

MSUM Strategic Priority Setting SWOT ANALYSIS | Fall, 2019

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Student centered/student focused • Small size/accessible feel/small classes • Caring, helpful, welcoming environment • Culture/core values/sense of community/sense of team • Faculty focus on teaching and mentoring • Quality academic programs • Beautiful campus (grounds, facilities) • Location (Fargo-Moorhead metro area) • Community connections/engagement • University leadership • Affordability/value • Dedicated and loyal employees • Commitment to diversity and inclusion 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Budget challenges/limited resources • No clear identity or focus/low brand awareness • Food/residence halls • Too many academic programs/failure to prioritize • Employee turnover • Course scheduling • Facilities upkeep/maintenance • Communication/transparency • Slow to meet market demands/too focused on traditional students/delivery
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Expand online and hybrid programs/flexible delivery options/flexible scheduling • Focus on workforce needs and career preparation/partner with employers • Expand graduate programs/18 online • Recruit new populations/increase diversity • Increase community outreach/engagement/partnerships • Partner/build relationships with P-12 • Partner with 2-year colleges/increase transfer enrollment 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Competition for students/competitive environment • Cost of attendance/student debt • Negative public perceptions of higher education/value • Lack of state funding/"broken" business model • Slow to change/lack of agility • Competition from online programs/lack of online at MSUM • Emphasis on vocational training/technical education • Students earning college credits in high school • Declining number of high school graduates

Strategic Priority "Buckets"

- **Diversity, equity and inclusion** – Build capacity to achieve equitable outcomes for all students.
- **Optimal mix of academic programs** – Offer the right mix of programs to achieve enrollment goals and financial sustainability.
- **Academic innovation and quality** – Create clear pathways for implementing innovative ideas and continuous quality improvement.
- **Distinctive student experience** – Define, market, and deliver a student experience that distinguishes MSUM.
- **Community engagement** – Build community partnerships that strengthen and sustain our academic programs.
- **Academic distinctiveness** – Identify, market, and leverage academic programs that are unique to MSUM.
- **Global education/competency** – Make global awareness and cultural competency a cornerstone of the MSUM student experience.