Strategic Goal: \textit{An effective physical, technical, fiscal and human infrastructure in place to support academic activities.}

**STRENGTHS**
- enrollment management has developed a good enrollment prediction model
- cost of attendance is substantially less than competitors
- currently meet over 90% of financial aid need
- culture that understands working with fiscal constraints
- improving financial condition
- strong demand as reflected in the number of applications
- increasing scholarly activity will lead to increasing grant applications/funding
- ability to be entrepreneurial to facilitate new building construction
- auxiliary enterprise operations perform well financially and programmatically
- the endowment has grown significantly since 2000.
- private support from friends/donors in the region is growing

**WEAKNESSES**
- discounting of student charges-takes resources away from core activities
- high room rates compared to our competitors
- nearing debt capacity
- incremental budgeting
- lack of sufficient faculty start-up packages including budget and lab spaces
- lack of revenue stream from advancement activities
- lack of funding for the Library in support of existing and new academic and research programs
- lack of funding to improve the physical plant in support of research activities
- lack of integrated planning for new academic and research programs in terms of program/funding/space and other support
- existing classrooms and the campus are poorly maintained
- an inability to assimilate private and endowment support into our fiscal and operating infrastructure

**OPPORTUNITIES**
- creation of the secretariat position for education
- increasing indirect cost revenues-transitioning to long form
- improve retention of students and faculty
• data driven decision making-recently hired personnel and new administrative systems
• on-line courses
• creation of doctoral programs
• transition from teaching to research
• potential advancement activities-annual fund
• budget reallocation from low to high priority areas
• multiple year budgeting
• energy savings project
• attract research dollars by improved contacts with Congressional delegation and with state government
• develop new programs and areas of research to develop a critical mass and create a tie to federal/state/industry/private fund sources
• partnerships with area businesses and public entities for mutual benefit
• loyal alumni may provide additional support

THREATS
• failure of the legislature to significantly increase the annual subsidy
• no fee increases
• state and federal financial aid
• increase in campus debt
• inflationary pressures-library, utilities
• enrollment in housing-can we fill the residence halls
• central control of administrative systems and cost associated with it
• increasing research activity requires significant enhancement of infrastructure
• deferred maintenance
• funding depreciation to maintain facilities and classroom equipment
• cost associated with enrollment growth
• lack of working capital
• lack of a graduate culture on campus that attracts domestic students
• lack of an understanding of the changing landscape for awarding research funds in order to be ahead of emerging research funding trends
• lack of a viable funding mechanism for building new research laboratories quickly enough to support the current growth in research activity
• donor confidence could be undermined by negative publicity, student unrest, criminal activity, financial malfeasance or stock market declines