

## Cal Poly Pomona – Assessment of Strengths, Weaknesses, Opportunities & Threats (SWOT)

### **STRENGTHS**

#### Resources - People

1. High faculty dedication to teaching.
2. Diverse faculty and staff
3. Diverse student body
4. Commitment to scholarship and creativity.
5. Strong pool of lecturers.
6. New faculty.
7. Large alumni pool.

#### Resources - Financial

8. Generous in-state financial support for students.
9. Capital campaign (Kellogg endowment).
10. Student success fee.

#### Resources - Facilities

11. Campus setting.
12. Innovation village campus.
13. Center for Regenerative Studies
14. Agricultural land/ Kellogg Arabian Horse Center.

#### Brand

15. Unique programs – in Engineering, HRT, Architecture, Biology, Nutrition.

#### Positioning

16. High value-for-money ranking.
17. High career payback ranking
18. SoCal Location
19. Polytechnic and HSI identity
20. STEM commitment
21. Learn by doing approach.
22. Low cost of tuition
23. Relative focus on applied research.
24. Islands of excellence in basic research.
25. Smaller class sizes
26. Kellogg Honors College.
27. Emphasis on face-to-face instruction.
28. Relationships with local industry.

#### Management

29. Conservative fiscal management.
30. Moderately high level of campus cohesion – students/faculty/depts./ colleges/ divisions/ leadership.
31. Flexibility for development of faculty roles: teacher, scholar, teacher-scholar.

### **OPPORTUNITIES**

#### Competition with other educational institutions

1. Demand for low cost, but high quality education.
2. Decline in geographical barriers to higher education.
3. Global demand for higher education.
4. Increased emphasis on importance of scholarship roles.
5. New internal and external partnerships e.g. AMPSoCal
6. External fund-raising momentum.
7. Increased engagement with Alumni.
8. Growing cohort of new tenure track faculty.
9. Undergraduate focused research.
10. Funding for sabbaticals.

#### Political and legislative developments

11. Federal, state and local government support for STEM and manufacturing.
12. Grant funds for minority serving institutions.

#### Economic and societal developments

13. Growing population and economic potential of soCal including Inland Empire.
14. Improved state budget.
15. Increasing complexity of jobs and pace of change.
16. Growing global interconnections.
17. Improving quality of incoming students.
18. Projected growth in demand for higher and continuing education.
19. Increased female students ratio in STEM fields.
20. Array of challenges facing advancement society.
21. Meeting higher education demand from minorities, especially African Americans & Native Americans.

#### Technological change

22. Advances in new instructional technologies.
23. Opportunities for applied research, technology transfer, continuing education and training.
24. Close to big aerospace industry cluster.

#### Management

25. New campus leadership.

**WEAKNESSES**

Resources - People

- 1. Low Tenured/Tenure Track: Temp faculty ratios.
- 2. Lack of critical mass in T/TT faculty to carry service load etc
- 3. Too few teaching, admin and technical positions in colleges.
- 4. Low faculty and staff morale (workload, resources and pay)
- 5. Insufficient resources available to faculty for professional development and independent research.
- 6. Excessive bureaucracy wastes time and discourages valuable academic activities (e.g. field trips, grants).
- 7. High teaching/service loads starve time for other activities.
- 8. Lecturers under valued and under utilized as resources.

Resources - Financial

- 9. Financial resources inadequate and tightly constrained.
- 10. Shortfall of independent financial support for scholarships.
- 11. Lack of imaginative leadership for advancement.
- 12. Too few big donors.
- 13. No effective leadership for increasing financial resources at legislative levels.

Resources - Facilities

- 14. Inadequate and poorly maintained teaching facilities, including a high proportion that are outdated.
- 15. Lack of adequate graduate/ research facilities.
- 16. Limited campus social life.
- 17. Overpriced cost of facilities support.
- 18. Lack of public transportation links.
- 19. No imaginative master plan for the campus.

Brand

- 20. Lack of effort/ success with public relations and marketing.
- 21. Limited reputation of CPP – in shadow of other CA schools.
- 22. Weak self-image.
- 23. Weak relationship with and support from Alumni.

Positioning

- 24. High remediation needs for incoming freshmen.
- 25. Under-developed graduate school in terms of students and programs.
- 26. Too few resources devoted to Learn by Doing.
- 27. Under-developed Continuing/ Extended education program.
- 28. Under-developed outreach programs.
- 29. Parochial perspective lack of: (a) study abroad, (b) faculty student exchanges, (c) interdisciplinary opportunities.
- 30. Low level of scholarship and grant activity.

Management

- 31. Top heavy administration: too many layers, too many chiefs.
- 32. Planning is under developed - a lack of vision, objectives and measurable outcomes.
- 33. Lack perception/agility to respond to opportunities/ threats.
- 34. Organizational structure issues (a) enrollment and Academic Affairs misaligned, (b) excessive bureaucracy (slow decision-making), (c), weak chairs/ uncooperative faculty.
- 35. Poor organizational infrastructure – student services, IT, grant support.
- 36. Weak relationships hierarchically and between divisions and colleges.
- 37. Slow in adopting new instructional technologies?
- 38. Inauthentic assessment of learning.
- 39. Primacy of academic activities not valued in other divisions.
- 40. Pace of senior faculty retirements.
- 41. Opaque financial procedures.
- 42. Insufficient funds trickle down to the level where value is added – at the faculty level and in the classroom.

**THREATS**

Competition with other educational institutions

- 1. Competition from public and private schools with stronger brands and/or better resources, including community colleges.
- 2. Loss of high quality faculty.
- 3. Loss of students - quality and numbers.
- 4. Undergraduate continuation and graduation rates regarded as low by government.
- 5. Other schools are ahead in the movement to online/hybrid courses.
- 6. Lack of articulation with secondary schools in this region or the state.

Political and Economic developments

- 7. Ever increasing bureaucracy/ unfunded mandates impacting the educational process, diverting time and financial resources.
- 8. Continued government underfunding.
- 9. Rigid controls on possible actions: (a) Chancellor mandates, (b) governor meddling, (c) federal budget challenges.
- 10. Lack of strong relations with the state legislature.
- 11. No organization or outreach to parents and prospective students.
- 12. Rising cost to students of higher education and attendant student loan debt.

Developments in society

- 13. Public mindset of education as a current expense rather than a future investment.
- 14. Disaffection in industry and public regarding graduate preparedness.
- 15. Lack of student preparedness for higher education and student focus on the process (paper chase) rather than learning.
- 16. Graduate unemployment and under-employment.

Technological change

- 17. Acceleration of technological change in higher education.
- 18. Removal of geographic barriers to education through technology.