Goal: An effective physical infrastructure is in place to support academic activities.

**A SWOT Analysis:**
*Strengths, Weaknesses, Opportunities and Threats*

**Strengths**
- A Facilities Master Plan for the main campus is complete, providing us with data, direction and options for facilities growth and improvement.
- The campus has lots of land to support new construction.
- The campus has great architecture and an effective layout to provide a vision and logic for future construction and renovation.
- Campus sites in New Bedford, Fall River and Fairhaven are an asset for outreach.
- Campus sites in New Bedford, Fall River and Fairhaven are relatively new with new infrastructure.
- Dartmouth campus site is a good location on desirable/prime real estate. We are surrounded by lots of private land, not yet developed, and there are adequate support services in the surrounding area.
- Easy access by car for commuting students.

**Weaknesses**
- Routine maintenance is inconsistent and insufficient to keep physical spaces attractive, clean and functional.
- Serious infrastructure deficiencies, e.g. mechanical, electrical and fire protection
- Union contract for maintenance workers lacks necessary flexibility.
- While the architecture is noteworthy, it also impedes flexibility of use.
- Classroom space, office space, meeting/conference space and lab/research space is either insufficient and/or inappropriately configured to meet academic program needs.
- Lack of 24hr space hinders our ability to engage in some Library and student activity programming.
- Insufficient current data for planning continuity
- Insufficient fiscal resources to address physical infrastructure needs.
- Insufficient outdoor lighting
- Insufficient security
- Complicated funding processes create difficulty in planning and executing plans for physical infrastructure improvements.
- Lack of a master plan for growth outside of the main Dartmouth campus.
- Lack of a dynamic space allocation plan
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Opportunities

- Collaborative opportunities with other state agencies, municipalities, educational institutions and industry may allow us to maximize resources and resolve some physical infrastructure issues.
- Growing research may provide additional indirect funds to support infrastructure needs.
- Private fundraising and naming opportunities are plentiful.
- A supportive governor and legislature may enact a comprehensive higher education capital bill.

Threats

- Lack of sufficient funding for capital improvements, repairs and deferred maintenance.
- Mistaken belief that the Commonwealth is responsible for maintaining infrastructure when it is often a campus responsibility.
- Lack of financial reserves to address physical infrastructure problems as they arise.
- Lack of focused institutional planning that connects physical infrastructure needs with academic and student activity needs.
- Lack of appropriate physical infrastructure to support research threatens our ability to attract research dollars.