

IUP Strategic Planning Committee

SCOT Analysis

02.20.07

The Strategic Planning Committee participated in a SCOT analysis at its meeting on 02.20.07. The committee divided into three (3) small groups to discuss the strengths, challenges, opportunities, and threats of IUP. The following are the results of this discussion.

Strengths – Internal positive things that are under IUP’s control and that IUP may take advantage of in planning.

- Dedication and quality of faculty – committed to teaching/individualized instruction*
- Size of IUP – large enough to offer variety of programs but small enough to feel part of campus community*
- Scope and breadth of program mix - variety of opportunities for students*
- Excellent technological environment*
- Honors College and Honors Program*
- New initiatives in curriculum and facilities
- Quality education at reasonable cost
- Strong liberal studies program
- Public private partnerships
- Students embrace diversity
- IUP plays a vital role in the community as a cultural resource, economic catalyst, employer, and access to education
- New and growing academic programs at the graduate level
- International students
- Centers and Institutes
- Learning Center
- Accreditations

Challenges – Internal barriers to success that are under IUP’s control and that IUP may plan to improve in the future

- Recruiting quality students - declining undergraduate recruitment pool in region; need for adequate scholarships and assistantships*
- Inadequate/unmaintained facilities and programming due to balancing resources – academic/facilities*
- Research agenda – lack of time to commit to this due to faculty workload*

- Undergraduate students are not well prepared for academic and social success in college (declining SAT scores) – lack of services for underprepared students*
- Indiana community does not embrace values of the university – lack of diversity in the region *
- Funding
- Slow response
- Morale issues - underestimation of IUP's strengths
- Consistently strong academic advising – culture of advising
- Creating a cohesive administrative staff with common goals
- Physical beauty of campus
- Maintaining price of education
- Commitment of alumni (internal and external)
- Yield is low
- Curriculum approval
- Recruitment pool for faculty and staff is limited because of remote location and lack of employment opportunity for spouses
- Bureaucracy
- Student service at offices
- Unclear vision for distance education
- Outcomes assessment – student and program
- Alumni communication

Opportunities – Positive external conditions that IUP does not control but can plan to take advantage of in the future – can be considered future strengths.

- Pockets/niches of potential enrollment, e.g., international, graduate, online, specific new programs*
- Relationship with community can be enhanced through IRCC and other initiatives*
- International linkages and cooperative programs*
- Murtha Institute and similar Homeland Security initiatives*
- Research*
- Focus on the real value of the education we offer, i.e., as described in Kiplinger
- Graduate programming
- Town-gown
- National trend toward civic engagement
- Poised to create strong national reputation
- Focus on entire learning environment – better than other campuses
- Workforce education – develop programs to meet workforce needs
- Increased expectation that students will obtain a college education
- External funding – foundation
- Online learning

Threats – Negative external conditions that IUP does not control but can proactively minimize the effect of.

- Position as part of PASSHE as opposed to being autonomous *
- Lack of adequate financial support for PASSHE institutions*
- Demographics – declining numbers of high school graduates*
- Competition with other regional and national institutions and education alternatives for recruitment of students and faculty*
- Online programs/distance education*
- Dichotomy between administration and unions or PASSHE and unions – PASSHE doesn't adequately represent the university
- Aggressiveness of other PASSHE universities
- Loss of love affair with higher education by America
- Increasing centralization in PASSHE and its costs
- Unwarranted bad press
- Commoditization of education

* Indicates that more than one group identified this.