

## SWOT Analysis: Finance (Resources)

STRENGTHS	WEAKNESSES
N123 – Active Learning Classroom Baseball field Student housing	Traditional classrooms Department – budget allocations Gym Not knowing about grant opportunities Security/safety infrastructure (in progress)
(THFAAS) - The Hormel Foundation Austin Assurance Scholarship Capable CFO Fund balance/reserve fund improvement Budget allows for things needed like CRM Riverland Foundation – good collaboration, growth	Succession planning Enough staff to support business processes Presence – all three campuses.
Scholarship Grants (management position) Financial Aid Hormel support & relationships Good media coverage PSEO (457 students) / Concurrent enrollment	Tuition problems for students Textbook issues – cost/availability Too much focus on finances PSEO
Matching funds Leverage equipment	Bills are not sent out Housing in Albert Lea College park housing students – transportation to AL
Increased enrollment Community partners/corporate sponsorships	Continuing need for budget increases Multiple campus communities – can restrict local investment (Hormel/Austin)
Business Office experience	Needs/wants exceed available funds Union structure of employees
Longevity in community Reserve fund improvement COSM prison program	Facility improvements/maintenance – too reactive/not proactive Filling vacant positions Continue/stay compliance with safety
LED bulb replacement, HVAC updates, and other energy efficiencies Overall appearance/branding improvement, inviting/welcoming, cleaner Decreased amount of student loans taken out Waivers for parking fees, low amounts, etc. Albert Lea bonding project	Not sending students a bill for their balances – could we do paper/electronic/text? Late fees: are they required? Can we send warning before? Bathroom updates
Better fiscal rating Book charging 3 campuses	Required to: <ul style="list-style-type: none"> <li>• Pay too soon for upcoming semester</li> <li>• Give more time to come up with payment</li> </ul> Dated Albert Lea campus Decision for space usage are made for short term / not long term
Strong connections, fiscally responsible, strong financial leadership	Combined effort/communication on industry partners-plan of action
	Laundry in housing
OPPORTUNITIES	THREATS
Active learning classrooms Right-sized department budgets Academic technology R&D Funds Upkeep/maintenance/amortization budgets More student housing – other campuses than Austin	Don't know State allocations/enrollment for budgeting Higher security issues (security/safety infrastructure)
Enhance security on campus	State funding

Strategic on grants we apply for Create/mirror partnerships like THFAAS in Albert Lea and Owatonna	Inflation – cost of things going up Enrollment decline Low unemployment
Corporate sponsors Increased enrollment/impact on budget More financial support for students Changing demographics/growth in minority or non-trad	Others with innovative programs Economy Changing demographics
Replace old lights with LED lights	Dropping classes for low enrollment Student going on-line to find other classes
New partnerships Community support & awareness EL courses to accommodate increased diversity & retention	Unplanned/unexpected expenses Legislative/policy changes Competition between Higher Ed institutions
State funding – leveraged equipment FlexPace – online	State funding – i.e. recession Demographics – enrollment African swine fever – Hormel stock Equipment/facilities issues Health care cost Industry pay structure
Strategic hiring practices More proactive with facility improvements & maintenance Grants/funding proposals	Major structural repairs cost Employee burn-out / leaving employment Loss of FT Injury or lawsuits
Buy futures for utilities to keep costs low/steady Expanding opportunities for external and industry partnerships in Owatonna, Albert Lea and surrounding areas.	FBM impacts from state of farming economy/tuition rates Demographics of K-12 students potentially leading to decreased enrollment Low unemployment rates/student not finishing/enrolling
Bonding in Albert Lea 3 campuses Find ways to increase the number of students applying for scholarships Send bills in the mail to students to receive payment	Lower high school graduation rates
Enrollment, programs, grants, business partnerships	State funding, enrollment
Comfy/cozy spots Starbucks/Caribou More things to do/student life Skyway between buildings Charging stations/WiFi hot spots	Competition with other campuses More housing & events needed.

## SWOT Analysis: People

STRENGTHS	WEAKNESSES
Departmental continuing ed. / prof. development College-wide engagement More advisors	More counselors – support mental health needs, coverage at all campuses Limited accessibility services – including career tech Local media coverage Consistency among supervisors (some promote involvement in committees, search teams and special events while others discourage participation). Communication regarding current staffing (hires, retirements, etc.)
History – longevity Open to new ideas – innovation New faculty support; onboarding	Overloaded with extra assignments – “burnout” increase in responsibility Not prepared for our changing student population
Austin community relations – ABE, Workforce presence, (science in schools, mentoring, Hormel scholarships) Albert Lea – robotics, industry relationships for tech programs, accreditation of electrical program Diverse sets of knowledge/strengths among faculty and staff	Not utilizing all opportunities in OW Albert Lea available space Not enough time for professional development / continue learning Not always the right tech to use time efficiently
Helpful, motivated, qualified faculty Diversity Recruit students Accessible campuses Interaction with Hormel Foundation Concurrent/PSEO	Lack of full engagement in mission Community Lack of state financial support
Small departments means better communication Multiple locations Knowledgeable staff – many are directly from industry	Program budgets Last minute hiring process Facilities kept up Realistic budgeting Faculty often has to perform tasks outside their skillset
Supportive supervisor Ideas are listened to Staff mentoring	Communication Instability of leadership (might have stabilized now) Updating personnel responsibilities and their locations
Caring, dedicated, collaborative, skilled, friendly, helpful staff.	Obtaining & retaining skilled faculty <ul style="list-style-type: none"> <li>• Competitive wages</li> <li>• Shortage</li> <li>• New employee onboarding</li> </ul> Are there enough faculty to deliver STEM courses? Cancelling because of small class
Owatonna & AL – family environment Staff & faculty care about each student’s needs Riverland has identified the culture differences	3 separate campuses Talking to stakeholders Marketing & branding
Faculty support center Community engagement & involvement Program initiatives RiverDays Student focused Small campus size - # of people Employee Conversations	Onboarding for new staff – don’t have No staff support center Insufficient time for faculty to be engaged outside of classroom Uniting all three campuses
Longevity of staff Opportunities to be involved Investment in employees by the college (PD and continuing education) Wellness committee	Consistency among supervisors (some promote involvement in committees, search teams and special events while others discourage participation). Communication regarding current staffing (hires, retirements, etc.)

Employee Engagement for small things that mean a lot is improving. Thank you Administration for the couple of hours off leading into a holiday or the opportunity for Summer Hours. Even the smallest things create such a difference.	
Value others – food pantry Great counselors	More student life for people on campus
<b>OPPORTUNITIES</b>	<b>THREATS</b>
Improve safety & security processes Engagement opportunities Social worker/mental health specialist Diverse hiring to match student population	Finding qualified faculty & staff Dependence on part-time/adjunct faculty
Using technology to connect – better use of time Learning to empower employees to use their strengths	High administrative turnover = instability, learning curve, defending/explaining, programs Distrust Punitive instead of collaboration (climate)
OW – identify industry partners Develop partnership with ABE (ESLA, developmental ed. working group) AL – new bonding bill – opportunity to expand	Economy OW needs strengthening & other colleges with same/similar programs nearby (MSU, SCC, RCTC) Long hiring process – losing candidates
Hormel Grants Increased focus on trade programs PSEO concurrent to recruit for Riverland	Pushing students into 4 year programs
Job market Better cooperation from stakeholders	Downturn in the economy Declining class sizes Others have better marketing and larger budgets Inconsistent funding Low/negative enrollment
Fresh ideas with new employees Updating and adding programs	Attrition through retirement, loss of experience
Mentorships – retired faculty? Provide courses needed on other campuses and personnel Better communication of new hires & staff “fun info” life & professional successes	Money Rural
Reaching out to different communities via AL & OW Cultural events More participation in community events on all 3 locations	Staff to cover Instructors to teach between campuses Not having all programs available at each campus
Instructional designers CRM Re-engage Riverland “Live” Proactive hiring – succession planning Increase outreach to area public schools Rotate campus for All College Day events	Decreasing budgets and human resources Competitive market Recruitment of new employees and retention
Calendar of events that the people put out. Some event might include staff night at the theater, athletic event, pot lucks in different building's, and job swap. An idea that I have had that Nuga would give a staff/faculty the day off and do their work for that day. An employee's name would be drawn from those that contribute to the foundation. New Hires could be handed a card during on-boarding... not with only the KPI's but with "the elevator pitch". Simply, what do we sell, why should someone buy it (how can someone buy it - Admissions contact). On-boarding. We could do so much more... We do annual reviews for every employee and the immediate supervisor expresses what they have done well and what they	Staff turnover, back-filling, budgets, and overload

can improve on. However, one thing that has always puzzled me is... if a main percentage of a supervisors' time is spent supervising... how come no feedback is ever asked of those that the person supervises regarding how they are doing? The supervisor's supervisor is making all the judgement and especially now with the leadership changes, the employees cannot contact their supervisor's supervisor regarding any concerns so I feel like our (non-supervisor employee) concerns are not being heard. The supervisors are not getting evaluated correctly or holistically on that aspect of their job.	
Text or call vs. email students (alerts) Promote counselors better so students know what they do. Female counselor	Mental health Not enough school spirit

## SWOT Analysis: Market (Outreach)

STRENGTHS	WEAKNESSES
Online program and students Quality Matters courses Increase in high school partnerships includes concurrent enrollment	Declining support of QM courses (renewals) No presence in high schools (as a potential post-secondary option after graduation) Online program Quality Matters courses
Increased enrollment Partnerships – Kibble, DeWalt, WSU Increased outreach to students of diversity	Increase marketing? Funding shortfalls. Deferred maintenance.
H.S. – Adult learners – business & industry / reach multiple groups Scholarships – all including The Hormel Foundation Austin Assurance Scholarship (THFAAS) Concurrent/PSEO enrollments Comprehensive workforce solutions (customized training collaboration) reaches larger area Waseca program (COSM – find more)	Diminishing traditional HS #'s Expand area of focus beyond Austin. More HS beyond demographic area Transportation between campuses not available No housing in Albert Lea/Owatonna Traditional students / 4 year college “stigma” Home town “stigma” – educate parents
Yearlong scheduling PSEO & concurrent HS students Industry needs Diverse programs offered	Have faculty & staff represent student demographics
Technical programs ESLA program 3 communities Affordable Small class sizes 2+2 programs Community support Collaboration with business for tech programs	Lack of TRIO support for other campuses Divided resources between campuses: Human/Program/Building Lack of community awareness Myth that we are 13 <sup>th</sup> grade Course transfer information
Albert Lea bonding Year-round registration	Outreach to communities outside of Austin, Albert Lea, Owatonna (schools) Involvement with business clubs
	Hard to predict (enrollment) Ignores retention (current market)
FlexPace Honors program Engaged advising – individual student focus	Retention rates Owatonna area support
Website	Better/replaced signage (OW)

Signage Safe/comfortable place (security) Program collaboration with other colleges (4-year)	Growth of marketing dept. (more employees – FT) Getting/reaching out to media Growing connections with K-12
Student focus programming and funding: CRM, Reconnect, Austin Assurance, Concurrent, ICAP, Be Your Best Strong social media presence Web Site development Multiple delivery systems Engaged advising Adding enrollment specialist in Albert Lea and Owatonna	Advisory members-being intentional about who is on them Communication of changes in contact person for specific departments both internally and externally Campus promotion and exposure Not accessible to working adults
Advertise college: <ul style="list-style-type: none"> <li>○ Program offered</li> <li>○ Career days</li> <li>○ Public is better than current student advertising</li> </ul>	
<b>OPPORTUNITIES</b>	<b>THREATS</b>
Strengthen HS partnerships Intermediate/middle school presence (career day) ELL/ESL pathways ABE alignment Owatonna relationships (i.e. Owatonna Forward) Fully online programs	Online program Quality Matters courses We have been a QM leader, will we fall behind? NACEP accreditation may impact concurrent enrollment
Interstate signage - Owatonna Mobile welding trailer Develop more partnerships Educating our communities with what we have to offer Increase advertising – billboard Owatonna Building stronger relationships with area schools	Online competition Competing with factory jobs – no debt for education Cost Close proximity to other higher Ed schools
Hormel Foundation to expand to other communities Other industry to follow lead of Hormel Collaboration with other institutions Different means of delivering instruction Engage students earlier in HS (middle school)	Economic changes/funding sources Competition with other institutions - students
STEM/R-Step Assurance (Austin)/Hormel) Industry Partnerships	Declining potential student base
High demand in tech career Close proximity to job opportunities More collaboration with industry & college partners Dispel the community college myth Go after first generation, low income students	Online schooling Increased student loan debt Funding
Concurrent pipeline of students Transfer pathway programs Promote TRIO services	Perception that higher Ed needs to be a 4-year university.
Refine assurance process to increase share of college ready students Look at current and previous markets – still servicing these markets, should we continue, should we put more into them Increase 2+2 programs offered here.	Fewer students ready to enter college & do college level work – no college skills Economic conditions
More FlexPace programs ESLA students Under prepared students Transfer pathways More Zoom based courses Career Tech education Stacked certificates	Low unemployment Online learning market share Declining HS population Continue spending on negative revenue programs Hiring students before they finish

Growing connections with K-12 Community organizations / 20/20 (grow collaborations / better programs / degree	Campus specialization Increasing isolation
Center for Agriculture and Food Science Technology Promotion of MA program Promotion of programs in all three communities Civic involvement in all three communities Part-time, Night/Weekend schedule for classes and support	Change in market and demographics Small high school class sizes
Better communications with current students – treat them as a market More school spirit More outside events College discounts in community Transportation for students	

## SWOT Analysis: Program

STRENGTHS	WEAKNESSES
Student Success Center provides good support Job placement Ag Summit Concurrent enrollment Hormel partnership/strong partnerships with those already established Knowledgeable faculty/experienced faculty	More program showcases like Ag Summit More PR in the county/surrounding areas College-supported outreach to K-12 systems in area Concurrent enrollment does not in & of itself mean a pipeline to RVR. Need more than just rely on this. Programs don't necessarily have equipment/supplies needed to be "Best in Class" Enrollment in programs
Easy transfer into Assigned advisors, engaged advising model Engaged faculty Faculty/advising collaboration Online orientation Early Alert	Outdated course offering Textbook issues Online/face to face course balance
Strong academic assessment model Brightspace collaboration site for first year experience Transfer of credits Online classes offered here at Riverland ITV equipment improvements	Not providing advising to concurrent students Management of student communication Lack of career classes for concurrent students
AL Transportation, Trade, & Ed Center Online learning (robust) Industry partners (strong) THFAAS Ability to change/revise program options Advising boards (active/involved/students) Cost Concurrent 3 sites/3 communities to meet needs	Slow to change (decision-making is slow) Still operate in a traditional mindset – don't offer block scheduling Service Hours! (too traditional – programs and services (i.e. advising, bookstore, library, etc.) Poor working relationships in OW Constraints of (union) contracts Outdated technology, facilities, equipment Communication (response time)
Community involvement Simulation labs – LAWE, AG, NURS 1:1 tours; appointments ABE at Riverland PSEO Diversity Expertise	Budget & Financing Translating international degrees Media & marketing – fairs, commercials, etc. Appreciation within departments
Success, retention, recruitment, communication, outreach, life skills, employment	Forced to take course/required Do they need it? Faculty numbers

	<p>Training hours Resources Does it fit into all programs Little library component</p>
<p>First year experience TRIO, BYB Partnerships – industry programs, community, AHS, concurrent, ABE, Workforce Food pantry PTK &amp; other student organizations Honors, FlexPace</p>	<p>Part-time programs (including career-tech) Online &amp; flexible programs PSEO schedule in OHS conflicts with music (upper level 11<sup>th</sup> grade) Services for adult learners (nights/weekends) &amp; affordable childcare Communication of service options to current students (orientation on steroids) Spring start (make more of a big deal) Credit for Prior learning Technology pathways Transportation (campus to campus) Perception of OW Riverland vs OHS students</p>
<p>Commitment to excellence Accreditation, National Standards Pathways – connections to 4 year colleges Track success data (graduation/work placement), state boards Prepare for jobs</p>	<p>Money to grow programs; accreditation Getting qualified staff with experience Pay gap – industry/academia Retention of staff/faculty/students Student prep for rigor Access to programs Help for tutoring/language</p>
<p>Existing partnerships (St. Scholastica, WSU, MSU, Bemidji 360, ABE, AHS, Workforce, etc.) 1<sup>st</sup> year experience Industry – Hormel, McNeilus, Viracon, DeWalt, Bosch Pipeline grants</p>	<p>Limited access to “big” partners (radius) Not investing enough in programming (space/equipment) Focus on Austin/THFAAS, what about other campuses</p>
<p>Addition of CRM, Austin Assurance, Concurrent partnerships Housing/student life coordinator.</p>	<p>Keeping pace with industry trends and needs of employers and industry partners</p>
<p>Food Pantry – offering Men’s Athletics Writing Center is good Tutoring Online programs are going well Great pathways</p>	<p>CPRO – all online. Need some face to face Gen Eds are crowded – or bigger classrooms Some hybrid classes are too fast paced Spanish classes start too difficult for people who have had no background.</p>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<p>Community Ed partnerships Get industry to fund more Ed opportunities for their employees More elementary/middle school events like Kids College We need to be an educational leader for our communities – reaching out to them to help &amp; lead education Internship opportunities for students with community businesses Better communication with K-12 faculty about summer opportunities at RVRP Grow strongly / well rounded in all disciplines</p>	<p>Apathy Lack of PR Losing relationships with community partners when RCC staff/faculty retire Further out planning for events / no las minute stuff – look ahead. We need to have enough /right people working on projects Listen to communication from those involved.</p>
<p>Improving technology skills Online orientation Initial successes</p>	<p>Fully online programs distance from southern MN</p>
<p>More evening classes Concurrent counseling Program Review</p>	<p>Online classes at colleges Program review Advisory committees</p>



Advisory committees	
Ability to reach adult market Connect with younger groups to position us as an option Concurrent for technical programs 3 sites/3 communities Partnerships (expand) with businesses Increase skill level of regional employees (businesses) Grants Stackable credentials (i.e. para to elem Ed teaching)	Enrollment (demographics) Dependent on (the same) industry partners (Hormel) Unemployment Retention Other local colleges/universities Transportation Perception (RVSS a 2 <sup>nd</sup> choice)
Serve on inside/outside committees Grants & Scholarships Training – customer service	Other schools provide weekend program & bilingual programs Not having solid financial support
Equipped for success Big demand Distinct/proactive Campus buy-in Inside/outside exposure	Faculty numbers Student numbers Finances Campus buy-in AA vs AS Tech faculty lead? Is it right for all programs?
Owatonna – get in the HS, make it more of a campus, engage current faculty better & outreach, collaboration with options/programs at OHS Fear of technology, fear of coming back to school, few adult learners (technology, support, orientation) Transferring credits from other country college degree. Promote & encourage. More programming for non-English speakers The forgotten group – services & support	People – time to lead development Staff to teach flexible scheduling No grads to fill workforce
Using technology (zoom groups) Summer connections to retain students Part-time/weekend flexibility Pathways connection Orientation to teaching Language prep Mentoring 2 <sup>nd</sup> to 1 <sup>st</sup>	Student issues: debt, transportation, mental illness, child care, food insecurity, time to study Access to counselors on each campus Changes in leadership Student prep/rigor/code changing Orientation to teaching
Adult learners – MN Reconnect, CPL, scheduling, daycare Diverse populations Online, QM, all online programs Video classrooms Ag programming	Competition invests in facilities, equipment “Traditional” market not priority Diverse adults, etc., not ready for online Video rooms not consistent DMC - ?? Full Ag program?? Viable market??
Mental health partnership Fluid needs assessment	Workforce & demographic changes
Schedule more online for adult learners Communications classes (new program) More pathways More communications methods besides emails (calls, text) for follow-up messages More meet/greet orientation (“learning communities”)	