

SWOT Analysis Compilation

	Stakeholder: Faculty/Staff	Stakeholder: Students
<b>Strengths</b>		
Academics		
	<ul style="list-style-type: none"> <li>• Academic Standards</li> </ul>	<ul style="list-style-type: none"> <li>• Freshman English course promotes writing and presentation skills</li> </ul>
	<ul style="list-style-type: none"> <li>• Accreditation, US affiliation...</li> </ul>	<ul style="list-style-type: none"> <li>• General education, interesting courses, opportunity to choose courses</li> </ul>
	<ul style="list-style-type: none"> <li>• Teaching methodology</li> </ul>	<ul style="list-style-type: none"> <li>• Active participation in class; interactive learning</li> </ul>
	<ul style="list-style-type: none"> <li>• Articulated policies</li> </ul>	<ul style="list-style-type: none"> <li>• Western-style pedagogy</li> </ul>
	<ul style="list-style-type: none"> <li>• Credit transfer policies</li> </ul>	<ul style="list-style-type: none"> <li>• Faculty availability; office hours</li> </ul>
	<ul style="list-style-type: none"> <li>• English language</li> </ul>	
	<ul style="list-style-type: none"> <li>• Commitment to diminish academic dishonesty</li> </ul>	
	<ul style="list-style-type: none"> <li>• Growing number of academic programs.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Positive Reputation in country</li> </ul>	
Facilities		
	<ul style="list-style-type: none"> <li>• Modern, fully equipped, state-of-the-art, best in Armenia.....</li> </ul>	<ul style="list-style-type: none"> <li>• Buildings modern</li> </ul>
	<ul style="list-style-type: none"> <li>• Best Library in Armenia..</li> </ul>	<ul style="list-style-type: none"> <li>• Labs are good</li> </ul>
	<ul style="list-style-type: none"> <li>• Gym</li> </ul>	<ul style="list-style-type: none"> <li>• Cafeteria</li> </ul>
	<ul style="list-style-type: none"> <li>• Cafeteria</li> </ul>	<ul style="list-style-type: none"> <li>• Library resources</li> </ul>
	<ul style="list-style-type: none"> <li>• Secure</li> </ul>	
	<ul style="list-style-type: none"> <li>• Smoke-free</li> </ul>	
	<ul style="list-style-type: none"> <li>• Access to public transportation</li> </ul>	
	<ul style="list-style-type: none"> <li>• Accessibility for disabled</li> </ul>	
Faculty		
	<ul style="list-style-type: none"> <li>• Training/expertise..</li> </ul>	<ul style="list-style-type: none"> <li>• Sometimes using Armenian for reinforcement</li> </ul>
	<ul style="list-style-type: none"> <li>• Western educated</li> </ul>	<ul style="list-style-type: none"> <li>• Faculty from abroad</li> </ul>
	<ul style="list-style-type: none"> <li>• Practitioners in fields</li> </ul>	<ul style="list-style-type: none"> <li>• Mentoring students, positive interactions</li> </ul>
	<ul style="list-style-type: none"> <li>• Mentoring/support of students, student centered.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Open-minded</li> </ul>	
	<ul style="list-style-type: none"> <li>• Younger</li> </ul>	
	<ul style="list-style-type: none"> <li>• Blend of international and local</li> </ul>	
	<ul style="list-style-type: none"> <li>• Growing number of faculty</li> </ul>	
	<ul style="list-style-type: none"> <li>• Variety of visiting instructors</li> </ul>	

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<b>Strengths</b>		
	<ul style="list-style-type: none"> <li>• Use of teaching assistants</li> </ul>	
Staff		
	<ul style="list-style-type: none"> <li>• Staff as strength</li> </ul>	<ul style="list-style-type: none"> <li>• Academic support units are helpful, knowledgeable</li> <li>• Writing Center is supportive</li> </ul>
Students		
	<ul style="list-style-type: none"> <li>• Quality and eagerness.</li> <li>• Quality of grad students</li> <li>• Diverse background.</li> <li>• Admission more competitive than others locally</li> <li>• Quality and eagerness.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Selective admissions</li> </ul>
Financial		
	<ul style="list-style-type: none"> <li>• Need-blind admissions</li> <li>• Availability of variety of financial aid..</li> </ul>	
Communication		
	<ul style="list-style-type: none"> <li>• Good public outreach</li> <li>• Alumni quality and success</li> <li>• Community outreach</li> </ul>	
Other		
	<ul style="list-style-type: none"> <li>• Meritocracy, tradition of opportunity.</li> <li>• Proactive, visionary, and understanding management</li> <li>• Vision-driven decision-making</li> <li>• No Soviet mentality</li> <li>• Location as strength</li> </ul>	<ul style="list-style-type: none"> <li>• Sense of AUA Community</li> <li>• Good value for AUA educational experience</li> </ul>

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	Stakeholder: Faculty/Staff	Stakeholder: Students
<b>Weaknesses</b>		
Theme	Stakeholder: Faculty/Staff	Stakeholder: Students
Academics		
	<ul style="list-style-type: none"> <li>• Lack of electives, minors.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited choice of majors</li> </ul>
	<ul style="list-style-type: none"> <li>• Only 3 undergrad programs..</li> </ul>	<ul style="list-style-type: none"> <li>• Class size too big</li> </ul>
	<ul style="list-style-type: none"> <li>• Concentrations need further definition</li> </ul>	<ul style="list-style-type: none"> <li>• Curricular suggestions: foreign languages (to level of proficiency), Computer Science, Engineering, Pre-Law.</li> </ul>
	<ul style="list-style-type: none"> <li>• Intensity of English program</li> </ul>	<ul style="list-style-type: none"> <li>• Need for better classroom management and strategies to combat cheating</li> </ul>
	<ul style="list-style-type: none"> <li>• No dean of CoBE.</li> </ul>	<ul style="list-style-type: none"> <li>• Policy to pay extra tuition for repeated courses</li> </ul>
	<ul style="list-style-type: none"> <li>• Limited collaboration with other universities</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of study abroad program</li> </ul>
	<ul style="list-style-type: none"> <li>• Perceived decline in quality of some grad programs</li> </ul>	
Facilities		
	<ul style="list-style-type: none"> <li>• Need more space....</li> </ul>	<ul style="list-style-type: none"> <li>• Sometimes computers, printers, wifi are slow; overloaded tech infrastructure ..</li> </ul>
	<ul style="list-style-type: none"> <li>○ Need more quiet study spaces.</li> </ul>	<ul style="list-style-type: none"> <li>• Long lines to use printers</li> </ul>
	<ul style="list-style-type: none"> <li>• Need better access to databases, UMS.</li> </ul>	<ul style="list-style-type: none"> <li>• Need for designated rooms for studying, relaxing between classes</li> </ul>
	<ul style="list-style-type: none"> <li>• Poor internet, wifi – need more wireless options.</li> </ul>	<ul style="list-style-type: none"> <li>• Library too small; too noisy</li> </ul>
	<ul style="list-style-type: none"> <li>• IT services</li> </ul>	<ul style="list-style-type: none"> <li>• No gymnasium, sports facilities</li> </ul>
	<ul style="list-style-type: none"> <li>• website</li> </ul>	<ul style="list-style-type: none"> <li>• High prices at cafeteria..</li> </ul>
	<ul style="list-style-type: none"> <li>• Lack of spaces for small or large classes.</li> </ul>	<ul style="list-style-type: none"> <li>• Parking.</li> </ul>
	<ul style="list-style-type: none"> <li>○ Lack of specialized lab/studio spaces</li> </ul>	<ul style="list-style-type: none"> <li>• Sometimes computers, printers, wifi are slow; overloaded tech infrastructure</li> </ul>
	<ul style="list-style-type: none"> <li>• Cafeteria: busy, loud, not enough capacity..</li> </ul>	
	<ul style="list-style-type: none"> <li>• Parking...</li> </ul>	
	<ul style="list-style-type: none"> <li>• Library too small</li> </ul>	
	<ul style="list-style-type: none"> <li>○ Lack of access to academic literature</li> </ul>	
	<ul style="list-style-type: none"> <li>○ No place to house special collections</li> </ul>	
	<ul style="list-style-type: none"> <li>○ Limited library collections</li> </ul>	
	<ul style="list-style-type: none"> <li>• Issue of lockers.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Insufficient bathrooms for faculty.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Inconvenient tech podiums in classrooms (keys and key</li> </ul>	

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<b>Weaknesses</b>		
	boxes).	
	<ul style="list-style-type: none"> <li>No sports facilities.</li> </ul>	
	<ul style="list-style-type: none"> <li>No campus environment</li> </ul>	
	<ul style="list-style-type: none"> <li>No campus environment</li> </ul>	
<b>Students</b>		
	<ul style="list-style-type: none"> <li>Need to be more disciplined in class</li> </ul>	<ul style="list-style-type: none"> <li>Need more international students to enhance learning experience</li> </ul>
	<ul style="list-style-type: none"> <li>Probation students</li> </ul>	
	<ul style="list-style-type: none"> <li>Lack of strong foundation from high school</li> </ul>	
	<ul style="list-style-type: none"> <li>English language skills</li> </ul>	
	<ul style="list-style-type: none"> <li>Little access to textbooks</li> </ul>	
	<ul style="list-style-type: none"> <li>Little diversity.                             <ul style="list-style-type: none"> <li>DSS diversity</li> </ul> </li> </ul>	
	<ul style="list-style-type: none"> <li>Poor quality of grad students</li> </ul>	
	<ul style="list-style-type: none"> <li>Admissions procedures – admits wrong students                             <ul style="list-style-type: none"> <li>Entrance math test.</li> <li>Lack of targeted recruitment</li> </ul> </li> </ul>	
	<ul style="list-style-type: none"> <li>Need to be more disciplined in class</li> </ul>	
	<ul style="list-style-type: none"> <li>Probation students</li> </ul>	
	<ul style="list-style-type: none"> <li>Lack of strong foundation from high school</li> </ul>	
<b>Faculty</b>		
	<ul style="list-style-type: none"> <li>Small core faculty in academic programs..</li> </ul>	<ul style="list-style-type: none"> <li>Some faculty speak Armenian during class</li> </ul>
	<ul style="list-style-type: none"> <li>Lack of faculty diversity; not enough international faculty..</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient level of English proficiency among some local instructors</li> </ul>
	<ul style="list-style-type: none"> <li>Teaching assistants</li> </ul>	<ul style="list-style-type: none"> <li>Not all faculty use Western pedagogy</li> </ul>
	<ul style="list-style-type: none"> <li>Lack of tech fluency among faculty</li> </ul>	
	<ul style="list-style-type: none"> <li>Insufficient number of computers for all faculty.</li> </ul>	
	<ul style="list-style-type: none"> <li>Insufficient time for research, lack of prof. development opportunities..</li> </ul>	
	<ul style="list-style-type: none"> <li>Salaries not internationally competitive, low retention incentives, high turnover.....                             <ul style="list-style-type: none"> <li>benefits</li> </ul> </li> </ul>	

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	Stakeholder: Faculty/Staff	Stakeholder: Students
<b>Weaknesses</b>		
Staff	<ul style="list-style-type: none"> <li>Unqualified faculty</li> </ul>	
	<ul style="list-style-type: none"> <li>Services understaffed</li> </ul>	<ul style="list-style-type: none"> <li>Registrar's Office too busy, especially during add/drop period resulting in some technical issues</li> </ul>
Development		
	<ul style="list-style-type: none"> <li>Less restricted funds; monies should be applied to operating deficit</li> </ul>	
	<ul style="list-style-type: none"> <li>Institution too dependent on donors</li> </ul>	
Communications		
	<ul style="list-style-type: none"> <li>Reputation suffering</li> </ul>	
	<ul style="list-style-type: none"> <li></li> </ul>	
Other		
	<ul style="list-style-type: none"> <li>Need more community service, service learning</li> </ul>	<ul style="list-style-type: none"> <li>Need for more extracurricular activities (excursions, field trips) to build sense of community</li> </ul>
	<ul style="list-style-type: none"> <li>ACDO - Alumni services need to be stronger                             <ul style="list-style-type: none"> <li>Graduate job services, internships</li> </ul> </li> </ul>	

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	Stakeholder: Faculty/Staff	Stakeholder: Students
<b>Opportunities</b>		
Theme	Stakeholder: Faculty/Staff	Stakeholder: Students
Academics	<ul style="list-style-type: none"> <li>• Doctoral programs...</li> <li>• Development of additional undergrad majors.</li> <li>• Development of new grad programs</li> <li>• Development of certificate programs</li> <li>• Development of study abroad programs for AUA students</li> <li>• Offer academic planning programs (post-graduation planning)</li> <li>• More internships</li> <li>• Distance Education</li> </ul>	
Faculty	<ul style="list-style-type: none"> <li>• More full-time faculty positions</li> <li>• Expand research</li> <li>• Diasporan population</li> </ul>	
Students	<ul style="list-style-type: none"> <li>• Recruitment in Iran</li> <li>• Recruit among diasporans.                             <ul style="list-style-type: none"> <li>○ Russia</li> </ul> </li> <li>• International recruitment..</li> <li>• High school bridge programs</li> <li>• Need to cultivate and mentor the strongest students</li> </ul>	
Facilities	<ul style="list-style-type: none"> <li>• Purchase of new land</li> <li>• New buildings</li> <li>• More dining options</li> </ul>	
Development	<ul style="list-style-type: none"> <li>• Fundraising within units</li> </ul>	

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	Stakeholder: Faculty/Staff	Stakeholder: Students
<b><u>Opportunities (cont'd)</u></b>	<ul style="list-style-type: none"> <li>• Additional money to support good students in need</li> </ul>	
International Grants	<ul style="list-style-type: none"> <li>• Tempus collaborative programs</li> <li>• ASHA grants.</li> </ul>	
Partnerships	<ul style="list-style-type: none"> <li>• Government and public sector organizations                             <ul style="list-style-type: none"> <li>○ Ministry of Education, Central Bank, National Academy of Sciences</li> </ul> </li> </ul>	
Alumni	<ul style="list-style-type: none"> <li>• Increasing alumni base</li> </ul>	
Communications/Institutional Profile	<ul style="list-style-type: none"> <li>• AUA as venue to host international events</li> <li>• Need to promote AUA and raise its profile locally</li> <li>• Initiatives to raise international profile.</li> </ul>	

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	Stakeholder: Faculty/Staff	Stakeholder: Students
<b>Threats</b>		
Theme	Stakeholder: Faculty/Staff	Stakeholder: Students
Academics	<ul style="list-style-type: none"> <li>• Competition from US accredited universities in the region..</li> <li>• No dean in CoBE</li> <li>• Underdeveloped distance education opportunities</li> <li>• Lack of collaborations with other local/regional universities</li> <li>• Study abroad and summer programs do not bring benefit to institution</li> </ul>	
Facilities	<ul style="list-style-type: none"> <li>• Overflow of undergrad students</li> <li>• Lack of a campus with green space</li> </ul>	
Faculty	<ul style="list-style-type: none"> <li>• Faculty salaries and benefits are not competitive</li> <li>• Unfair distribution of faculty salaries and benefits</li> </ul>	
Students	<ul style="list-style-type: none"> <li>• Lack of diversity in Armenia (culture/race/disability)</li> <li>• Pending issues with graduating seniors – time-to-degree</li> </ul>	
Communications	<ul style="list-style-type: none"> <li>• Decline in reputation for excellence</li> <li>• Need to be on offensive in shaping AUA’s identity, branding</li> </ul>	
Development	<ul style="list-style-type: none"> <li>• Donor burn out</li> <li>• Rely on Development to cover operating expenses and financial aid</li> </ul>	
Finances	<ul style="list-style-type: none"> <li>• Fiscal model not sustainable</li> <li>• Inappropriate prioritization of resources</li> <li>• Increasing number of students on financial aid</li> </ul>	
Other	<ul style="list-style-type: none"> <li>• Dram’s instability</li> </ul>	



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	Stakeholder: Faculty/Staff	Stakeholder: Students
<b>Threats (cont'd)</b>	<ul style="list-style-type: none"><li>• Armenia's economic weakness leading to uncertain job market for graduates.</li></ul>	
	<ul style="list-style-type: none"><li>• Country's income divide</li></ul>	
	<ul style="list-style-type: none"><li>• Decreasing relevance of previously held strengths</li></ul>	