

Indiana University South Bend

Strengths, Weaknesses, Opportunities, and Threats

Political Subgroup

Strengths	Weaknesses
<ul style="list-style-type: none"> • Chancellor has cultivated good connections to state legislators • Faculty and staff actively engaged in community • Mechanisms for cross-campus dialogue like the causeries 	<ul style="list-style-type: none"> • Competition at the cabinet levels for limited budget resources
Opportunities	Threats
<ul style="list-style-type: none"> • The Higher Education and Opportunity Act of 2008 may bring new resources and opportunities into higher education. • Indiana colleges and universities are called to action, accountability and results by the Indiana Commission on Higher Education. The new plan, Reaching Higher: Strategic Initiatives for Higher Education in Indiana, is a redesign of Indiana’s education system to ensure citizens have access to the best college system in the U.S. • Lowering of drop out rate expected in Indiana. • Gold collar jobs to be the wave of the future. • Emergence of community based organizations that have the potential to impact public policy. • Multiple sources of funding for education will be the direction for the future. • Labor unions, environmental groups, and other social economic justice groups combining forces to lobby for creation of green jobs. • Supercomputing plus other recent local technology developments represent a continuing shift in the local economy away from traditional manufacturing toward a technology base. • Consolidation of school systems and other public services. 	<ul style="list-style-type: none"> • Subsequent to Indiana House Enrolled Act 1001, the property tax structure has changed. As a result county and local governments will lose significant revenues due to property tax caps. • The Pell Grant Equity Act may further increase the number of students opting to attend 2 year colleges and may help fuel the movement of 2 year community colleges offering 4 year degrees. • Projected \$6 billion shortfall in Pell Grant funding will usher in for the next administration a difficult financing dilemma or fallout from cuts that would otherwise need to be made. • The Higher Education and Opportunity Act of 2008 gives every indication federal regulation is not expected to go away and more could be coming no matter which party gets into office.

Indiana University South Bend

Strengths, Weaknesses, Opportunities, and Threats

Education and IT Subgroups

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> • Supports learning environments through the use of new technologies. • Supports and values effective teaching • Affordability and Accessibility--Big 10 degree - locally • Accessibility web based learning • 1 Gig backbone to I-Light • Elkhart Center 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Reliance on contingent/adjunct faculty. • The U.S. lags behind other countries in math and science education. • Difficulties in constructing new and maintaining current buildings • Cross-unit communication mechanisms do not exist and should be utilized to improve overall performance • Limited development of distance education resources and opportunities • Because IT is spread out (3bldgs) – it becomes difficult to communicate face-to-face – lacks feedback
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> • Developing more creative formats to meet the needs of students • Economic downturn brings people back to college for re-training / degree / degree completion • Government grants available for retraining due to economic changes • Developing programs/partnerships with the community • Developing program coordination with Ivy Tech to get students to continue at IU South Bend • Increase in high school completion rates suggests a larger student pool for recruitment • Use of technologies to be more green (1on1 laptop model; More web based courses) • Nanotechnology • Develop and work in conjunction with others interested in advancing IT technologies to enhance student learning 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> • Competition from online universities • Declining funding from the state • Increased number of entering college students needing remediation • Significant increases in tuition • Economic downturn – people can't afford to attend college • Not being able to move forward with new IT technologies because we are trying to counteract and prevent the effects of cyber criminals and attacks on university computer systems

Indiana University South Bend

Strengths, Weaknesses, Opportunities, and Threats

Competition Subgroup

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> • Good relationships with Feeder high schools • Ivy Tech relationships is strong • Great technical infrastructure at IU and IU South Bend, with I-Light 2 • IU Brand and reputation in the local community • IU South Bend values and supports effective teaching 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Relatively low number of Feeder schools provide the majority of our students • No dedicated staff for transfer counselor to Ivy Tech • Less nimble than other area institutions (slow to respond to market changes) • Less flexible curriculum, less local control
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> • To become market leader among Feeder schools • Development of Transitions program with Ivy Tech • On-line course development moving quickly • High value proposition for local employers • New media expertise • Financial literacy expertise in Business and Economics • National call to action (Obama, Lumina) to increase college-going public • Build partnerships with feeder high schools • Partner with Ivy Tech to get transfer students • Partnership with business community for funding education • Additional education market and individuals changing careers market • Increase in number of adult learners • Increase in demand for distance education and accelerated programs • 4 Asian countries provide most of the international students to the U.S. 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> • Decreasing enrollment in region and Feeder schools • Others competing for access to community college matriculants • Less flexible than other local institutions • Decreasing employment base, including employer support for tuition assistance • Few resources for innovation (venture capital model?) • Competition for Ivy Tech transfer students • High cost of university education • U.S. universities are facing worldwide competition for students • U.S. laws, as they relate to international student employment, are restrictive

Indiana University South Bend
Strengths, Weaknesses, Opportunities, and Threats

Demographics and Lifestyle Subgroups

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> • Good value – low tuition, variety of degrees (grad and undergrad) • Under-served population well-served here • Money spent here is reinvested in the community 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> • No centralized scheduling • Shift toward serving traditional students – we are not serving growing population of older students (50-60+ yrs) • Diversity of faculty and staff lacking • Limited delivery methods • Lack of flexibility in scheduling • Slow rate of change – we are too slow in responding to the external environment • No audit fees for older adults • Lack of coordination & communication between areas/divisions
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> • Increase number of grad and undergrad programs to meet needs of returning students (economic pitfalls are bringing people back to school) • Relocalization – focus on buying local • People are moving back to the Midwest 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> • Increased competition from out-of-state schools • Our students will go elsewhere for distance education – we aren't doing well with technology (people are getting more "tech-comfortable")

Indiana University South Bend

Strengths, Weaknesses, Opportunities, and Threats

Economics Subgroup

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> • Contracts, Grants, and Private giving: Private donations to IU Foundation for IU South Bend have increased from 600,000 (2000-02) to near \$1 million (2003-2006); Campus endowment funds have increased from roughly \$6 million (2000-03) to over \$9 million (2006); Contract and Grant revenues have increased from \$3 million (2000-01) to over \$5 million (2006). • Campus campaign has helped fund building renovations: Hammes Information Commons, Administration Building renovation; Exposes need for strong prioritization in building and renovation projects. • Fiscal planning has allowed IU South Bend to maintain 14:1 student to faculty ratio as of spring 2006. • Campus planning processes beginning to be linked to budget. 	<ul style="list-style-type: none"> • State Appropriations to total budget have decreased from 56.7% in 2000 to 50% in 2006. Student tuition and fees rose from 40.7% to 48.9% over the same period. Thus burden of higher education cost falling on students, which may decrease access to higher education for low-income students. The increased reliance on revenue from tuition and fees also creates higher pressures for recruitment and retention. • High proportion of budget is spent on personnel related costs. This is potentially problematic because it reduces flexibility in the budget process and makes it difficult to shift resources to meet emergency needs. • Areas of Financial Fragility : Drops in enrollment, decrease in support from the state, and unexpected increases in expenditures (such as utility, health insurance costs, or technology fund increases) can create budget crises; Repair and Renovation Planning, State did not provide R&R funding from 2000-2005. This has been dealt with by deferred maintenance, funding work with other monies (if available), and in emergency situations, IU has loaned the campus money to finance the work. • Compensation Issues : Low salaries in some units have made it difficult to fill positions; Salaries are not equitable across units. For example, starting salaries range from \$40,000 (CLAS faculty) to \$60,000/\$90,000 (Business and Economics Faculty/Decision Science faculty); Salary compression: Faculty: recent hires make salary comparable to more senior faculty; Clerical Staff Salary Plan has begun to address salary equity issues among clerical staff; Biweekly staff still face salary compression issues.
<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> • The Michiana region will experience considerable economic and job growth from the development of nano-technology research and industry centered at the Notre Dame. 	<ul style="list-style-type: none"> • The economic base of the Michiana region is shrinking as evidenced by recent declines in production and employment, and this downward trend is likely to continue for the foreseeable future.

Indiana University South Bend

Strengths, Weaknesses, Opportunities, and Threats

- | | |
|--|--|
| <ul style="list-style-type: none">• Traditional manufacturing sectors in the region will continue to decline in the midst of negative pressures at the national and international levels, but there are opportunities for manufacturing growth by shifting to niche markets and new technologies.• Regional infrastructure will continue to expand, and will do so beyond the traditional roads and buildings to include high-speed data networks, creating new and better opportunities for economic development.• Indiana is emerging as a leader for the manufacture of alternative energy (geothermal, solar, wind, hydroelectric, and biofuels).• The healthcare sector is a key component of the local and regional economy and is expected to see considerable growth.• Indiana is positioning itself to become a leader in the Life Sciences by seeking opportunities and targeting efforts to grow the state's bio and life-sciences industries in the next 3 – 5 years.• Indiana's economy is increasingly linked to the world economy, particularly in markets such as pharmaceuticals and auto/vehicular parts. Local export activity is on the rise and should continue to expand, although the magnitude of that growth will be influenced by national and international trends in the economic condition of sectors with high export activity. | <ul style="list-style-type: none">• The levels of income and earnings in the Michiana region are expected to grow slowly.• Income inequality will increase and poverty will likely become a problem in the Michiana region, at least in the short term.• The U.S. economy is in an unprecedented state, marked by uncertainty and turmoil, and downward spiraling, particularly in the real estate and stock markets.• The fragile real estate and stock market outlooks will affect the economic future for all Americans, but particularly the retirement-aged segment of the population. |
|--|--|

Indiana University South Bend

Strengths, Weaknesses, Opportunities, and Threats

Labor Force Subgroup

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> • Internal Strength: Faculty and Staff: Numerous awards, scholarly publications, grants; Teaching awards, FACET members, UCET; low faculty and staff turnover 	<ul style="list-style-type: none"> • Number of adjunct faculty in certain areas places greater burden on full time faculty
<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> • According to Indiana Economic Growth Region 2 projections, business occupations will increase 11% between 2004 and 2014. • Healthcare related occupations in Indiana Economic Region 2 are projected to increase by over 20% from 2004-2014. • The need for managers in the healthcare industry is increasing with a projected increase of 2,040 jobs between 2002 and 2012 for IEGR 2. • Employment projections for Indiana Economic Region 2 predict a 21% increase in healthcare occupations by 2014, a 4% increase in retail occupations and a 6% increase in manufacturing occupations. • Over the next 35 years, the number of Hoosiers age 65 and older will increase by 90 percent. That means that in 2040, one in five Hoosiers will be of traditional retirement age. Meanwhile, the number of people in the 25-54 age group - a key labor force demographic - will decline. • Growth in jobs for elementary and secondary teacher will increase 20% in next seven years (2015) and 32% for postsecondary teachers. 	<ul style="list-style-type: none"> • Traditional “old” manufacturing and manufacturers are being replaced by “advanced” manufacturing and manufacturers in our region. These new industries and new techniques will require a new set of skills from the labor force. The existing labor force will either need to be retrained or replaced by workers able to make this transition. • City and county government services in our region will contract over the next 3-5 years. • Over the next 35 years, the number of Hoosiers age 65 and older will increase by 90 percent. That means that in 2040, one in five Hoosiers will be of traditional retirement age. Meanwhile, the number of people in the 25-54 age group - a key labor force demographic - will decline. • Major job losses in the RV and transportation sector in our economic growth region will increase the need for retraining of workers. • Over the next 25 years or so, as better-educated individuals leave the workforce they will be replaced by those who, on average, have lower levels of education and skill.