The Strategic Planning Committee conducted an extensive review of the external and internal environment in which the University operates. A review of the University's strengths, weaknesses, opportunities, and threats (SWOT) was conducted. While this list is not exhaustive, it does provide a useful context for the development of the planning framework. Key SWOT issues are indentified below.	
and 201 mil cha sup incl rec	— This addresses the high morale among employees; equality of, and collaboration among, the senior leadership, faculty, and staff; at the overall feeling of safety and well-being on campus.  — An economic impact study conducted in 11 revealed that the University's impact on the local economy is over \$280 lion, including direct and indirect employment, payroll, taxes, spending, aritable gifts, and community service.  — Strong administrative oport of academic programs and student services contributes to their quality, luding the small faculty-student ratio and the personal attention that students eive.  — Strong administrative support contributes to the partnerships and an express of the program, as well as strong international partnerships and an express of the program, as well as strong international partnerships and an express of the program, as well as strong international partnerships and an expressional pa
	success of the program, as well as strong international partnerships and an erging interest in study abroad opportunities.
• upo	- Substantial deferred maintenance and older buildings require ading to maintain and restore.  - Reductions in state funding; the necessity to date programs and services; and rising fixed costs contribute to the lack of
rep incl the env	As a smaller institution, we have less resentation in Montgomery and fewer opportunities to promote ourselves.  — Some contributing factors may lude the uncertain economy, high costs, lack of degree options at night and on weekends, undersized facilities, lack of scholarship funding, and lean staffing.  — Ongoing vironmental assessment will be required to keep the University at the forefront the changing dynamics within higher education.

opportunities for fresh perspectives, programs, and partnerships

- the appointment of a Vice President for Enrollment Management and a refocus on recruitment and retention (enrollment management plan)
- the replacement of old traditional residence halls with modern facilities to focus on freshmen live-on and the first-year experience of college
- Given our location, we have multi-state access to students.
   Moreover, our proximity to the Tennessee River, rich local history, musical heritage, oldest institution of higher education in the state-- all present opportunities for growth and development.

 – a continuing reduction of state support and the need to generate new streams of revenue from non-traditional sources; keeping the cost of attendance affordable

– particularly in the area of student financial aid

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