SWOT Analysis: Teams 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

*Areas that make the institution stronger aspects that add value aka “standout”*

**Academic**
- Mix of Colleges for program diversity
- Faculty and programs of national and international stature
- Access and support programs e.g. College Now, Upward Bound, Pathways, Student Transfer Office, and CITS Labs
- Student/program support in Library, Learning Centers and Academic Advising

**Climate/Culture**
- Campus and Institutional Size
- Faculty and Staff "customer/student" centered
- Information access via web and Coin
- Innovation with limited resources

**Community**
- Capacity to meet parking needs
- Few colleges in area opportunities to partner
- Embedded and engaged in external community
- Staff and faculty live in area

**Facilities**
- Pleasant campus- open natural setting
- Distinctive architecture
- Technology enabled classrooms
- New Academic and Residence building and renovation of swimming pool

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

**Identity/Message**
- Southcoast location
- National Recognition
- UMASS name and reputation
- Serving first generation college students
- Undergraduate admissions office

**Student**
- Diversity of students
- Capacity to support residential campus
**Weaknesses**

*Areas in which the institution does not perform well or could stand improvement*

**Academic**
- Class availability to meet program requirements
- Coordination of programs supporting student access and success
- Coordination and consistency of policies and procedures
- Inconsistent support for undergraduate and graduate programs in the sciences
- Lack of support for graduate programs and research
- Few new programs

**Climate/Culture**
- Decentralized operations - whose job is it
- Few campus based gathering places
- Poor collegial environment
- Climate of "silos" challenging communication and collaboration
- Little support for innovation and development

**Community**
- Reach of public transportation
- High drop out low degree attainment in region

**Facilities**
- Classroom sizes and flexibility
- Deferred maintenance and campus “beautification” strategy
- Campus plan incomplete

**Financial Aid/Cost**
- No comprehensive approach to aid day, part time and evening student aid
- Lack of campus based aid
- Reliance on loans
- High cost of campus housing

**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
- Inadequate support for childcare for infant and toddlers
- National and international student numbers
- Funding to support national and international recruitment
- Student diversity not grown with enrollment growth
Opportunities
Factors that have potential to make the institution stronger

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
- Enhance program opportunities for non-traditional and part-time adult learners' credit and non-credit
- Incentives for faculty development and innovation
- Promote faculty mentoring program
- Encourage an international climate in programs and study
- Partnership with Law School

Climate/Culture
- Encourage/promote university service
- Expand childcare support for infant and toddlers
- Facilitate and promote communication
- Enhance research in size, scope and local applicability

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
- Enhanced Library
- Space for environmental "niche" in programs and advances

Financial Aid/Cost
- Promote state and federal financial grant aid increases

Identity/Message

Student
- Support graduate student recruitment, retention
- Provide alternative access for graduate students part time. Online
- Enhance admissions ability to non-traditional students and international students
- Focus on first generation college seekers
- Expand recruitment of non-traditional and part-time adult learners
Threats

Those things that have the potential to adversely affect the institution

Academic
- Classroom scheduling
- Poor support for web platform
- Large numbers of faculty retirements
- Lack of remedial programs
- Increasing use of part time faculty
- Ability to recruit talented faculty in high demand areas

Climate/Culture
- Focus of institutional functions not "customers"
- Lack of faculty support to develop new majors
- Lack of staff in all areas
- Level of staff knowledge of updated higher education processes
- Inferiority complex of institution

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

Facilities
- Classroom space
- Outdated physical plant
- Ensure expansion of CITS Labs to correspond with enrollment growth and demand

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

Identity/Message

Student
- Numbers of hours given to working
- Access vs standards impact on student admissions
- Increasing issues of retention