



**ETSU Committee for 125 Chapter II SWOT Analysis  
June 2021**





# Presentation Overview

- SWOT
- Ten Year Ideas
- Culture of Excellence
- Quality University
- Discussion



# Strengths

- Geography
- Location (including VA Campus/Hospital)
- Depth of Academic Programming
- Regional Commitment and Partners
- Leadership
- Comprehensive university with personal touch
- Student-to-faculty Ratio
- Regional Brand Awareness
- Commitment to Equity
- Creates path for economic mobility



# Weaknesses

- Lacks focus on key priorities
- Lack of university-wide coordination
- Inadequate funding
- Difficulty recruiting qualified faculty
- Aging facilities
- Lack of student involvement
- Localized reputation
- Challenging economic environment
- Proximity to competition
- Enrollment
- Student Success



# Opportunities

- More competitive out-of-state tuition model
- Capitalize on Public Health programs
- New 'niche' research areas (ETSU Research Corporation)
- Public/private partnership areas
- Clearly define areas of excellence backed by national recognition
- Enhance and expand "Culture of Excellence"
- Increase regional and alumni support
- Develop multiple enrollment pathways for working people
- Regional/Multistate network of hospitals and care facilities (IU Health)



# Threats

- Increased competition for a declining freshmen population
- Limited financial resources
- State support
- Tuition affordability
- Political climate
- Structure of the organization
- Online providers increasing competition
- Less than desired “Culture of Excellence”
- Post-COVID work environment
- Public perception of the Academy



# What to accomplish in 10-years?

- “Signature programs” ranked in the top ten nationally
- ETSU is proactive in Regional Cooperation/Development
- Obtain national grant funding for specific programs
- High percentage of traditional students participating in extracurricular opportunities
- Add a Law School
- Expanded signature scholarship programs and dedicated facilities (ex. Roan Scholars)
- Diversified enrollment portfolio (Adult, Minority, Out-of-State, etc.)
- Diversified Faculty Profile
- Remove barriers to student success



# What Defines a Culture of Excellence

- Student focused
- Continuous improvement in all areas of the university
- Meeting university level benchmarks
- Letting go of good (status quo) to achieve the exceptional
- Innovation
- Accountability
- Communication
- Results focused
- Action oriented not just discussion focused





# What Defines a Quality University

- Outstanding faculty and administrative staff
- Student's come first
- Producing scholars in competitive programs Rhodes, Fulbright Scholars, etc.
- High graduation rate and licensure pass rates(no gaps by race/ethnicity/gender)
- Broad and deep program portfolio
- High degree of alumni support and engagement
- Strong offerings in Arts and Sciences
- Strong professional programs
- Inclusive community of learning
- Demonstrated economic value to the university service area and state



# Summary

- Strengths of the institution relate to the physical area around campus, partnerships within the region, the academic portfolio, and level of service at the institution.
- Weaknesses of the institution relate to our lack of focus, the limited reach of the brand, age and type of facilities, enrollment, and economic conditions.
- There are threats to the institution in the areas of public perception of higher education, the political climate, increased competition, and institutional culture (silos).
- The opportunities for ETSU are in the areas of diversification of enrollment markets, diversification of faculty, regional networking, healthcare, proximity to other states, and modernized tuition and scholarship structures.



# Questions

- Are there other items that should be included in the list:
  - Strengths
  - Weaknesses
  - Threats
  - Opportunities
- If you were able to accomplish one thing in the next 10 years at ETSU, where would you focus your attention?
- Thinking about the landscape of higher education in 10-years, what would you let go of now to achieve excellence?

