SWOT Analysis

Q1: What external factors are on the horizon that will impact higher education and UNCG in particular over the next 10 years?

**Strengths**
- UNCG’s historic record of accessibility and NC constitution’s charge to keep tuition “as free as practicable”
- Demographic changes in line with UNCG’s diversity
- Regional concentration of higher ed institutions
- Relationships within city and region
- Concentration of talent and innovation demanded by knowledge-based economy
- Demand for education, research and service in UNCG areas of strength (health and wellness)
- UNCG’s urban location in North Carolina

**Weaknesses**
- Internal resistance to change (class/office hours, classroom utilization, instructional delivery methods)
- Alumni affinity/philanthropic capacity
- Financial payback of academic majors for graduates (particularly graduate programs)
- Student selectivity as measured by national rankings
- Restrictive legal environment runs counter to push for entrepreneurial initiatives
- Uncertain position in online ed marketplace
- Challenges with aligning curriculum and employer needs
- Relationship with NC’s growing Latino community and their accessibility to higher ed

**Opportunities**
- Triad’s transition to knowledge-based economy
- Recruitment of students with some college but no degree (stop-outs)
- Opportunity to recruit next generation of faculty/staff
- Collaborative partnerships being prioritized by UNC BoG and General Assembly
- Leveraging big data
- Ubiquitous information creates opportunity to leverage UNCG’s niche of applied, experiential and residential learning (maximizing our marginal utility)
- Changing age of students (lifelong learners)
- Cultivating pipelines for graduates to regional companies

**Threats**
- Declining public financial support for ed
- Increased competition for students
- Diffusion of political support in Triad
- Impending faculty/staff retirements
- Financial stability of students and continuous cuts to financial aid
- Decline in federal support for research
- Faculty morale (increasing teaching load/decreased research $)
- Pressure to collaborate
- Nonstrategic HR policies
- Blurring line between oversight and management
- Compliance and other non-classroom costs
- Challenges related to intercollegiate athletics

**criteria examples**
- Advantages of proposition?
- Capabilities?
- Competitive advantages?
- USP’s (unique selling points)?
- Resources, Assets, People?
- Experience, knowledge, data?
- Financial reserves, likely returns?
- Marketing - reach, distribution, awareness?
- Innovative aspects?
- Location and geographical?
- Price, value, quality?
- Accreditations, qualifications, certifications?
- Processes, systems, IT, communications?
- Cultural, attitudinal, behavioural?
- Management cover, succession?
- Philosophy and values?

**criteria examples**
- Disadvantages of proposition?
- Gaps in capabilities?
- Lack of competitive strength?
- Reputation, presence and reach?
- Financials?
- Own known vulnerabilities?
- Timescales, deadlines and pressures?
- Cashflow, start-up cash-drain?
- Continuity, supply chain robustness?
- Effects on core activities, distraction?
- Reliability of data, plan predictability?
- Morale, commitment, leadership?
- Accreditations, etc?
- Processes and systems, etc?
- Management cover, succession?