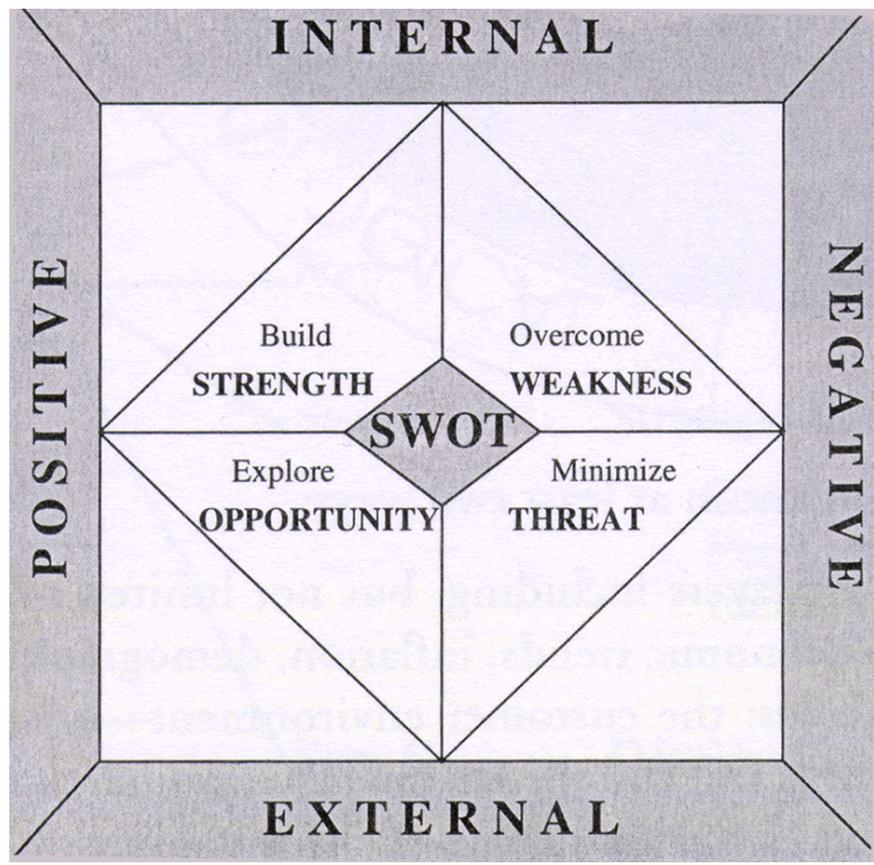


SWOT Analysis

**CARDS 2002 Workshop/Seminars on
'Developments for Mobility in the European Higher Education Area'**

Dubrovnik, May 31 – July 3 2005.

SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats)



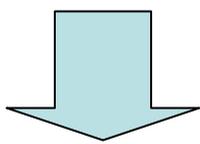
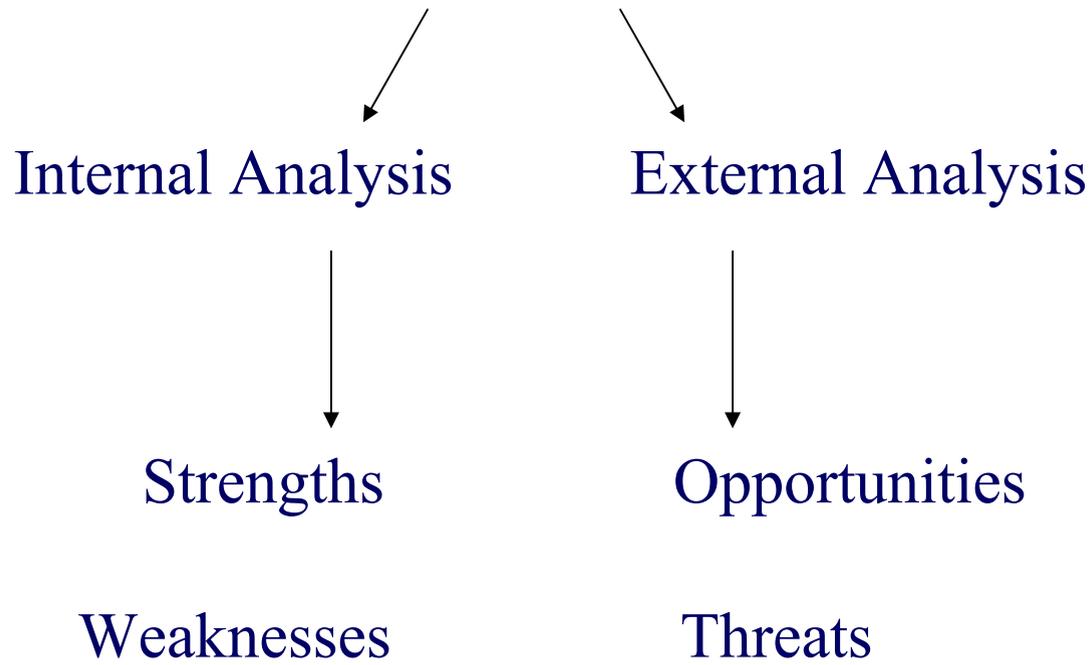
Archer, 1980;
Simon, 1960;
Daft, 2003)

SWOT analysis is a subjective assessment which is organized in logical order that helps understanding, presentation, discussion and decision making

SWOT Analysis

- **Is a very effective way of identifying your Strengths and Weaknesses, and of examining the Opportunities and threats you face**
- **Helps to focus your activities into areas where you are strong and where the greatest opportunities lie**
- **Enables proactive thinking, rather than relying on habitual or instinctive reactions**

Situation Analysis



SWOT Profile

Internal analysis

-A comprehensive evaluation of the internal environment's potential strengths and weaknesses

External analysis

-Changes in the external environment that can be perceived as opportunities or threats

Strengths

- What advantages do you have?
- What do you do well?
- What relevant resources do you have access to?
- What do other people see as your strengths?

Weaknesses

- What could you improve?
- What you do badly?
- What should avoid?

Opportunities

- What are the good chances facing you?
- What are the interesting trends you are aware of?

Threats

- What obstacles do you face?
- What is your competition doing?

SWOT in Higher Education

- Administrators, faculty and students should contribute SWOT analysis of particular university
- SWOT is a process to provide input to improve the research and educational experience of students

Internal University analysis example

Strengths

- Positive reputation in the community
- Partnerships with other universities
- Up-to-date facilities and infrastructure like laboratories, teaching aids, networked computers etc. available both to staff and students
- Experienced academic and support staff and continuous improvement of human resources through a strategic staff development programme
- Transparent selection of students .

Weaknesses

- Inadequate institutional capacity so that the demand for higher education is not met
- Inadequate research culture emanating from the initial “developmental” focus
- Low proportion of PhD holders among academic staff
- Absence of a systematic approach to quality assurance
- Inadequate library facilities thus limiting academic development
- Lack of facilities for student welfare /counseling/career guidance
- Few opportunities for continuing education and life long learning
- University as an institution is perceived to be absent from debate on issues of national importance

External University analysis example

Opportunities

- Strategically focus resources on strongest programs to increase enrollments
- Strategies alliances and partnerships
- Strategic alliances with national institutions
- Academic program expansion
- Develop high-demand hybrid programs and certificates
- Use of distance education, flexible learning and adoption of new information and communications technologies to increase access
- Increase interest in global initiative

Threats

- State budget crisis
- Inappropriate funding limiting scope of future growth and productivity
- Absence of an effective national regulatory framework for accreditation of degrees
- Development of other university in the area
- Comparative increase in competitors' academic program quality
- Experience staff leaving

SWOT Profile

- **Can be generated and used as the basis of goal setting , strategy formulation and implementation**

- **Determines if the information indicates something that will assist in accomplishing objectives (a strength or opportunity) or it indicated an obstacle that must be overcome or minimized to achieve desired results (weakness or threats)**

Carrying out SWOT analysis can often be illuminating - both in terms of pointing out what needs to be done and in putting problems into realistic perspective.