**Strengths**
- Richness in diversity of students (including adult, ethnic status, veterans and military-affiliated, socio-economic, etc.)
- Location in a metropolitan area with external resources to support a community engaged University
- Lloyd International Honors College, Undergraduate Research, etc. as tools for recruitment of high ability students
- Strong support systems for students with GRIT
- Presence of a middle college with focus on health sciences which matches a UNCG focus (Health and Wellness) as well as local and state employment needs
- UNCG in Three program
- UNCG Guarantee Scholarship program
- Growing residential environment and developing vibrant student life
- Renewed focus on strong online education with appropriate support for both faculty and students
- Award-winning Undergraduate Admissions website
- Dedicated and effective staff in Admissions, Financial Aid, New Student and Spartan Family Programs, Graduate School, etc.
- Enrollment Planning Council to improve communication between enrollment-related offices
- Graduate programs in STEM disciplines, i.e., nanoscience, chemistry, biology

**Weaknesses**
- Lack of signature scholarship/fellowship programs and insufficient level of scholarship/fellowship funds (for both merit and need-based opportunities)
- General lack of involvement by faculty in recruiting and advising/supporting applicants
- Perceived lack of campus spirit/campus life by some students
- Lack of clear institutional identity to market to students accompanied by lack of institutional resources for large-scale marketing of the institution and our programs
- Lack of Strategic Enrollment Management Plan
- Lack of fully coordinated institutional approach to enrollment management (recruitment, enrollment, student success, etc.)
- Lack of tuition waivers to accompany graduate stipends

**Opportunities**
- Growing Latino population in State of North Carolina
- Significant numbers of degree completion candidates (part way home) in Triad
- Growth of programs where there is high demand at both U and G levels
- Increased marketing and emphasis on disciplines where graduates would meet local and state employment needs
- Increased marketing for academic disciplines with capacity for growth and that meet goals of UNC Strategic Plan
- Increased online education on both U and G levels with accompanying proactive marketing to serve non-traditional students and those in the military
- Multiple community colleges within easy commuting distance for transfer students and increased articulation arrangements with those community colleges
- Accelerated program to allow students to complete a bachelor’s and a master’s degree in five years (some combining a basic science undergraduate major with a graduate STEM program)
- Multiple locations for course offerings (including downtown)
- Increase collaborations with older populations (i.e. Wellspring)
- Increased marketing and celebration of exceptional students who win prestigious awards and scholarships/publicize Dean’s and/or Chancellor’s List Recognitions
- Increased marketing of top academic degree programs at both U and G levels both in and out of state
- Capture and market job placement statistics of our new graduates
- Increasing international student enrollment
- New Associate Provost for Enrollment Management to provide comprehensive coordination of enrollment management efforts
- Strategic Enrollment Management Plan forthcoming
- Adoption of a more targeted student communications and social media strategy

**Threats**
- Declining graduate enrollment, particularly at Master’s level
- Declining state grant funds for students at lower income levels
- Competition with other state and private Universities located in the same region and beyond, particularly the competitive landscape for scholarships, assistantships, and waivers
- Tuition and Fee levels, especially among non-resident students
- Declining numbers of NC High School graduates from traditional college-going populations
- Declining international student enrollment nationally and increased competition for these students from other IHEs
- Damage to institutional reputation created by past decline in SAT, low retention and graduation rates
- Changes in federal financial aid policies; i.e., unsubsidized student loans at a time when assistantship funding is not increasing, increasing number of students who max-out financial aid eligibility prior to degree completion
- Competition from other institutions; i.e., new academic programs at Elon University, new facilities and programs at High Point University, football at UNCC, etc.
- Lack of funding to start new graduate programs
- Tightened standards of “Satisfactory Academic Progress” for financial aid eligibility

**SWOT Analysis**
Maintaining our commitment to access (Student success is addressed in a separate template.)