

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



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

What is a SWOT analysis?

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 conditions for an organization) and threats (potential unfavorable conditions for an organization).

Strengths

Strengths describe the positive attributes, tangible and intangible attributes, internal to your organization. They are within your control. What do you do well? What resources do you have? What advantages do you have over your competition?

Weaknesses

Weaknesses are factors that are within your control that detract from your ability to obtain or maintain a competitive edge. Which areas might you improve?

Opportunities

Opportunities assess the external attractive factors that represent the reason for your organization to exist and prosper. What opportunities exist in your market, or in the environment, from which you hope to benefit?

Threats

Threats include factors beyond your control that could place your organization at risk. These are also external – you have no control over them, but you may benefit by having contingency plans to address them if they should occur. For instance, a threat is a challenge created by an unfavorable trend or development that may lead to deteriorating revenues or profits. Competition – existing or potential – is always a threat.

MSM's SWOT

[Strengths](#)

[Weaknesses](#)

[Opportunities](#)

[Threats](#)

MSM's SWOT Analysis

Strengths:

The History and Mission

- Mission focus with emphasis on primary care and elimination of health disparities
- Outstanding accomplishments in the short history of the school relative to other medical schools
- Connection to Morehouse College and its reputation as a leading institution in the country

The People

- Dedicated and committed students, faculty and staff
- Outstanding alumni with significant % of Alumni in Primary care
- Good Faculty – Student relationships
- Family atmosphere

The Leadership

- Good leadership in Dean's office

- Dr. Satcher's leadership
- Less internal grant-related bureaucracy than most academic institutions
- History of financial stability/ability to attract federal funds

The Programs

- Quality of educational programs and national reputation for excellence (all programs are accredited)
- High quality student support programs
- Clinical skills facility
- Small class size
- Research Institutes and Centers including the National Center for Primary Care
- Vibrant research program
- Successful collaborative partnerships including regional collaboration with network of community health centers and strong community integrated programs

The Facilities

- Located in Atlanta
- Good tech support (DITS)
- No Hospital
- Undeveloped land for growth

Items that have been added are:

- **MSM credibility within community/MSM is trusted and respected within the minority community regionally and nationally**
- **Our pipeline programs in math and science enrichment as well as biomedicine provide a unique and valuable resource of talented under-represented young minorities**

Opportunities:

- New leadership – fill all interim positions
- Market existing strengths of the institution for name recognition and fundraising
- Growth potential for MMA
- Redefine the relationship between MMA & MSM
- Strengthen strategic partnerships and other collaborations to include primary care, community-based education and research initiatives
- To provide healthcare services in AUC area
- Growing PhD program to attract basic science faculty
- Residency programs provide opportunities for recruitment of clinical faculty and can be expanded to include fellowships
- Strengthen research collaboration through NIH Road Map
- Optimize class size for all programs
- Expand the perception of MSM as a resource to the local community
- Become national leader in primary care and community health education and develop and deploy models for addressing health disparities
- Develop mutually beneficial alliance with EUSM
- Develop process for idea incubation and vetting new initiatives

Items that have been added are:

- **In-service training/ staff development initiatives**
- **Showcase interesting research endeavors**
- **Strengthen communication of MSM faculty research successes**
- **MMA as an academic faculty practice must maintain a link to scholarship alongside excellence in clinical care**

Weaknesses:

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

- Insufficient subspecialty exposure/teaching for students and residents
- Insufficient numbers of faculty in certain areas
- Insufficient radiology teaching for students and residents
- Insufficient neurology experience for students and residents
- Dispersed residencies limit interdepartmental collaborations
- Limited emergency medicine experience for residents and students (dependency on Emory faculty)
- Insufficient size of clinical programs to attract collaborative relationships with hospitals and other strategic partners
- Small size of MPH and PHD programs which limits effectiveness, efficiencies, and quality of student experiences

Finances

- Excessive reliance on soft money for core educational programs
- Lack of diverse financial portfolio
- Inadequate institutional planning and resource allocation process
- No visible private fund-raising strategy
- Limited Endowment
- Limited unrestricted dollars

The Environment

- Low employee morale
- Personal agendas vs. institutional agenda
- Lack of confidence in and anxiety about changing institutional structure and operations
- "Business as usual" attitudes
- Lack of coordinated and integrated scheduling of institutional events
- Low internal expectations
- Operating in constant crisis mode

Items that have been added are:

- **Limited reinvestment of indirect costs back into the research enterprise**

Threats:

- Identity: Often confused with Morehouse College
- Changes in finance of healthcare

- 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:

- **The perception of the separation of MMA from school threatens a cohesive environment**

If you encounter any problems with this page please email PAIR@msm.edu or call 404.756.5226 ©2006
