Strategic Planning Committee
SWOT Analysis 10/20/2011

Strengths:
- People
- Undergrads
- Location/Place
- Research 1
- Engagement 1
- Size
- Integration of learning and discovery
- Students
- Inspiration
- Happiness
- Opportunity for MT Grads
  - Access for Montana
- Economic Development
- Outreach
- Work Ethic
- Land Grant
- Affordable
- Football/Sports
- Strong Public Image
- Pride
- Accessible Faculty
- Community relationship/Town & Gown
- Faculty Scholarship
- Extra Curricular Activities
- Smart Kids
- Residential
- Reputation of grads
- Hirable students
- Demographic of Bz for adjunct faculty
- Strong Faculty
- Campus/Physical Plant
- Presence in every county
- Connection to outdoors
- Loyalty
- Exceptional programs
  - Solar Physics
  - Energy Institute
- Employment opportunities
- Employer of Choice (opportunity)
- Campus
- MoR
- Skiing
- Ability to create commerce from university research

Weakness:
- Infrastructure
- State funding
- Salaries
- Capacity of students
- Maintenance
- Staff Capacity
- Antagonistic population in MT
- Bozeangeles (Millionaires)
- Intimidating to small town students
- Politics – relationship with legs
- Academic intimidating to students
- Not all areas have capitalized on research opportunities or potential.
- Fewer faculty FTE
- Height of silos
- Skiing instead of academics
- Large freshman class size
- Retention/grad rates
- Not enough Phd
- grads/completion/enroll
- Publications rate
- Underfunding of instructional programs
- Over reliance on adjuncts
  - Generous with benefits
- Very little with online, distance or evening classes.
- Hard to grow
- Lack of Professional development
- Lack of good incentives
  - Interdisciplinary research
  - Interdisciplinary education
- Maintenance backlog
- Advising
Opportunities

- 4-campus efficiencies
- Bakken – oil exploration
- Decline in state $ 
- Interdisciplinary activities
- National/international recognition AND serve MT residents
- Town/gown – across MT
- Residence Hall investments
- Leadership development of students
- K-16
  - Seniors will be college ready
- Disciplinary communication among faculty
- Gallatin College
- Administrative effectiveness and efficiency
- Funding model, academic budget
- Planning – virtuous cycle
- National/higher ed – tenure/public $
- Tell story of economic development
- Growth in giving/endowment/comprehensive campaign

Threats

- Recruitment – students
- Retention of students
- Tuition waiver – limit %
- Non-resident tuition for online
- Dwindling HS grad rate
- Federal funding for financial aid
- Federal research dollars.
- Faculty recruitment
- State funding
- Unresolved? Faculty conflict

- State household income/tuition
- Communicating MSUs story
- Public image
- Classroom technology
- Faculty professional development
- Limitations of location-isolation

Opportunities

- Innovative methods/lead the way in student engagement
- Merit based raises
- Stronger pipeline with K-12 and tribal colleges.
- Adult education/continuing Ed/Professional development/lifelong learning
- Encourage faculty to do what students are asked to do. i.e. volunteering.
- Underserved communities
- MSU Friday on Saturday?
- Examine or change antiquated procedures that get in the way.
- Move away from tenure track – performance based
  - Loss of incentives
  - Post tenure policy
    - Enforced
  - CA example - Several ranks within full professorship
    - Boost in salary at each level.
    - Incentive

Threats

- The way people look for their education.
  - Online degrees
- New generation of learners/modes/Pedagogies
- Huge class of vets coming back.
- Bakken
- Faculty diversity
- Need an invested faculty
- Regional tuition models
- Communication
- Buy-in – affects their careers