**Strengths**

Academics

* Academic Standards
* Accreditation, US affiliation…
* Teaching methodology
* Articulated policies
* Credit transfer policies
* English language
* Commitment to diminish academic dishonesty
* Growing number of academic programs.

Facilities

* Modern, fully equipped, state-of-the-art, best in Armenia……
* Best Library in Armenia..
* Gym
* Cafeteria
* Secure
* Smoke-free
* Access to public transportation
* Accessibility for disabled

Faculty

* Training/expertise..
* Western educated
* Practitioners in fields
* Mentoring/support of students, student centered.
* Open-minded
* Younger
* Blend of international and local
* Growing number of faculty
* Variety of visiting instructors
* Use of teaching assistants

Staff

* Staff as strength

Students

* Quality and eagerness.
* Quality of grad students
* Diverse background.
* Admission more competitive than others locally

Financial

* Need-blind admissions
* Availability of variety of financial aid..

Communication

* Good public outreach
* Alumni quality and success
* Community outreach

Other

* Meritocracy, tradition of opportunity.
* Proactive, visionary, and understanding management
* Vision-driven decision-making
* No Soviet mentality
* Location as strength

**Weaknesses**

Academics

* Lack of electives, minors.
* Only 3 undergrad programs..
* Concentrations need further definition
* Intensity of English program
* No dean of CoBE.
* Limited collaboration with other universities
* Perceived decline in quality of some grad programs

Facilities

* Need more space….
  + Need more quiet study spaces.
* Need better access to databases, UMS.
* Poor internet, wifi – need more wireless options.
* IT services
* website
* Lack of spaces for small or large classes.
  + Lack of specialized lab/studio spaces
* Cafeteria: busy, loud, not enough capacity..
* Parking…
* Library too small
  + Lack of access to academic literature
  + No place to house special collections
  + Limited library collections
* Issue of lockers.
* Insufficient bathrooms for faculty.
* Inconvenient tech podiums in classrooms (keys and key boxes).
* No sports facilities.
* No campus environment

Students

* Need to be more disciplined in class
* Probation students
* Lack of strong foundation from high school
* English language skills
* Little access to textbooks
* Little diversity.
  + DSS diversity
* Poor quality of grad students
* Admissions procedures – admits wrong students
  + Entrance math test.
  + Lack of targeted recruitment

Faculty

* Small core faculty in academic programs..
* Lack of faculty diversity; not enough international faculty..
* Teaching assistants
* Lack of tech fluency among faculty
* Insufficient number of computers for all faculty.
* Insufficient time for research, lack of prof. development opportunities..
* Salaries not internationally competitive, low retention incentives, high turnover…..
  + benefits
* Unqualified faculty

Staff

* Services understaffed

Development

* Less restricted funds; monies should be applied to operating deficit
* Institution too dependent on donors

Communication

* Reputation suffering

Other

* Need more community service, service learning
* ACDO - Alumni services need to be stronger
* Graduate job services, internships

**Opportunities**

Academics

* Doctoral programs…
* Development of additional undergrad majors.
* Development of new grad programs
* Development of certificate programs
* Development of study abroad programs for AUA students
* Offer academic planning programs (post-graduation planning)
* More internships
* Distance Education

Faculty

* More full-time faculty positions
* Expand research
* Diasporan population

Partnerships

* Government and public sector organizations

Ministry of Education, Central Bank, National Academy of Sciences

Communication/Institutional Profile

* AUA as venue to host international events
* Need to promote AUA and raise its profile locally
* Initiatives to raise international profile.

International Grants

* Tempus collaborative programs
* ASHA grants.

Students

* Recruitment in Iran
* Recruit among diasporans.

Russia

* International recruitment..
* High school bridge programs
* Need to cultivate and mentor the strongest students

Facilities

* Purchase of new land
* New buildings
* More dining options

Alumni

* Increasing alumni base

Development

* Fundraising within units
* Additional money to support good students in need

**Threats**

Academic Programs

* Competition from US accredited universities in the region..
* No dean in CoBE
* Underdeveloped distance education opportunities
* Lack of collaborations with other local/regional universities
* Study abroad and summer programs do not bring benefit to institution

Facilities

* Overflow of undergrad students, lack of space.
* Lack of a campus with green space, urban campus limitations.

Faculty

* Faculty salaries and benefits are not competitive
* Unfair distribution of faculty salaries and benefits

Students

* Lack of diversity in Armenia (culture/race/disability)
* Pending issues with graduating seniors – time-to-degree

Communication

* Decline in reputation for excellence
* Need to be on offensive in shaping AUA’s identity, branding

Development

* Donor burn out
* Rely on Development to cover operating expenses and financial aid

Finances

* Fiscal model not sustainable
* Inappropriate prioritization of resources
* Increasing number of students on financial aid

Other

* Dram’s instability
* Armenia’s economic weakness leading to uncertain job market for graduates.
* Country’s income divide
* Decreasing relevance of previously held strengths