

**California Lutheran University  
Top 10 SWOT Responses by Constituency**

1/14/2005

Strengths						
Rank	Overall	Employees	Governing Boards	Volunteer Boards	Students (incl Alumni)	Consultants
1	6. Faculty quality	6. Faculty quality	13. Traditional undergraduate program quality	5. Faculty dedication and commitment	6. Faculty quality	11. Graduate program quality
2	5. Faculty dedication and commitment	5. Faculty dedication and commitment	5. Faculty dedication and commitment	6. Faculty quality	10. Focus on student learning	1. Strong compelling mission
3	10. Focus on student learning	13. Traditional undergraduate program quality	2. Focus on ethics, values and integrity	10. Focus on student learning	13. Traditional undergraduate program quality	6. Faculty quality
4	13. Traditional undergraduate program quality	10. Focus on student learning	6. Faculty quality	2. Focus on ethics, values and integrity	5. Faculty dedication and commitment	5. Faculty dedication and commitment
5	4. Faculty mentoring and accessibility	9. Staff quality	1. Strong compelling mission	9. Staff quality	4. Faculty mentoring and accessibility	10. Focus on student learning
6	2. Focus on ethics, values and integrity	2. Focus on ethics, values and integrity	10. Focus on student learning	13. Traditional undergraduate program quality	2. Focus on ethics, values and integrity	4. Faculty mentoring and accessibility
7	9. Staff quality	26. Improved image, recognition and reputation	14. High retention and graduation rates	4. Faculty mentoring and accessibility	9. Staff quality	2. Focus on ethics, values and integrity
8	14. High retention and graduation rates	21. Safe and attractive campus	26. Improved image, recognition and reputation	1. Strong compelling mission	14. High retention and graduation rates	14. High retention and graduation rates
9	21. Safe and attractive campus	8. Staff dedication and commitment	23. Successful fundraising (recent capital campaign)	14. High retention and graduation rates	21. Safe and attractive campus	21. Safe and attractive campus
10	8. Staff dedication and commitment	4. Faculty mentoring and accessibility	28. Leadership strength and continuity	28. Leadership strength and continuity	8. Staff dedication and commitment	31. Positive residential experience

Opportunities						
Rank	Overall	Employees	Governing Boards	Volunteer Boards	Students (incl Alumni)	Consultants
1	5. Increase engagement with local businesses	15. Capitalize on affluent community for fundraising	24. Enhance marketing and brand identity	5. Increase engagement with local businesses	5. Increase engagement with local businesses	5. Increase engagement with local business
2	25. Enhance visibility	5. Increase engagement with local businesses	15. Capitalize on affluent community for fundraising	25. Enhance visibility	25. Enhance visibility	15. Capitalize on affluent community for fundraising
3	10. Build programs to respond to public needs	25. Enhance visibility	1. Capitalize on mission statement	21. Capitalize on college-age population	19. Utilize current technology to enhance administrative processes	21. Capitalize on college-age population
4	15. Capitalize on affluent community for fundraising	10. Build programs to respond to public needs	16. Increase engagement with alumni and parents for fundraising	15. Capitalize on affluent community for fundraising	10. Build programs to respond to public needs	7. Increase partnerships with community
5	19. Utilize current technology to enhance administrative processes	24. Enhance marketing and brand identity	5. Increase engagement with local businesses	16. Increase engagement with alumni and parents for fundrai	11. Expand professional degree offerings	11. Expand professional degree offerings
6	24. Enhance marketing and brand identity	17. Capitalize on location(s)	25. Enhance visibility	17. Capitalize on location(s)	15. Capitalize on affluent community for fundraising	16. Increase engagement with alumni and parents for fundraising
7	21. Capitalize on college-age population	21. Capitalize on college-age population	19. Utilize current technology to enhance administrative processes	24. Enhance marketing and brand identity	10. Utilize/promote current technology in instructional programs	10. Build programs to respond to public needs
8	17. Capitalize on location(s)	16. Increase engagement with alumni and parents for fund	20. Utilize/promote current technology in instructional programs	10. Build programs to respond to public needs	7. Increase partnerships with community	24. Enhance marketing and brand identity
9	20. Utilize/promote current technology in instructional programs	7. Increase partnerships with community	10. Build programs to respond to public needs	19. Utilize current technology to enhance administrative proci	9. Strengthen relationships/partnerships with public and private schools	17. Capitalize on location(s)
10	11. Expand professional degree offerings	1. Capitalize on mission statement	7. Increase partnerships with community	9. Strengthen relationships/partnerships with public and priva	21. Capitalize on college-age population	9. Strengthen relationships/partnerships with public and private schools

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Weaknesses						
Rank	Overall	Employees	Governing Boards	Volunteer Boards	Students (incl Alumni)	Consultants
1	29. Inconsistent quality of traditional undergraduate programs	6. Insufficient faculty salaries	6. Insufficient faculty salaries	6. Insufficient faculty salaries	29. Inconsistent quality of traditional undergraduate programs	6. Insufficient faculty salaries
2	6. Insufficient faculty salaries	4. Imbalance of growth and workload vs. staffing	16. Small endowment	18. Low alumni giving rate	32. Uneven academic rigor in traditional undergraduate programs	16. Small endowment
3	17. Tuition dependency (lack of diversity in revenue streams)	29. Inconsistent quality of traditional undergraduate programs	29. Inconsistent quality of traditional undergraduate programs	16. Small endowment	20. Lack of long term planning, disconnected from budget	17. Tuition dependency (lack of diversity in revenue streams)
4	20. Lack of long term planning, disconnected from budget	17. Tuition dependency (lack of diversity in revenue streams)	18. Low alumni giving rate	29. Inconsistent quality of traditional undergraduate programs	6. Insufficient faculty salaries	20. Lack of long term planning, disconnected from budget
5	32. Uneven academic rigor in traditional undergraduate programs	47. Lack of consultation with faculty and staff in decision making and planning	40. Poor student retention	32. Uneven academic rigor in traditional undergraduate programs	17. Tuition dependency (lack of diversity in revenue streams)	30. Inconsistent quality of graduate programs
6	19. Strategies driven by external financial opportunities rather than academic quality	21. Low morale due to resource limitations	17. Tuition dependency (lack of diversity in revenue streams)	41. Weak transition from student to alumni status	27. Inadequate library facility and traditional and electronic resources	28. Student housing (ex: overcrowding and housing for non-traditional students)
7	21. Low morale due to resource limitations	16. Small endowment	27. Inadequate library facility and traditional and electronic resources	40. Poor student retention	21. Low morale due to resource limitations	15. Limited funding for new programs
8	27. Inadequate library facility and traditional and electronic resources	19. Strategies driven by external financial opportunities rather than academic quality	46. Lack of brand identity and recognition	28. Student housing (ex: overcrowding an housing for non-traditional students)	19. Strategies driven by external financial opportunities rather than academic quality	8. Insufficient staff salaries
9	30. Inconsistent quality of graduate programs	14. Insufficient departmental budgets	45. Lack of clear image (ex: CLU heritage, Lutheran, vision)	20. Lack of long term planning, disconnected from budget	30. Inconsistent quality of graduate programs	5. Limited training and development
10	14. Insufficient departmental budgets	20. Lack of long term planning, disconnected from budget	21. Low morale due to resource limitations	4. Imbalance of growth and workload vs. staffing	14. Insufficient departmental budgets	45. Lack of clear image (ex: CLU heritage, Lutheran, vision)

Threats						
Rank	Overall	Employees	Governing Boards	Volunteer Boards	Students (incl Alumni)	Consultants
1	2. High cost of living & housing costs/availability	2. High cost of living & housing costs/availability	2. High cost of living & housing costs/availability	2. High cost of living & housing costs/availability	1. Increased educational costs/declining affordability	2. High cost of living & housing costs/availability
2	1. Increased educational costs/declining affordability	1. Increased educational costs/declining affordability	1. Increased educational costs/declining affordability	1. Increased educational costs/declining affordability	2. High cost of living & housing costs/availability	8. Increased competition from private universities
3	4. Reductions in State and Federal education funds	3. High cost of doing business in California	4. Reductions in State and Federal education funds	4. Reductions in State and Federal education funds	4. Reductions in State and Federal education funds	11. Cost associated with diversifying of student population
4	3. High cost of doing business in California	4. Reductions in State and Federal education funds	3. High cost of doing business in California	3. High cost of doing business in California	3. High cost of doing business in California	1. Increased educational costs/declining affordability
5	8. Increased competition from private universities	6. Public's misperceptions about Lutheran identity	8. Increased competition from private universities	6. Public's misperceptions about Lutheran identity	8. Increased competition from private universities	3. High cost of doing business in California
6	6. Public's misperceptions about Lutheran identity	8. Increased competition from private universities	9. Data security and network issues	9. Data security and network issues	6. Public's misperceptions about Lutheran identity	6. Public's misperceptions about Lutheran identity
7	9. Data security and network issues	11. Cost associated with diversifying of student population	10. Changes in recruitment pool	8. Increased competition from private universities	9. Data security and network issues	10. Changes in recruitment pool
8	10. Changes in recruitment pool	7. Strong State University system, including CSUCI	6. Public's misperceptions about Lutheran identity	10. Changes in recruitment pool	10. Changes in recruitment pool	5. Uncertain economy
9	11. Cost associated with diversifying of student population	10. Changes in recruitment pool	11. Cost associated with diversifying of student population	7. Strong State University system, including CSUCI	11. Cost associated with diversifying of student population	9. Data security and network issues
10	7. Strong State University system, including CSUCI	9. Data security and network issues	12. Unpredictability of changes in educational laws and regulations	5. Uncertain economy	5. Uncertain economy	4. Reductions in State and Federal education funds

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