Executive Summary – Draft

SWOT for Working Goal 4: *Foster a stimulating scholarly environment for faculty, staff, and students that advances new knowledge and enriches the curriculum.*

Strengths
- Quality of Faculty (high % with terminal degree)
- Availability of Professional Development funding including support for student research
- Honors program and honors societies in disciplines
- Well-developed internship opportunities for some programs
- Small classes/personal attention leads to better performance in class and better scholarly environment
- External Speaker programs
- University Foundation & scholarships

Weaknesses
- Lack of support for faculty scholarship.
  - No universal mechanism for "on load" research supervision
  - Weak explicit link between scholarly activity and tenure/promotion process
  - Weak level of mentorship and support (stats support, software, publishing advice) for faculty research
  - 4-4 load makes research program difficult, and summer teaching pays much more than summer grants
  - No explicit incentives for faculty to write external grants
- No explicit attention to the "big picture" of the academic environment.
- Lack of mentorship and support for staff professional development opportunities inside and outside of the classroom.

Opportunities
- Reorganization of IPS/SP
- Several graduate programs have room for growth
- Current Economic/Financial situation could lead to recruitment of more high end students
- Increased revenues from Distance Education
- Develop programs to make all university citizens aware of the "big picture" of the academic mission
- Press releases publicizing scholarly achievement of both faculty and students

Threats
- Increased demands on faculty including teaching off load to expand programs and service.
- University cost structure rewards summer teaching at the cost of scholarship

- Increasing class sizes, especially upper level
- Limited independent study funds for student summer research
- Increasing number of underprepared students without appropriate support programs becomes a burden on faculty time and diminishes the classroom experience for other students
- Decreasing student profile impacts recruitment of new students
- URSP budget = $0
- Uncontrolled growth and pedagogical appropriateness of distance education programs
- Inadequate funding for graduate assistantships to attract students
- Constraints on student scholarship eligibility criteria (specific geography, major, school district)