

The Context: Sacramento State, Spring 2007
 Contents of the SWOT analysis summarized for use in planning

<p>Internal Strengths Many dedicated faculty and staff concerned about students Diverse student body Location in the state capital Relative affordability for students Many great arts, cultural and academic resources to share with the community Many new faculty and staff members Many students, faculty staff actively engaged in the community Many high quality programs Beautiful campus</p>	<p>Internal Weaknesses Low retention and graduation rates relative to many other CSUs and the nation Multi-million dollar structural deficit with little prospect of new funding “Commuter” campus mentality with low levels of student engagement Contentious campus climate with low morale in employees Funding that is driven primarily by enrollment numbers Overwhelming majority of senior academic administrators are new to their position and/or new to Sacramento State Higher than CSU average instructional costs Aging physical and technological infrastructure for teaching and learning Tensions between administration and faculty Inconsistent assessment efforts (in academics and other areas of University) Large turnover resulting in few faculty with leadership experience required for shared governance Changing expectations of faculty and high teaching loads</p>
<p>External Opportunities Community that wants connections to University Diverse community Market for many of our graduates Increasing communication with Community College systems</p>	<p>External Threats Funding formulas that are external and unstable Significant national push for clear assessment of student learning Changing demographics means declining pool of local students Underprepared students High cost of living/housing Changing expectations of higher education</p>