UMass Dartmouth Strategic Plan February 2007
SWOT Analysis

Recognition of Programmatic Excellence

STRENGTHS
• name recognition
• faculty quality
• technology savvy
• perception of value
• programs in tune with regional history and aspirations
• national accreditations
• alumni, political and civic advocacy for the university
• credibility and integrity of campus leadership
• desirable location to attract talent
• service to community
• national recognition in selected areas of expertise
  - could advance non-marquee, but top-notch programs
• size of campus (room for expansion)
• economic and social impact on region and Commonwealth
• success of alumni within their respective fields and in the local area

WEAKNESSES
• facility limitations
• low educational attainment of local population
• no focus on signature programs
• lack of embracing of diversity
• lack of flexibility to innovatively respond to challenges and opportunities (PCE, online, year-around operation)
• “build it and they will come” assumption
• negative self image
• culture of complaint
• narrow geographic focus (NB/FR market)
• pre and post-degree career planning
• lack of understanding of alternative admissions programs (College Now, Pathways etc.)
• retention of faculty
• community lacks knowledge on quality of our students
• financial aid/scholarships
• inadequate and under-equipped research facilities and classrooms
• lack of strategic communications
• the University is not customer-oriented
OPPORTUNITIES

• engage our maturing alumni base
• identify and market emerging signature programs
• embrace diverse regional population
• promote global impact (sustainability initiative)
• promote service learning/civic engagement ethic
• identify and communicate third party rankings (US News, Princeton Review, peer analysis)
• highlight internationalization activity
• highlight economic and social impact on region and Commonwealth
• presence in the mecca of higher education
• extend the UMass Dartmouth intellectual/service footprint beyond the southcoast
• fully exploit technology (online learning) and facilities (year-round, extended hours) to reach new markets
• utilize blogs or podcasts and video to tell our story
• become part of the “Gateway Cities” revitalization
• develop graduate programs and administration thereof
• more strategic communications
• meet academic expectations in 4 years
• 10,000 watt WUMD
• university-owned wireless broadband capability

THREATS

• perception of student quality
• negative self-image and self-destructive behavior
• the loss of personalized teaching
• southcoast-centric
• external interference
• unstable state funding
• chronic lack of prestige for public institutions in the mecca of higher education
• retention of faculty
• loss of US News ranking
• unemployed graduates
• international graduate school competition. Must ensure that we don’t sacrifice our undergrad programs in favor of grad programs that may have no takers just a few years down the road
• meeting facility challenges for academic and non-academic programs
• public safety
• meeting academic expectations in 4 years
• customers ability to communicate among themselves (blogs, podcasts, MySpace)