduate students to complete a degree in four years
- Few truly innovative and distinctive programs (existing or new)
- Inability to convert LTE or NITR positions to indefinite status

Institutional Inertia/Poor Responsiveness

- Lack of political will.....Difficulty making tough decisions
- Lack of vision. Content with the status quo. Culture that made it difficult for changes to occur.
- Inability to respond quickly both as a campus and a System
- We try to be "all things to all people" and lack focus on developing a "core" of programming that helps define us.

Greatest Opportunities

Opportunity for Greater Collaboration/Communication within the University

- Opportunity for more collaboration between colleges and departments. By working together, we may be able to develop more new, innovative programs.
- Enhance communication on campus between various units

Opportunity for Increased Community Collaboration/Communication

- Leverage the reputation of the university to form new strategic partnerships to expand our reach and influence with other UW comprehensive campuses
- Integration of the campus more "physically" into the community
- Work with the community on shared facility needs – larger performing arts center, better athletic facilities (arena)
- Growing interest from regional business to work with the university in satisfying and supporting needs
- Become a meaningful partner in downtown redevelopment and the creation of new facilities that could serve both the university and the community at large.
- Enhance communication between the campus and community at large.

- Continue to educate the public on the reality that UW System tuitions are some of the lowest in the region.

Opportunity for Reinvention and Innovative Leadership

- Opportunity to reinvent ourselves -To reorganize, restructure to allow our university to proact rather than react to demographic, economic, technological changes and trends
- Focus on priorities that make us more distinctive/competitive with other UW comprehensive campuses
- Continue to play a leadership role in the state and nation. Other universities are modeling their academic programming, research, and service learning after UW-Eau Claire. The time is right to move forward and lead again.
- Opportunity to be more entrepreneurial. To develop new partnerships that result in new revenue streams.
- Seek more control on decisions regarding tuition by renewed efforts to work with legislators.

Opportunity to Enhance Student Learning

- Implementation of a graduation requirement to include cultural competence, internship, study abroad, or similar components (packaged and integrated into the curriculum).
- Improve educational opportunities available to members of the community (e.g., regional non-traditional students who wish to complete degree, AP courses, etc.)
- Increase programming for non-traditional students within our region
- Create a “center” for non-traditional student outreach to help individuals complete their undergraduate or graduate degrees
- Increasing opportunities for alternative delivery/teaching methods such as team teaching block courses and others
- Opportunity to revise GE system (more integration, multidisciplinary approach)

Opportunity for New Infrastructure

- Improve our physical facilities

Greatest Threats

Incorrect Community Perceptions

- Being viewed as “an island” by the community and hence not receiving the support necessary to thrive.
- Decreasing support: Perception that UW-Eau Claire doesn’t meet the needs of the community as well as the technical schools
- Campus inaccessible to community.....No “one stop shop”

Attitudes of Complacency/Institutional Inertia/Missed Opportunities

- Not focusing intensely enough on what makes us unique/special and slipping in comparison to other UW campuses
- Being complacent about our physical plant and not being aggressive enough in pursuing new capital projects -- falling behind from a “building” perspective
- UW System bureaucracy – inability to pursue new programs, buildings and initiatives in a timely manner

- Missing opportunities to collaborate with the community and regional higher education partners to increase state support for our programs/mission.

Inability to Attract and Retain Students, Faculty and Staff

- Lack of diverse student population
- Low faculty/staff salaries – potential loss to other universities that pay more
- Increased competition for both traditional and non-traditional students within UW System and from private educational providers
- CVTC competition for “liberal arts” students
- Failing to meet the educational needs of community members which would result in them going elsewhere. We miss the chance to improve connections with the community.