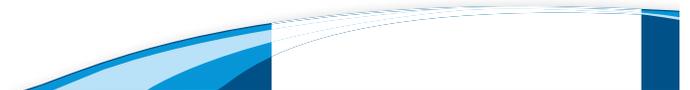


**Appendix I**  
**Summary of SWOT Themes**  
Strategic Planning Sessions  
March – May 2006



In March 2006, the Strategic Planning and Budget Committee (SPBC) launched a series of strategic planning forums to gather campus and community perceptions from a variety of constituencies. Utilizing a S.W.O.T. (strengths, weaknesses, opportunities, and threats) analysis, approximately 250 faculty, staff, students, alumni, and community members provided their direct input and ideas about the future of UW-Superior. During each session, participants were asked to prioritize and vote for their top issues. These responses were collected and categorized, providing SPBC members with a good sense of opinion from the campus and community participants.

### **Strength Themes**

- Geographic
  - Education, recreation, and athletic programs unique to lake/region
  - Natural beauty, weather, Lake Superior
  - Small, safe community with access to big-city culture
- Size
  - Small campus facilitates interaction and personal attention
- Academics
  - Strong programs
  - Talented, caring faculty
  - Liberal Arts mission/COPLAC designation
  - Small class size and student-to-staff ratio
  - Affiliation with University of Wisconsin System
- Economics
  - Cost, still considered good value
  - Committed, supportive Foundation
- Facilities
  - New Health & Wellness Center
  - Attractive campus
  - Planned construction projects
  - Access to technology and technology infrastructure

### **Weakness Themes**

- Morale Issues
  - High stress levels; employees wearing too many hats and stretched too thin
  - Noncompetitive salary structure
  - Lack of rewards/incentives – state employment system
  - Faculty and Staff not involved, living outside Superior
  - Civility and respect issues
- Image Issues
  - Internal uncertainty of definition of public liberal arts mission
  - Lack strong public relations function
  - Poor image of the institution – externally and internally
  - Community indifference to campus resources
- Academics
  - Availability of classes to finish degree in a timely manner
  - Too many program offerings
- Economics
  - Inadequate funding to support desired level of operations
  - Weak community economic environment
  - Student affordability, increasing debt load, and work
  - Equitable wage rates affecting staff retention
- Geographic
  - Community appearance
  - Proximity to Madison (State's political hub)
  - Potential for harsh weather
- Facilities
  - Housing facilities don't meet student expectations
  - Aging physical infrastructure and accessibility issues
- Campus Service Issues
  - Lack of student-friendly, convenient, one-stop shop
  - Limited campus activities selections
  - Bureaucracy and communications
- Lack of diversity among all campus populations
- Planning
  - Absence of long-term, data-driven strategic planning process and goals related to academic program directions, staff and student retention, marketing/public relations, resource allocation

## Opportunity Themes

- Lake Superior and Region
  - Natural setting related to recreation, sustainability
  - Recreational, athletic and education opportunities that are unique to the lake and region
- Community Events and Relationships
  - Make the campus more available and improve community involvement through variety of campus and community events
  - Foster relationships and partnerships with business community
  - Take lead role in regional/city economic development
- Academics
  - Increase articulation and collaborative agreements with other schools and/or agencies
  - Build on strong programs and diversify programs based on market needs
  - Liberal Arts designation and mission/COPLAC partnership as opportunity
  - Community service projects for students (on/off campus, local, regional, international)
- Student Recruitment
  - Institutional research to improve transparency, recruitment and retention
  - Expand recruitment area, including Twin Cities, non-residents, international, and remote areas away from Superior
  - More options for students – flexible schedules; redefine undergraduate experience to meet current needs, expand class schedules/activities to Saturdays or more nights for working people/ students
  - Untapped student populations – senior citizens/ retirees, returning students, students who haven't completed degrees, home schoolers, increase non-traditional students, more Minnesota students with reciprocity, high school seniors who aren't enrolling, veterans
  - Use more faculty networking expertise (recruiting).
- Facilities
  - HWC program opportunities
  - Proposed construction projects provide recruiting and fundraising opportunities; capitalize on features
- Diversity
  - Promote, support, retain, and appreciate diverse

- faculty, staff, and student populations
- Develop leadership in teaching and research on diversity and critical thinking through courses on diverse topics
- Technology
  - More efficient and strategic utilization of IT resources including classrooms, online and distance learning, communication, web site, communications, remote access
- Campus Culture
  - Morale – reinvigorate campus enthusiasm with events, interdepartmental collaborations, and student social activities
- Alumni Relations and Fundraising
  - Alumni connections and reconnected nationwide alumni network
- Marketing
  - Improve image and identity, expand visibility/ marketing and public relations
  - Market distinctive programs and features
  - Marketing plan/implementation
- Strategic Planning and Assessment
  - Develop long-term, data-driven strategic planning process and goals related to academic program directions, staff and student retention, marketing/public relations, resource allocation

## Threat Themes

- Economics
  - Recent trend of unstable and/or decreasing funding support from State
  - Northwestern Wisconsin lower social economics.
  - Increased energy costs; Increasing tuition costs
  - Declining number of high-paying jobs in region

*continued ⇨*



- Attitudes and perception.
  - Poor external image of the institution within local community and across UW System
  - Campus resistance to change
  - Uncertainty of what public liberal arts mission means
  - Competition
  - Expansion of Lake Superior College and online degree programs such as University of Phoenix
  - Losing ability to compete for faculty talent
  - Other campuses offering more flexible classes
- Demographics
  - Decreasing number of regional high school grads and traditional students enrolled
- Academic
  - Some students ill-prepared for college work and not driven to excellence
- Political
  - Increased bureaucracy for international students
  - Regulations from Federal, State, and UW System
- Technology
  - Faculty and students not prepared to use new technology; generational gap in use of technology between faculty and students
  - Cost to change
- Facilities
  - as bands, big-name bands, snow week, homecoming, sting week
  - Ride board
  - Traditions/fundraisers
  - Go-carts
  - Students hang out or get together more
  - Senate – FROLF
  - Franchise on campus
  - BBQ – hot dog cart, etc.
  - School song, foam bees, sting-sting
  - Electronic access cards for all dorm buildings
  - ID smart cards for services
  - Aesthetic appearance across campus
  - Outdoor music area
  - Better dorms – more kitchens, furniture, etc.
  - Lively aesthetic student center with campus shopping opportunities
  - Tunnels
  - Wireless/laptop campus
  - TV pods
  - Updated greenhouse
  - Clock tower or central clock
  - Big art
  - Library
- Athletics
  - “Stingers”
  - Mascot name
  - Free fan buses
  - Student section at games
  - Better cheerleaders
  - Tailgate parties
- Other
  - Education view of institution
  - Better communication techniques

### What Makes a Campus Cool Themes

- Campus Life
  - Off-campus housing while preserving community
  - Create a hang-out location
  - Lots of Greek life
  - Cheap movies on campus
  - Bring back beer bar/safe rides from bars
  - Small TVs around campus with event information
  - More exciting on-campus activities such



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