

S *(Strengths – Internal to CMS) (in no particular order)*

1. Creative, opportunistic, entrepreneurial faculty
2. Emergence of COT
3. Supportive faculty (mutually)
4. Autonomy to pursue excellence for faculty
5. Outstanding Dean
6. Good facilities and laboratories
7. High degree of professionalism
8. Recruiting capabilities (of students)
9. Strong student body
10. Shared/cooperative analytical facilities
11. Outstanding extramural funding
12. Strong relationship with the community – active involvement with business/civic/private community
13. High standards
14. Teaching, research & service assignments determined by individual faculty
15. Excellent reputation
16. Great reviews from offices
17. Collaborations/presence of state/federal agencies on Bayboro campus/USF St Pete – potential for more
18. Visible active commitment to diversity

W *(Weaknesses – Internal to CMS) (in no particular order)*

1. Staff support & facilitation (3)
2. Grant accounting (3)
3. Faculty required to do administration (Functions: compliance, HR, accts, etc. (3)
4. Faculty social interaction
5. Limited Ship support
6. Insufficient critical mass in physical oceanography
7. Inadequate or unavailability of space for growth
8. Lack of diversity in courses
9. Lack of interaction between students & faculty
10. Lack of support for marketing, fundraising, PR
11. Lack of coordination in education and outreach
12. Apathy/psychological resignation
13. Lack of communication among faculty
14. Limited (poor) student recruiting
15. Limited attendance @ CMS Seminar
16. Quality of seminar
17. Lack of common vision within the college
18. College does not have ways to respond effectively to large initiatives – lack of skills sets, infrastructure, mechanisms, communications, etc.

O *(Opportunities – External to CMS) (in no particular order)*

1. New Federal initiatives (ORION, I00S, Astrobiology, Genomics, Technology – Bridge to the Doctorate, Bio-complexity, Climate change)
2. Developing/enhance state and local partnerships
3. Education & outreach – USF St. Pete and local schools
4. Homeland security
5. Target hiring of faculty
6. Opportunities with UN
7. Targeting non-federal funding
8. Recruiting high caliber students
9. Marketing opportunities to improve our profile, educate the public about what we do
10. Building additional political alliances
11. Managing up
12. Ocean commission report
13. Gulf of Mexico – Environmental crises/global changes, etc. Provide opportunities for us to create new initiatives
14. Changing demographics provides opportunities for leadership in graduate training in earth/ocean sciences for underrepresented minorities
15. International/research opportunities – possibility to recruit students from Caribbean and Latin America

T *(Threats – External to CMS) (in no particular order)*

1. Lack of Public support for sciences
2. Upper administration may:
 - a. attempt to change mission
 - b. try to dismantle CMS post PRB/BY
 - c. micromanage
3. Funding sources
4. Damage from identified rumors
5. Competition from local, state, federal agencies for funding resources
6. Mutual distrust (Tamps/CMS)
7. Misrepresentation of climate-change sciences
8. CMS will lose their overhead return
9. CMS faculty will have to teach more
10. CMS will have its base budget cut
11. CMS will have an undergraduate program
12. CMS will lose its local political support
13. Faculty contracts will be reduced to 3 – 6 months