

# Strengths, Weaknesses, Opportunities, Threats (SWOT)

## Collaboration and Engagement Workgroup: Combined Feedback (4/20/22)

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### Strengths:

- **UND online programs**
  - This helps with the upskilling and reskilling of employees
  - Advances educational outreach
- **UND is North Dakota's professional school**
  - UND does well compared to others in terms of provide professionals for the state.
  - Recognized for our medical, law, engineering, and airspace programs
  - Alumni who are graduating from the programs provide clinical opportunities. They are dedicated to their program and the University.
- **Students and Graduates are well prepared**
  - Good written and oral communication skills. Strong work ethic, "roll up sleeves" attitude, dive in and work. They get things done. "Can Do" attitude with UND students and graduates.
  - Grads come out well prepared and fit into slots industry needs, quickly, challenge them to look at things in different ways. Multidisciplinary preparedness (STEM students with strong communication skills – liberal arts)
- **Strong programs that provide value for both students and rural communities:**
  - Examples are strong programs in biology and geology, so how do we get students to see what opportunities are available in rural areas.
  - SMHS (School of Medicine and Health Sciences) has a physical presence with clinics in Fargo, Minot, and Bismarck for Physicians training and Casper Wyoming for the Occupational Therapy program.
  - SMHS has expanded number of medical residency programs in ND.
  - Strong past models of outreach/cohort educational that have been successful.
  - Focus on addressing workforce need in North Dakota.
- **Good track record at building partnership with business and industry**
  - When we do find business and industry partners, you find great success.
  - Work happening in the industry sector ie Energy and Environmental Research Center
  - Aerospace with airlines, success with Grand Sky.
  - Unmanned Aerial Systems (UAS) great connections and many opportunities for economic development and what it could mean for North Dakota and the Nation
  - Space and the new partnerships in this area

- This administration is focused on workforce development – in terms of diversifying the economy.
- **Strong service programs that serve local, state and the nation**
  - Examples: Rural Health Information – Hub (RHI-hub).
  - Indian into Medicine (INMED), Recruitment and Retention of Indians into Nursing (RAIN), Indians into Psychology (InPSY) program to support advancing workforce needs and career ladders.
  - Small Business Development Center, Procurement Technical Assistance Center, Veteran’s Business Outreach Center programs that drive entrepreneurship and business-related economic impacts, including job creation, to all communities across ND and into SD.
- **Focus on workforce development**
  - Energy and Environmental Research Center, Accelerate to Industry (A2i), internship programs in concert with the city (Economic Development Corporation (EDC). Lots of work done around workforce development in the region. Energy Hawks as a model.
- **Collaborations and connections with Tribal Colleges**
  - Tribal College Presidents are all UND alum with a commitment to UND’s success.
  - Tribal College collaboration with social work program as a possible model.
- **Strong alumni base dedicated to the university** and want to see it succeed.
  - Lots of committed alumni who want to help our graduates and university succeed. Many ways these alumni want to be involved and help our institution.
- **Support of the local community**
  - City of Grand Forks: last 3-4 years this relationship has developed into the strongest partnership we have seen. Many silos between what is happening in the city and university have broken down and we are partnering better than ever.
  - Opportunity to expand this relationship, including in areas of workforce development
- **Marketing sharing the stories of UND.**
  - This helps with the connectedness, and it makes you proud of the university.
  - Team is being very intentional in what they are doing.
- **Current UND Administration: Willingness to connect with people of North Dakota**
  - President Andy Armacost’s willingness to meet people across the state with special appreciation for reach out in New Town with MHA Nation this past summer.
  - Human resources are strong
  - Right-sized, hands on opportunities for students (especially undergraduate), Students can publish with faculty at UND at the undergraduate level.
  - Faculty are engaged in scholarship with students, teaching and opportunities, ready for engagement post-graduation

**Weaknesses:**

- **Speed of doing things, lots of red tape, slow program creation**
  - Industry partners who have funding and opportunities, but things get bogged down because of academic requirements, paperwork requirements for internships for both students and employers, etc.

- Business and industry can get what they are asking for quicker from somewhere else. Need to move faster, be more agile/flexible, meet needs faster and engage with what they need – continuum of education – slow to develop certificates, stackable curriculum.
- **Limitations of collaborations internal to campus**
  - Lack of collaboration between service and academic programs at UND.
  - Need to expand and support ONE UND.
- **Lack of internal communication**
  - Not always aware of what others are doing which duplicates efforts and confusion among partners.
  - Streamline communication and make everyone aware of work that is going on
  - Visibility of Offerings/Communication – how do we better communicate what we do and “tell our story” of what is available, communicate the resource that we have
  - Lack of internal collaboration. Would have stronger asks if we coordinated internally better.
  - Need to expand access to social media platforms (that is where students get their information). If we do that, we need someone to monitor and run the platforms and that will require being competitive in salary offering. It is best to use different avenues (email, social media, text)
- **Lack of understanding of how to collaborate/partner “Where is the front door”.**
  - Need to streamline approach
  - Confusion on how to get involved/connected to UND. Where are the connecting points?
  - Being too “Grand Forks” centric may prevent opening the door to the west.
- **Changing enrollment demographics and weak inter-institutional partnerships**
  - Native American enrollments has been decreasing over the past years.
  - Agreements with other universities; it seems like unless we have monetary relationships with them the partnerships with some institutions have struggled.
- **Parking on campus- does not create a welcoming environment**
  - Where to park, difficult to create an environment where people want to come to campus and be engaged.
  - Parking has gotten easier with the construction done
  - Parking passes should be pre-rated by salaries
- **Perception of lack of competitive salaries for faculty and staff which is exacerbated by inflation**
- **Address issues with inclement weather days,**
  - Students are frustrated with “snow days”, why can’t they use online learning on those days ie there are paying for the class. All understand if it is access to a laboratory issue
  - Confusion about what faculty should do who work remotely when the main campus is closed and there is good weather where they are located.
  - Ensure access to strong technology - address lags
- **Inclusion of Distance Students**
  - identity, student loyalty to the institution, especially students at other locations.
  - Students are frustrated when an opportunity is being provided at the main campus, but not at the distant locations. Can it be provided to students at all the locations?

## Opportunities:

- **Research opportunities and expansion to do tangible things in rural areas**
  - Gives UND an opportunity to get more UND students out in the field and more exposed to rural communities. Things that have a tangible impact to the community through something they see, impactful for residents.
  - Expand and grow externship programs across the state.
  - Re-engage past summer programs to encourage American Indian students into science and health care fields.
- **Celebrate UND's successes and expand engagement:**
  - UND could reach out to all industry trade groups or associations, and governmental associations, all of which have offices in the state—most, but not all, are in Bismarck. Just a few examples are the Greater North Dakota Chamber, ND Petroleum Council, ND League of Cities and Association of Counties, and the numerous agricultural trade associations. These are the movers and shakers in ND business and politics.
  - Doing this will lead to more opportunities as others learn about what is occurring on campus and in our academic programs.
  - Publicize service programs more broadly and identify key stakeholders that can help spread the word.
  - Better marketing of what we are doing
  - Reinvigorate past student leaders' involvement at UND
  - Leverage the individuals who are out in the communities in ND to encourage support for UND (i.e., Center for Rural Health)
  - The pandemic has taught us we can hire people to work at a distance
  - Expand engagement and responsiveness to workforce needs. Partner with industry
  - Expand engagement with local school systems in strategic locations where we have opportunities to recruit future students
  - Expand engagement with health and human services to address workforce needs.
  - Support as many direct and positive personal contacts with stakeholders as possible.
- **Better Connection with the State of North Dakota**
  - In some respects, UND is largely unknown to state residents outside of Grand Forks who did not attend the University. One way to reach out would be for UND representatives to have joint meetings with the board of directors of the local Chamber of Commerce, city and county commissioners, and state legislators in each of the ten largest cities.
  - Chance to get to state organizations and have them recognize the resources we have here they can access. Get it in front of others that in a more dynamic and routine way. Example of the Center for Rural Health and Conflict Mediation assistance for the more than 30,000 local government employees. Identify the people who need the resources we offer.
  - Many people really paying attention to Workforce development- we need to do better job of keeping our educated workforce in North Dakota. This administration is really focused on this right now – in terms of diversifying the economy
  - Consistency, support, and provide outreach to state/community.

- Capture data i.e., how many students remain in state and practice medicine for example, how many work in tribal communities
- Build successful business and industry partner relationships. Find new ways to build on this area that we have a history of doing well.
- **Balance primary research activity vs operational implementation**
  - Operational implementation will ensure more engaged with the industry and community – bring team to research both are valuable.
- **Provide opportunities for students to test waters in an easy way**
  - Have a speaker’s bureau for students comprised of UND graduates and others who are leaders or recognized experts in government, business, military, educational and medical fields. They can speak to UND students in a classroom setting (mostly virtual I assume) to share their knowledge, experiences, and expertise with students. Would be beneficial to also allow for a Q&A session with the speaker and the students. I believe students would find this most interesting and informative.
  - We can find “give away” opportunities for students. Develop ways to give students real experience through a system that is free and has minimal hoops to jump through to do it.
  - Provide opportunities for meaningful internship programs that connect the student and their chosen field. (Example: could the last semester be all remote and they work at the time for a company in an internship capacity where we can marry classroom with real life experiences?)
  - Place students in internships as much as possible to give students a “taste of the company” and type of work they might be interested in.
- **Changing Student and Campus Demographics**
  - Only so many 18-year-olds coming to a university, but a large market when it comes to adults that want to continue their education.
  - Need to have programs and courses that are more flexible to returning adults. Need to design strategic programs that will help adults be successful in workforce
  - Opportunity to work more within the high schools: how do we capture these people and show them all the things happening on campus.
  - Safety on campus: Friendly, collaborative safe campus where students feel safe, and parents know their children are being cared for.
  - Alumni is working on a corporate engagement program. Grow areas within our region where there could be great partnerships ie aerospace, business and engineering.
  - Explore first time grants for business or organization for internships and how it may help solve some workforce needs
  - Celebrate all volunteers who mentor/supervise/support student growth
  - Ask alumni to provide talents and treasures or connections before asking for money

**Threats:**

- **Need to address workforce needs**

- We will lose opportunities if we are not able to move faster and be more nimble in our approach (example: other universities have shown better ability to move more quickly on program creation, and flexibility with policy changes). Building a strong reputation that they can move quickly and fill needs in the state - especially in areas like nursing.
- **State economy is based on commodity-based markets.**
  - High ups and downs in markets. Need to be nimble and agile to adjust appropriately.
  - This comes back to workforce and UND's role in helping with economic development in the State.
- **Be mindful and cognizant of perceptions of diploma mills**
  - Will the outcomes be positive with the partnership with Person?
- **Underscore Who UND Serves:**
  - Perception growing of East/West divide in North Dakota
    - Perceived growing divide, feeling that some of the potential divide could be associated with political differences. UND needs to can do more to broaden prospective in value on both sides of the state.
  - Need for a united front as a community of Grand Forks, a university, and with our legislative assembly.
  - Losing ground on UND's presence around the state eg. Indian Health Services in Belcourt.
  - High mortality rate of American Indians in ND.
  - Lack of data on our alumni and where they practice/do business, and their status within their org.