



## THE SCHOOL OF EDUCATION

### Strategic Planning: Preliminary SWOT March 25, 2014

#### Internal: Strengths

- **Mission**
  - High level of participation in service: Academic Service-Learning -; faculty (260), students (4,800); Service Day - all 1,800); Community Service - NSSE - seniors - 83% vs. 70% for peers
  - Faculty familiarity with teaching of St. Vincent - 83%, obligation to create sense of social justice among students - 89%, and importance of development of moral character in students (HERI) - 85% vs. 64% for peers
  
- **Licensure Exam pass rates for selected graduate programs**
  - Speech-Language Pathology -100%
  - School Psychology -100%
  - Clinical Psychology-97%
  
- **Online programs - small but increasing enrollment, and ranked in US News 2014, particularly graduate education**
  - Bachelor's ranked 13th of 210 ranked programs
  - Graduate Education ranked 5th of 170 ranked programs
  - Graduate Business ranked 102 of 172 ranked programs
  
- **Accreditations**
  
- **Financial Stability**
  - Net assets - \$497M, endowment/return - \$392M / 18.5%, bond rating - A3/A-
  
- **Diversity**
  - US News tied at 2nd most diverse national university; tied at 4th in 2013 Edition
  
- **Institutional Advancement - Athletics - FY13**
  - Significant increase in pledges - \$2.2M vs. \$1.5M FY12 and target of \$1.2M

## Internal: Weaknesses

- **Student Engagement Benchmarks - First - Year**
  - Level of academic challenge SJU - 55, peers - 56, target - 58
  - Supportive campus environment SJU - 62, peers - 64, target – 65
- **Student Engagement Benchmarks - Seniors**
  - Level of academic challenge SJU - 56, peers - 62, target - 60
  - Supportive campus environment SJU - 62, peers - 63, target – 65
- **Mission - Students' experience contributed to developing personal code of values and ethics - NSSE - 65% vs. 69% for peers**
- **Licensure Exam Pass Rates for Selected Programs**
  - Pharmacy - NAPLEX - 93% (97% in 2012 – national average 97%)
  - Physician Assistant - PANCE - 78% (96% in 2012 – national average 94%)
  - Certified Public Accountant (CPA) - 39%; slight improvement from 35% in 2011; below national avg.
- **Retention Rate: Composite - 80%, target - 83%**
- **Graduation Rate: Composite - 55%, target - 69%**
- **Institutional Advancement - FY13:**
  - Alumni giving rate SJU - 6%, peers -11%, target - 18%
  - Significant decline in dollars pledged - \$3.9M vs. \$5.7 FY12 and target of \$7.3M
  - Significant decline in gifts received - \$16M vs. \$20.5 FY12 and target of \$20M
- **Internships, placement (students including Law, and alumni)**
- **US News Graduate 2015 Edition / Undergraduate 2014 Edition – stagnant or declining rankings:**
  - Overall undergraduate - 152nd position (147th in 2013); reputation index 2.7/5.0
  - Law School 107th of 194 (98th in 2014)
  - School of Education 126th of 245 (127th of 235 in 2014)
  - Tobin College of Business unranked (128th of 440 in 2014 - Rank not published)
  - Pharmacy 62nd of 101(2012)
- **Evidence of Student learning assessment, primarily in the core**
- **Brand awareness/visibility**
- **Tuition dependency (81%, FY 2013)**
- **Yield rate - matriculation (10%)**
- **Very high need freshmen (43% in 2013; target / minimum 35%)**
- **Persistent declining enrollment at the Staten Island campus (Total degree enrollment – 2220 in 2002, 827 in 2013 - 63% decline)**

## External: Challenges/Threats

### Cost/Value

- Increasing tuition costs
  - Fluctuations (and general decline) in government funding
  - Growing public skepticism over the value of a college degree
  - Lack of student and parent awareness of actual college costs
  - Access and affordability issues
  - Need for framing and communication of academic quality and value
- **Greater and increasing student loan debt and increasing awareness/concern**
- **Rapid advent of digital learning**
- **Assessment and Accountability: e.g. President Obama's proposed rating system and funding**
- **Shifting demand for legal education**
- **Changing student demographics (geographic, ethnicity, age etc.)**
- **Expected decline in number of college-age students in the NE**
- **Competitive job market; stagnant or lower wages**
- **Increasing local/regional competition from public and private institutions (recruitment, agreements with community colleges, programs, combined or accelerated UG/Grad programs etc.)**
- **Increasing Global competition**
- **NY Governor's plan to pay full tuition (beginning in 2014-15 - \$8M) for top 10% of students across the state, who choose to major in a STEM field at SUNY / CUNY. Expect 2,000 in 2014-15; up to 8,000 in 2018. (Times Herald Record 2/9/14)**

## External: Opportunities

- **Graduate education**
- **Grant / research funding opportunities and potential**
- **Merging with cash poor, strong academic colleges/programs**
- **Enhancing education and scholarship in STEM**
- **External partnerships**
- **Flexible degree programs**
- **Competency-based education models**
- **Potential and educational innovation and advances uses of informational technology and cognitive science to improve access to and quality of education (ACE President)**
- **Enhancement of program mix**
- **Bureau of Labor Statistics [www.bls.gov](http://www.bls.gov) (2010 - 2020 projections for occupations)**
  - Master's - >20% growth rate; > 10,000 new jobs - physician assistants, Healthcare (social workers, mental health counselors etc.)
  - Bachelor's - > 20% growth rate; > 50,000 new jobs - IT - software developers, network and computer systems, web developers, systems analysts etc.; financial analysts, marketing and public relations specialists etc.