Strengths

- R1 research status reflects a strong culture of data-driven inquiry and high-impact analytics-based research
- VCU leverages institutional data for strategic planning, enrollment forecasting, and academic performance tracking
- Robust analytics programs in the School of Business and College of Health Professions prepare students for applied roles
- Dedicated resources like the VCU Data Science Lab support reproducibility, data ethics, and interdisciplinary collaboration

Weaknesses

- Inconsistent data infrastructure and integration across departments may hinder real-time decision-making
- Limited centralized access to analytics tools and platforms for non-technical stakeholders
- Underutilization of predictive analytics in areas like student retention and resource optimization
- Challenges in standardizing data governance and documentation practices across schools and units

Opportunities

- Expanding demand for data analytics in higher education positions VCU to grow its offerings (e.g., certificates, online bootcamps)
- Partnerships with Richmond-area industries can provide experiential learning and realworld data projects for students
- Opportunity to enhance institutional research using machine learning and AI for student success, budgeting, and public health
- Increased investment in cloud-based analytics platforms and dashboards to improve administrative transparency

Threats

- Data privacy regulations (e.g., FERPA, HIPAA) create compliance risks if analytics processes are not tightly controlled
- Cybersecurity threats to research and institutional data could undermine trust and operational continuity

- Competition from peer institutions with more advanced data infrastructure and analytics maturity
- Risk of over-reliance on vendor solutions without internal capacity building or sustainability planning