

From: [Fox, Andrea](#)
To: [Kennedy, Phyllis](#)
Subject: Emailing: PAC_SWOT.htm
Date: Tuesday, March 27, 2007 1:40:19 PM



Planning Advisory Council

[MSM Home](#)[About PAC](#)[Charge/Phases](#)[SWOT Analysis](#)[Draft Statements](#)

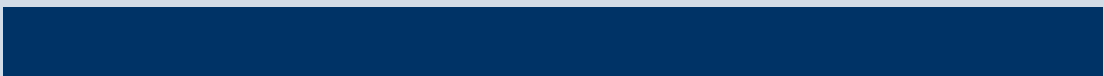
What is a SWOT analysis?

MSM's SWOT

A **SWOT Analysis** is a strategic planning tool used to evaluate the **Strengths**, **Weaknesses**, **Opportunities**, and **Threats** of an organization.

It is used to assess an organization's strengths (what an organization can do) and weaknesses (what an organization cannot do) in addition to opportunities (potential favorable(p1sn-51e.tioes orn an organizatioo) and (potentialun favorableqsn-51e.tioes orn an organizatioo.l

•



Mission

- Primary care mission limiting research and clinical service options
- Mission statement narrowly focused on specific degree programs

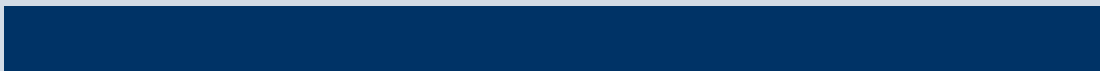
Communications (internal & external)

Processes

- Lack of timely and accurate management reports
- Inadequate institutional planning – no current strategic plan
- Frequent failure to follow through on major initiatives
- No institutional commitment to equitable compensation
- Ineffective policies
- Lack of data based decision making
- No standard assessment/ measures of effectiveness and/or accountability
- Not following our own policies
- Inconsistent recognition of merit
- Inefficient hiring and firing policies and procedures
- Inconsistent coordination and support for our own activities
- Need for evaluation and revision of processes for investing in research investigators and programs

Academic Programs

-



- Federal and State funding agenda
- Financial instability of Grady and other affiliates
- New competitive education programs in city and state (osteopathic school and MPH programs)
- Limited hospital affiliations
- Heavy reliance on public funding
- Loss of investment in MSM faculty who are recruited to other schools and research organizations
- National migration away from primary care physicians
- Changing views on affirmative action programs
- Shrinking research dollars
- Declining pool of research personnel
- Diminished research enterprise via recruitment of research faculty and staff by other institutions

Items that have been added are:

-