SWOT Analysis Team 10: Student Access has been Demonstrated During a Period of Enrollment

This SWOT Team's examination of student access during growth focused on characteristics of access for currently enrolled students as well as those we seek to enroll. Working with the major "SWOT AREAS" the Team then grouped the characteristics within board sub-areas: academic, climate/culture, community, facilities, financial aid, image/message and students.

Strengths

Academic
Faculty and programs of national and international stature
Access and support programs e.g. College Now, Upward Bound, Pathways, Student Transfer Office
Learning centers and Academic Advising

Climate/Culture
Campus and Institutional Size
Faculty and Staff "customer/student" centered

Community
Few colleges in area
Embedded and engaged in external community/staff and faculty live in area

Facilities
Distinctive architecture - open natural setting
New Academic and Residence building; Pool renovation

Financial Aid/Cost
Level of met need at 95%
Commitment to need-based grant aid

Identity/Message
Southcoast location
UMASS name and reputation
Serving first generation college students

Student
Capacity to support residential campus

Weaknesses

Academic
Coordination of programs supporting student access and success
Coordination and consistency of policies and procedures
Few new programs

Climate/Culture
Decentralized operations- whose job is it
Poor collegial environment

Community
Lack of public transportation bus to train
High drop out low degree attainment in region

Facilities
Classroom sizes and flexibility
Campus plan incomplete

Financial Aid/Cost
No comprehensive approach to aid day, part time and evening students

Identity/Message
Enrollment growth without support
Poor signage to "welcome" and direct
Recognize role of staff and faculty in student life
Visibility of senior faculty and staff in campus life
Student
- Insufficient support for students with disabilities
- National and international student numbers
- Slow growth is Student Diversity % despite enrollment growth
- Funding to support national and international recruitment

Opportunities

Academic
- Growth of online courses/programs
- New undergraduate education program
- Focus programs on marine and environmental "niches"
- Realigned PCE division to meet regional "niche" programs
- Incentives for faculty development and innovation
- Encourage an international climate in programs and study
- Partnership with Law School
- Mix of Colleges for program diversity

Climate/Culture
- Encourage/promote university service
- Promote faculty mentoring programs
- Facilitate and promote communication
- Enhance research in size, scope and local applicability
- Expand childcare program to include infants and toddlers

Community
- Consistent support of local state and community leaders
- New state and national political climate
- Partnerships with community colleges to address degree attainment
- Partnership with economic and community leaders to bring jobs to region for graduates

Facilities
- Renewed focus on routine maintenance, cleanliness
- Space for expansion for environmental "niche" in programs and advances
- Enhanced Library

Student
- Support graduate student recruitment, retention including part time and online
- Enhance admissions ability to recruit nationally and internationally
- Enhance recruitment of non-traditional and adult learners
- Focus on first generation college seekers

Threats

Academic
- Increasing use of part time faculty
- Ability to recruit talented faculty in high demand areas
- Inconsistent funding support for graduate and undergraduate programs in sciences
- Lack of incentive and/or faculty support to develop new majors

Climate/Culture
- Level of staff knowledge of updated higher education processes
- Climate of "silos" challenging communication and collaboration
- Little support for innovation and development

Community
- Economic downturn of region
- High cost of housing in region to enable faculty purchase
- Competition with Bridgewater State University

Facilities
- Inconsistent and poorly planned handicap access to buildings and classrooms

Financial Aid/Cost
- Stagnant levels of state financial aid
- Lack of merit financial aid for matriculated students
Highest system housing costs

**Identity/Message**
Inferiority complex of institution

**Student**
Access vs standards impact on student admissions
Increasing issues of retention
Slow to fully develop/expand student activities, athletics, etc to support residential campus