On Monday, November 12 Janice Horak and Greg Ball met with members of the Fine Arts Faculty and conducted a SWOT analysis in the carousel format. We discussed the top several items in each category and my notes are listed below. The discussion notes are followed by all responses with * representing check marks.

**Strengths**

**Faculty**
- University must plan for faculty growth. As student population grows, faculty growth has to keep up. This growth must be proactive and not reactive.
- Educate administration to the special needs of our department.
- We need to look at ways to increase our FTEs

**Affordability**
- We must show in our marketing and website where we rank state-wide. Make this more of a strength.
- Scholarships and financial aid must increase to keep us competitive.
- Scholarship cap is a problem for recruiting quality students.

**Location/Proximity to metroplex**
- University needs to increase visibility-marketing.
- Awareness of campus beauty.

**Weaknesses**

**To many adjuncts/not enough fulltime faculty**
- If the university is going to maintain quality of instruction and “small college” feel, the size of the faculty must be addressed. It is strongly felt that the size of the faculty is not keeping up with the size of the student body. Number of adjuncts has increased significantly in the past number of years and the quality of instruction and student interaction is just not the same as with full-time faculty. Again, the faculty strongly feels we need a proactive plan for faculty growth and not a “finger in the dyke” reactive approach we feel exists now.

**Opportunities**

**International/national programs**
- We need to encourage students to think more globally. Get off campus and explore the world. Study abroad needs to be encouraged more.
- We can also bring “the world” to us by increasing number of guest artists and speakers we bring to campus.
- We can use technology (skype, etc.) to help in some of this.
- University needs to continue to increase number of international students on campus.
- Of course all of this takes increased funding.

**Threats**

**Legislature**
- Use specialists on campus (faculty) to help make our case.
Establish relationships with legislators. Bring them to campus and into the classrooms.

Funding

Resources need to grow with increase of student body. We keep being asked to do more with less. This has to stop soon.

Be efficient with the funds we do have. Recent contracts with Xerox and printing services are costing our department much more. They may be saving “the university” money but it is killing the department.

Communication (not on original SWOT analysis but became a “hot topic” during discussion)

We have heard talk of “Intelligent Tinkering” in this (UPC) process. For the tinkering to be intelligent, administrators need to listen to the people this tinkering is going directly effect. In addition to the Xerox and printing contracts mentioned above a perfect example is the closing of streets on campus. This action has severely affected the access and use of our parking lot. It has also rendered our loading dock all but unusable. When the bollards were first put in we were told they could easily be removed for special events in our building and use of the loading dock could be accessed through the alley beside the dining hall. In reality, removal of the bollards has been rare and never easy. We were also told recently that the loading dock can only be used on very rare exceptions. The rules have never been established and seem to change frequently. We only seem to be made aware of new rules when we unknowingly break them. We don’t know who is in charge and have no idea when or if the issues will be resolved. This is not intelligent tinkering, it is a hindrance to our teaching, recruiting and performance efforts. This may not affect other departments as much as ours but it is an example of similar situations we hear across campus. Please keep an open dialog with the faculty.

STRENGTHS

Faculty******
Affordability******
“At home” environment*****
Proximity to metroplex*****
Location****
Community/”feel” of campus****
Student/Faculty ratio****
Growth potential (#’s & academically)****
Safety****
Student life****
Friendliness/Smaller size***
Good international program***
Professional autonomy/openness***
Community engagement***
Facilities**
Not land locked*
Accessibility*
Academic freedom*
WEAKNESSES
Too many adjuncts - need more FT faculty (esp. to accommodate enrollment growth)
Too much focus on more students and graduates - need more focus on better students
1 size fits all (not all departments are alike nor share same responsibilities)
Lack of specific admin. Knowledge over areas of governance
No opportunities to collaborate because of faculty load calculation
Website
Small classrooms with too many students in them
Funding
Too many administrators (ratio to faculty)
We need real shared governance
Load equity (faculty)
Perception in state
Academic freedom
Too many demands on faculty’s time to do a good job (too many meetings)
Diversity in student body
Tarleton should serve the world, country, not just Texas
Regional/State (TX) engagement
Rural location

OPPORTUNITIES
National/International programs
Recruiting/growth (only if we get $)
Travel (only if we get $)
Using technology to help recruit
ALEs
Developing our university’s image (change)
MOOCs
New full-time faculty (growth)
Faculty development

THREATS
Funding (growth)
Legislature
Perceived as less academic
THECB closing low producing programs
Competition from peer institutions
“Student life” trumping academics
Location
Perception as step up school (go hear then to another school)
Changing marketplace
Perception as party or easy school
Lack of knowledge of opportunities/available (marketing)
Affordability