

## Centers of Excellence - Private Sector



1. Before participating in the centers of excellence program, you had a positive perception of the program.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A	Rating Average	Response Count
Select one	20.3% (15)	43.2% (32)	33.8% (25)	0.0% (0)	0.0% (0)	2.7% (2)	2.14	74
							Why?	31
							answered question	74
							skipped question	0

2. As a current centers of excellence private sector participant, you have a positive attitude towards the centers of excellence program.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A	Rating Average	Response Count
Select one	35.1% (26)	45.9% (34)	8.1% (6)	5.4% (4)	0.0% (0)	5.4% (4)	1.83	74
							Why?	30
							answered question	74
							skipped question	0

3. Did you participate in preparing the centers of excellence application?

		Response Percent	Response Count
Yes		21.9%	16
No or N/A		78.1%	57
		answered question	73
		skipped question	1



**4. The institution of higher education took the lead in preparing the application.**

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A	Rating Average	Response Count
Select one	28.6% (4)	57.1% (8)	14.3% (2)	0.0% (0)	0.0% (0)	0.0% (0)	1.86	14
	answered question							14
	skipped question							60

**5. The required steps of the application process were clearly identified at the beginning of the application process.**

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A	Rating Average	Response Count
Select one	7.1% (1)	71.4% (10)	14.3% (2)	7.1% (1)	0.0% (0)	0.0% (0)	2.21	14
	answered question							14
	skipped question							60

**6. In preparing the application, you participated in conducting due diligence to create a viable proposal.**

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A	Rating Average	Response Count
Select one	7.1% (1)	71.4% (10)	21.4% (3)	0.0% (0)	0.0% (0)	0.0% (0)	2.14	14
	answered question							14
	skipped question							60

**7. In preparing the application, your questions were answered to your satisfaction.**

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A	Rating Average	Response Count
Select one	21.4% (3)	50.0% (7)	28.6% (4)	0.0% (0)	0.0% (0)	0.0% (0)	2.07	14
	answered question							14
	skipped question							60



8. In determining whether to participate in the centers of excellence program, you understood the economic impact goals of the proposed center.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A	Rating Average	Response Count
Select one	24.2% (16)	42.4% (28)	22.7% (15)	4.5% (3)	1.5% (1)	4.5% (3)	2.13	66
answered question								66
skipped question								8

9. Has your center of excellence been successful in furthering the following centers of excellence program economic development goals? (NOTE: The goals from 2003-05 were slightly different. The goals listed in this survey reflect the 2005-11 goals.)

	Yes	No	Unsure	Response Count
Use university or college research to promote private sector job growth and expansion of knowledge-based industries	66.7% (44)	10.6% (7)	22.7% (15)	66
Use university or college research to promote the development of new products, high-tech companies, or skilled jobs in North Dakota	65.2% (43)	9.1% (6)	25.8% (17)	66
Create high-value private sector employment opportunities in North Dakota	60.6% (40)	9.1% (6)	30.3% (20)	66
Provide for public/private sector involvement and partnerships	80.3% (53)	4.5% (3)	15.2% (10)	66
Leverage other funding from the private sector	60.6% (40)	10.6% (7)	28.8% (19)	66
Increase research and development activities that may involve federal funding from the National Science Foundation Experimental program to stimulate competitive research	25.8% (17)	12.1% (8)	62.1% (41)	66
Foster and practice entrepreneurship	65.2% (43)	7.6% (5)	27.3% (18)	66
Promote the commercialization of new products and services in industry clusters	65.2% (43)	7.6% (5)	27.3% (18)	66
Become financially self-sustaining	47.0% (31)	10.6% (7)	42.4% (28)	66
			Comments	13
			answered question	66
			skipped question	8



10. At the time your business committed to be a private sector participant with the center of excellence, the terms of any ongoing monitoring and any annual audits relating to the center were made clear to you as a private sector participant. (NOTE: Since creation of the program in 2003, the audit and reporting requirements have been revised multiple times. Please answer this question based on the monitoring and audits applicable to your center.)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A	Rating Average	Response Count
Select one	7.3% (4)	32.7% (18)	32.7% (18)	10.9% (6)	5.5% (3)	10.9% (6)	2.71	55
							Comments	12
							<i>answered question</i>	55
							<i>skipped question</i>	19

11. As a private sector participant, your obligations relating to ongoing monitoring and annual audits are clear.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A	Rating Average	Response Count
Select one	3.6% (2)	41.8% (23)	29.1% (16)	10.9% (6)	5.5% (3)	9.1% (5)	2.70	55
							Comments	9
							<i>answered question</i>	55
							<i>skipped question</i>	19

12. The monitoring report requirements and audit requirements of the centers of excellence program are reasonable as they relate to time requirements and information requested of you as a private sector participant.




	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A	Rating Average	Response Count
Select one	5.5% (3)	40.0% (22)	32.7% (18)	1.8% (1)	5.5% (3)	14.5% (8)	2.55	55
							Comments	6
							<i>answered question</i>	55
							<i>skipped question</i>	19






13. The centers of excellence program incentivizes private sector partnerships with institutions in the North Dakota University System.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A	Rating Average	Response Count
Select one	29.6% (16)	38.9% (21)	22.2% (12)	3.7% (2)	3.7% (2)	1.9% (1)	2.11	54
							Comments	10
							<i>answered question</i>	54
							<i>skipped question</i>	20

14. Without the centers of excellence program, would you have partnered with this higher education institution to pursue this project?

		Response Percent	Response Count
Yes		29.6%	16
No		38.9%	21
Unsure		31.5%	17
		Comments	13
		<i>answered question</i>	54
		<i>skipped question</i>	20

15. Would you recommend the centers of excellence program to others as private sector participants?

		Response Percent	Response Count
Yes		79.6%	43
No		5.6%	3
Unsure		14.8%	8
		Why?	15
		<i>answered question</i>	54
		<i>skipped question</i>	20



16. When questions arise regarding the centers of excellence program, you know whom to contact for answers.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A	Rating Average	Response Count
Select one	31.5% (17)	51.9% (28)	9.3% (5)	5.6% (3)	1.9% (1)	0.0% (0)	1.94	54
							Comments	7
							<i>answered question</i>	54
							<i>skipped question</i>	20

17. The state applies the centers of excellence program requirements equitably.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree		Rating Average	Response Count
Select one	9.3% (5)	29.6% (16)	55.6% (30)	5.6% (3)	0.0% (0)		2.57	54
							Comments	11
							<i>answered question</i>	54
							<i>skipped question</i>	20

18. The work performed by your center of excellence has gone forward as expected.




	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A	Rating Average	Response Count
Select one	18.5% (10)	55.6% (30)	14.8% (8)	7.4% (4)	1.9% (1)	1.9% (1)	2.17	54
							Comments	11
							<i>answered question</i>	54
							<i>skipped question</i>	20



19. What could be done to make the centers of excellence program more attractive to potential private sector partners?

	Response Count
	53
<i>answered question</i>	53
<i>skipped question</i>	21

20. Have there been impediments, which if minimized or removed would enhance your willingness to participate as a private sector participant?

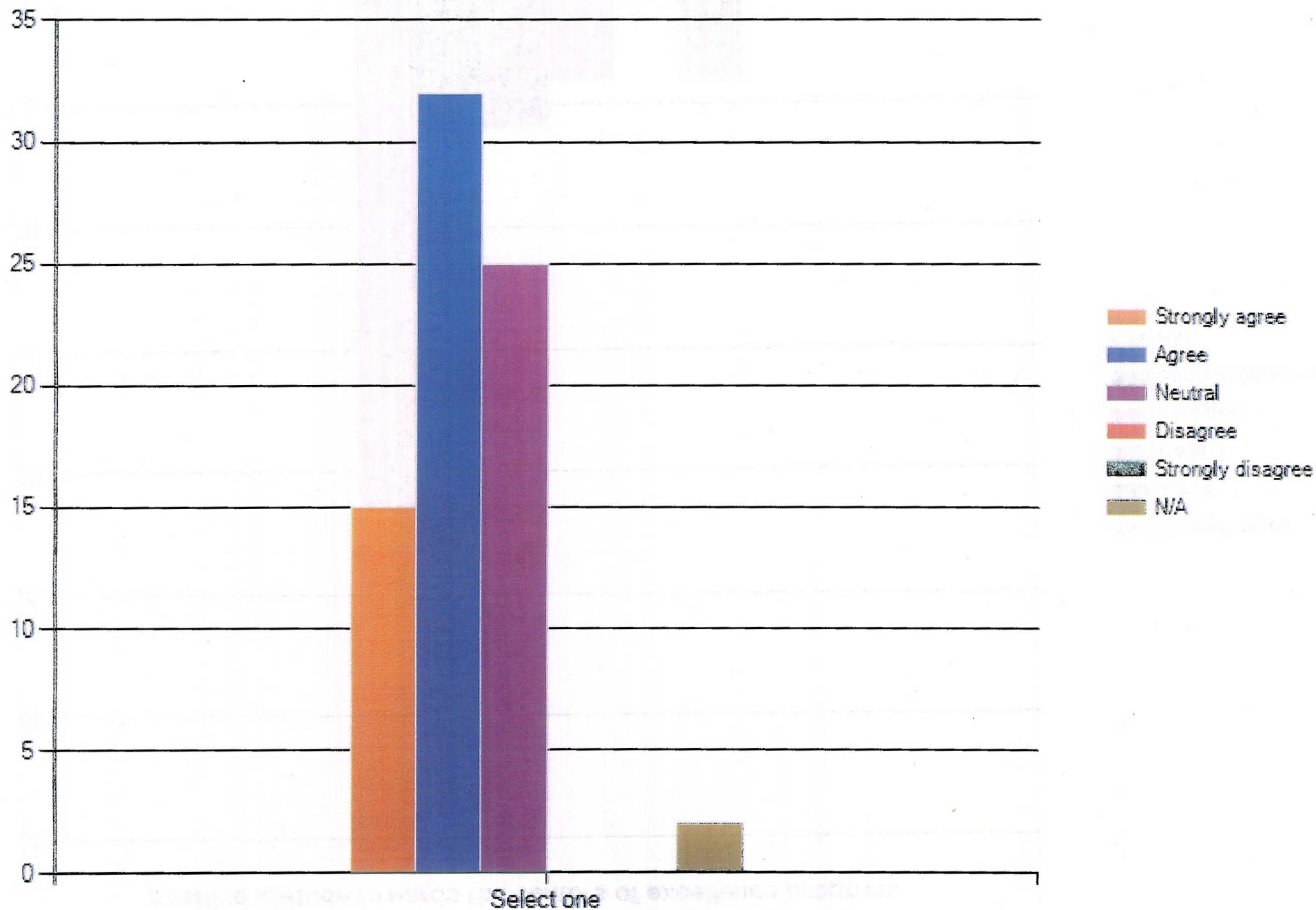
	Response Percent	Response Count
Yes 	17.0%	9
No 	52.8%	28
Unsure 	30.2%	16
If yes, what is the impediment, why do you consider it to be an impediment, and how could the impediment be minimized or removed?		11
<i>answered question</i>		53
<i>skipped question</i>		21

21. Please share any other thoughts you have regarding the centers of excellence program.

	Response Count
	30
<i>answered question</i>	30
<i>skipped question</i>	44

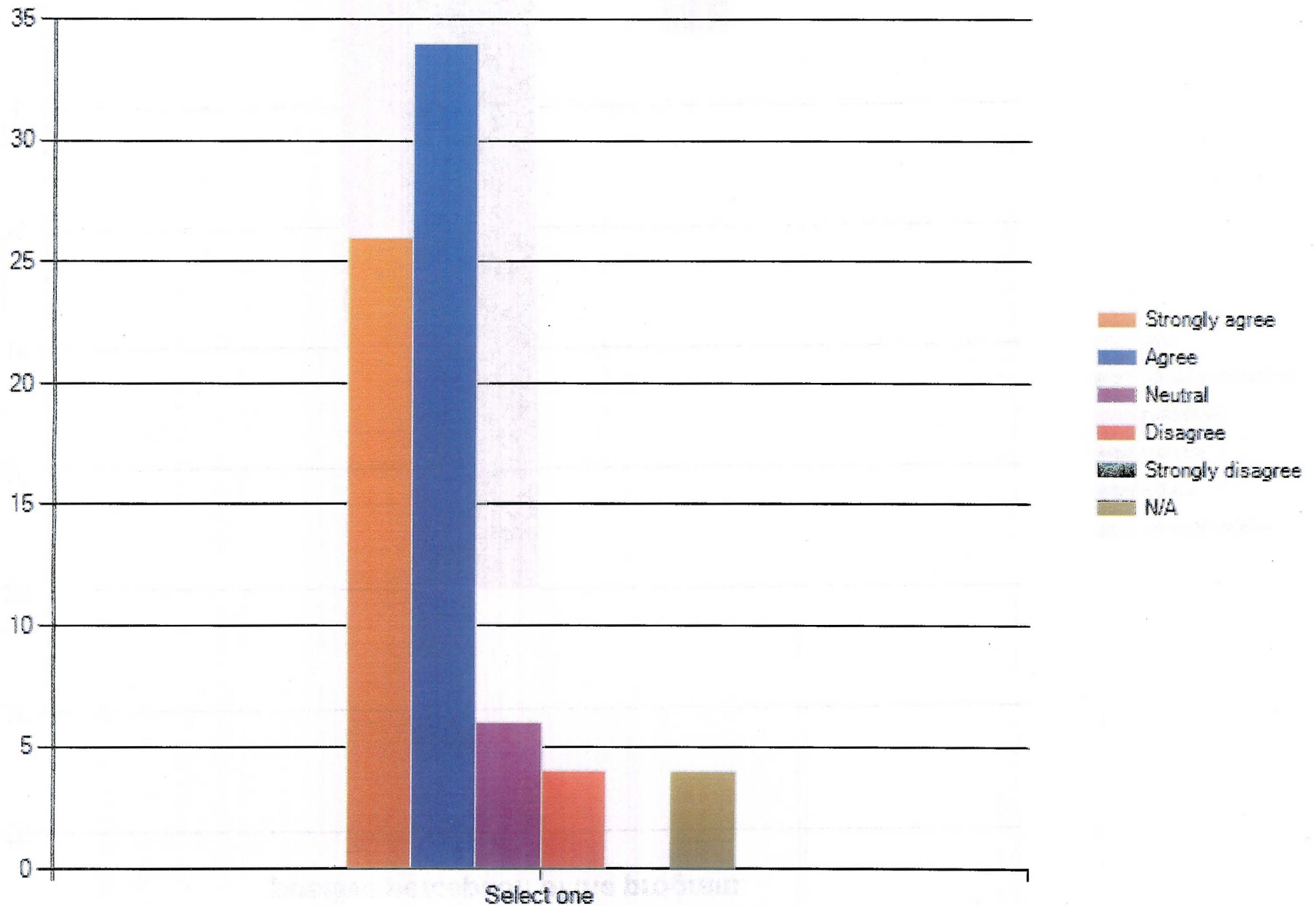


**Before participating in the centers of excellence program, you had a positive perception of the program.**



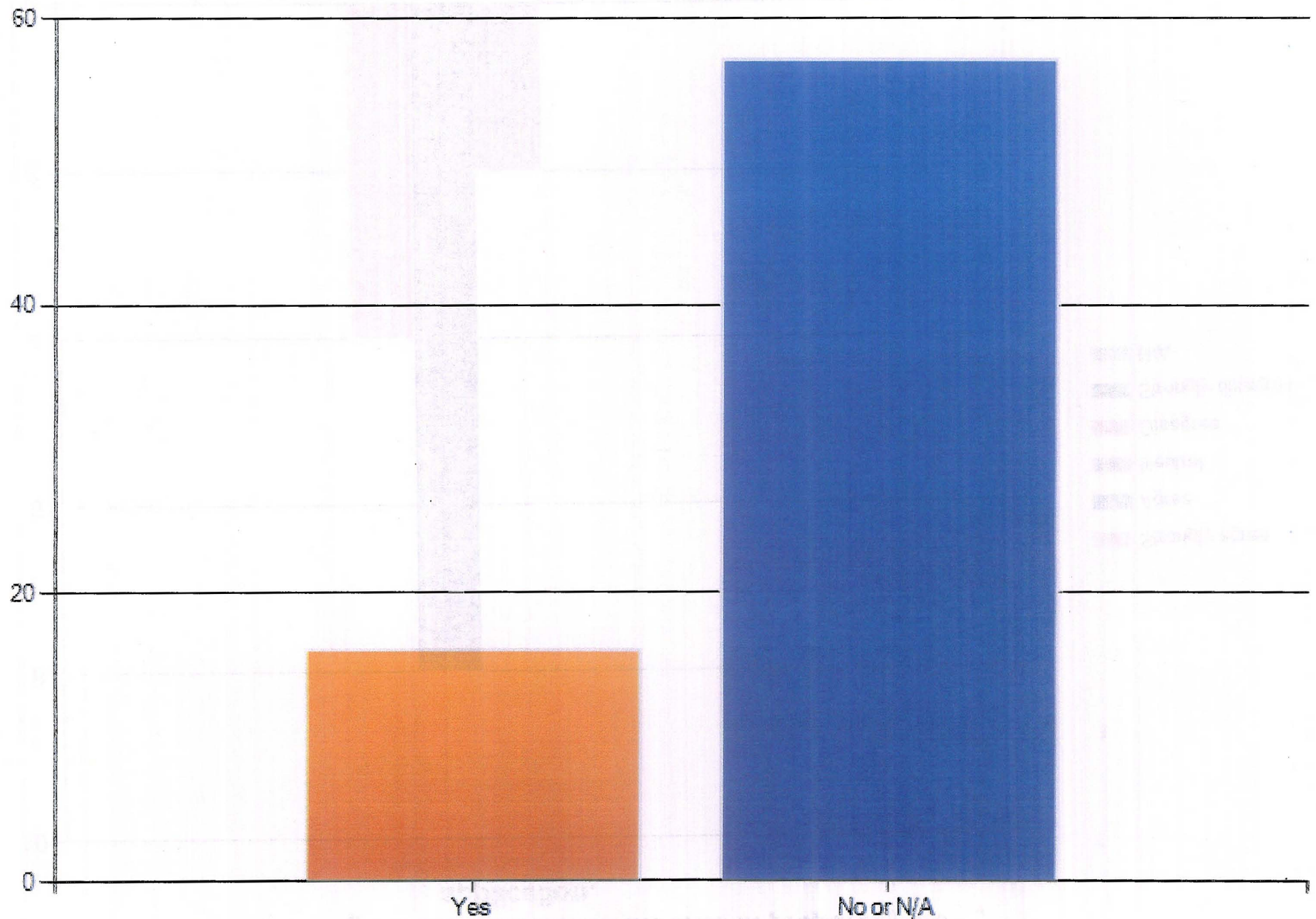


**As a current centers of excellence private sector participant, you have a positive attitude towards the centers of excellence program.**



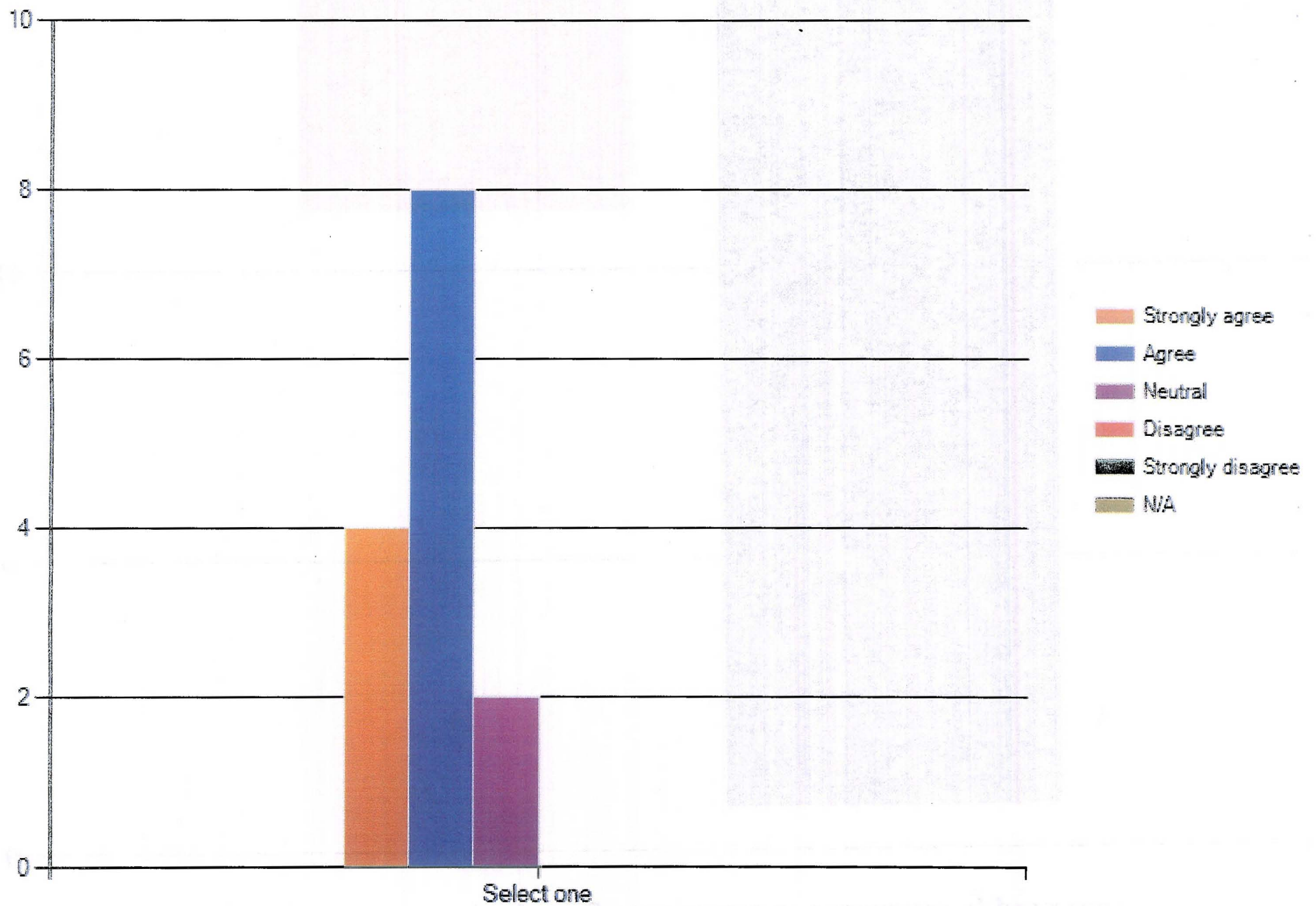


# Did you participate in preparing the centers of excellence application?



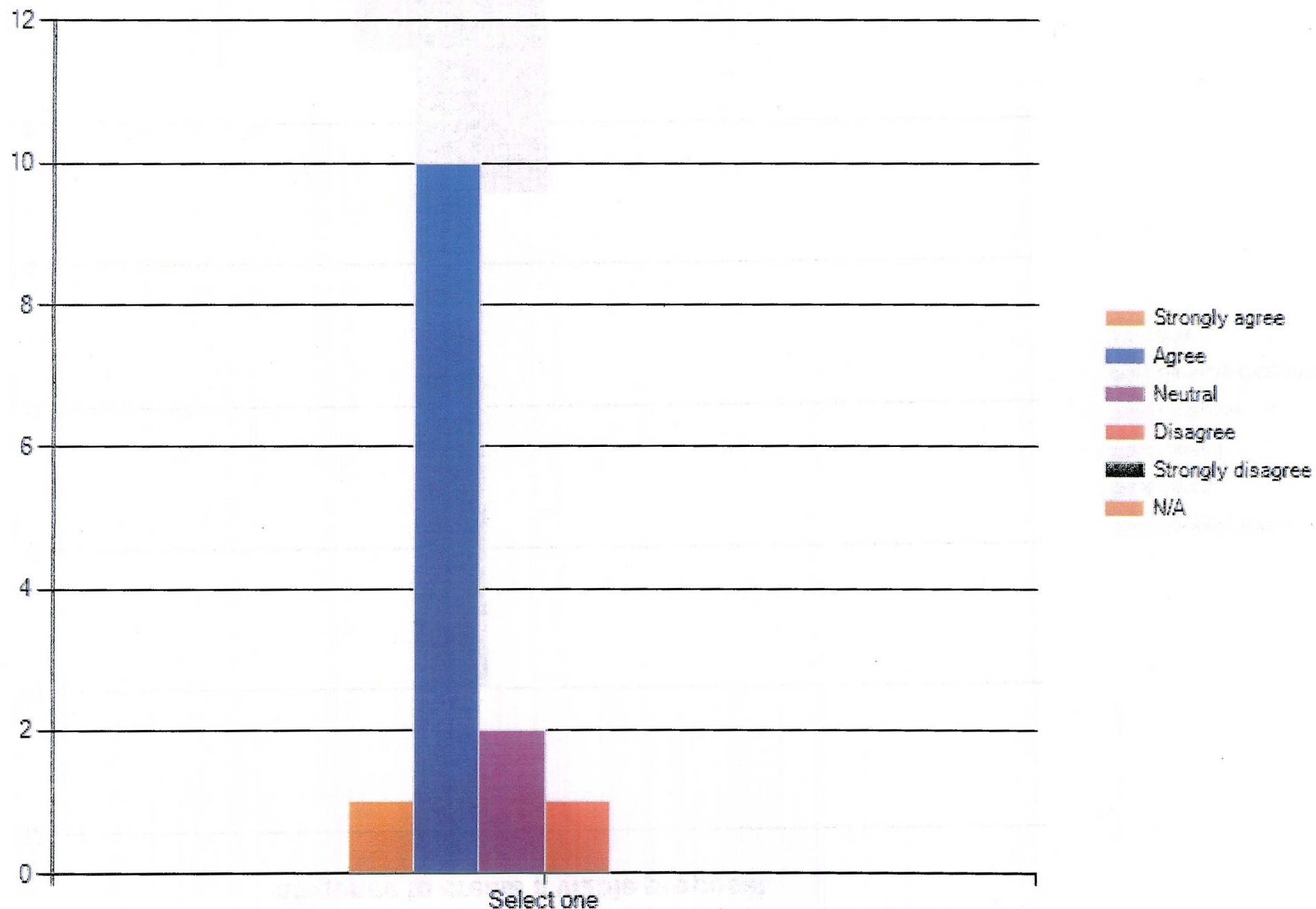


**The institution of higher education took the lead in preparing the application.**



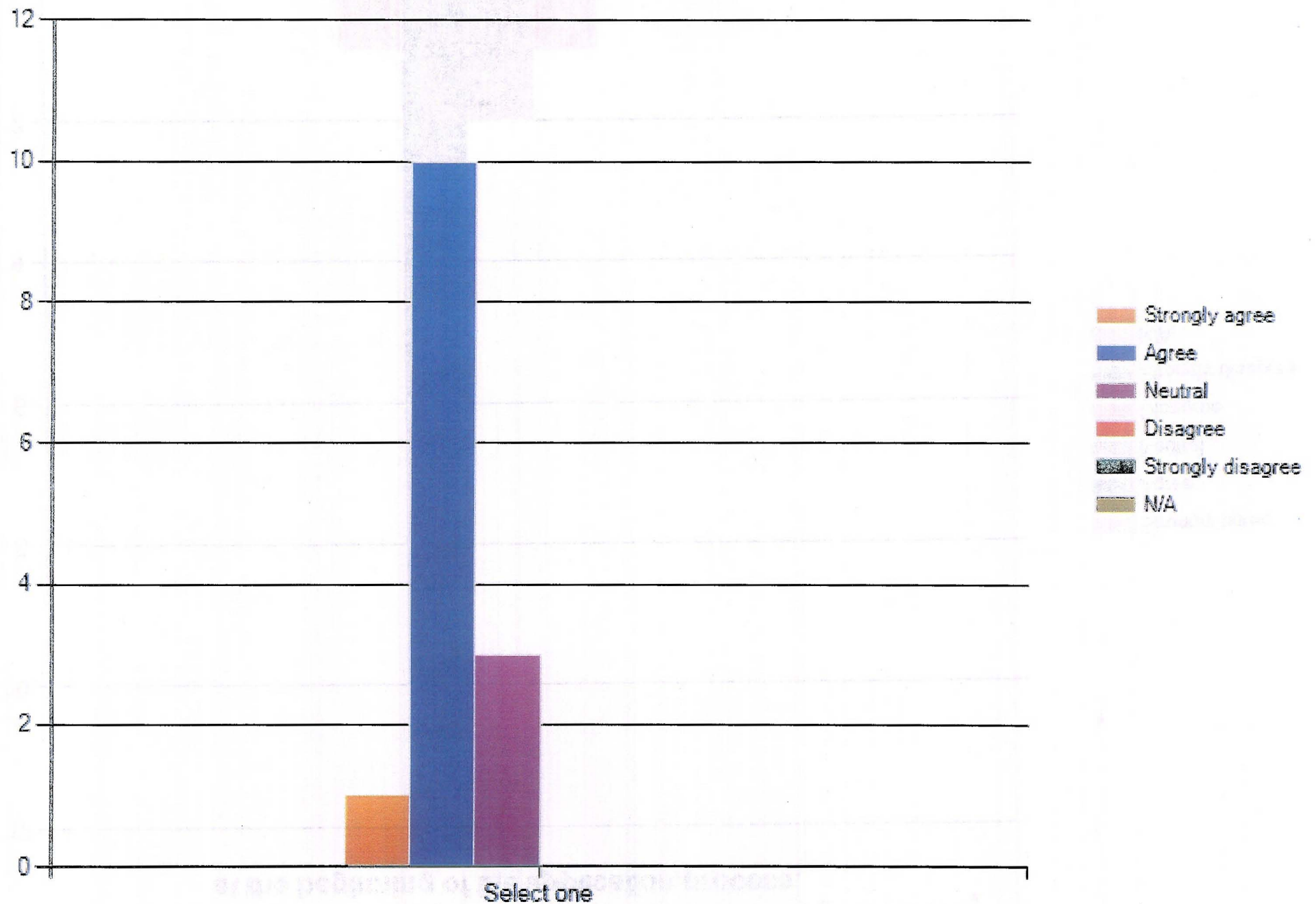


**The required steps of the application process were clearly identified at the beginning of the application process.**



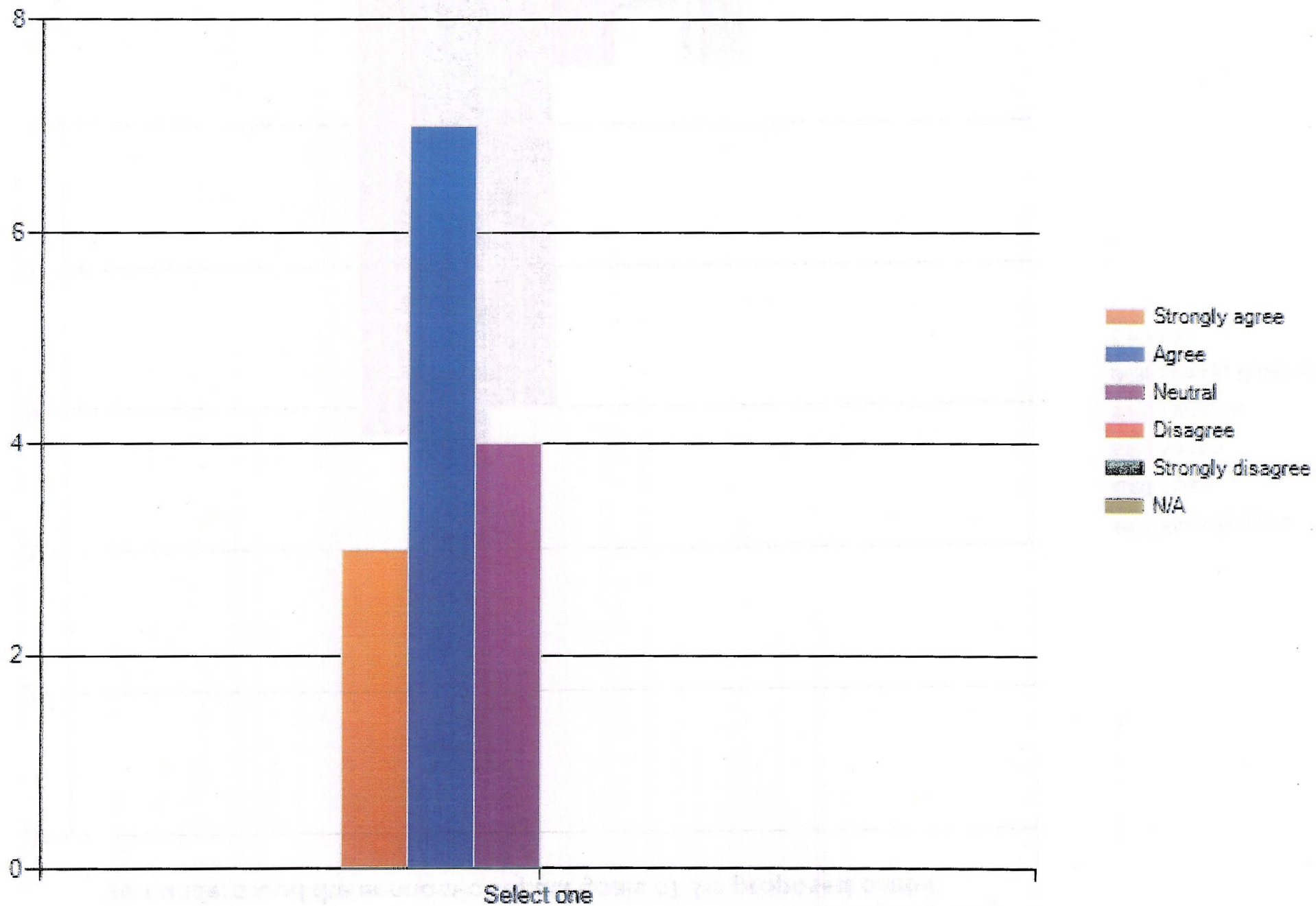


In preparing the application, you participated in conducting due diligence to create a viable proposal.



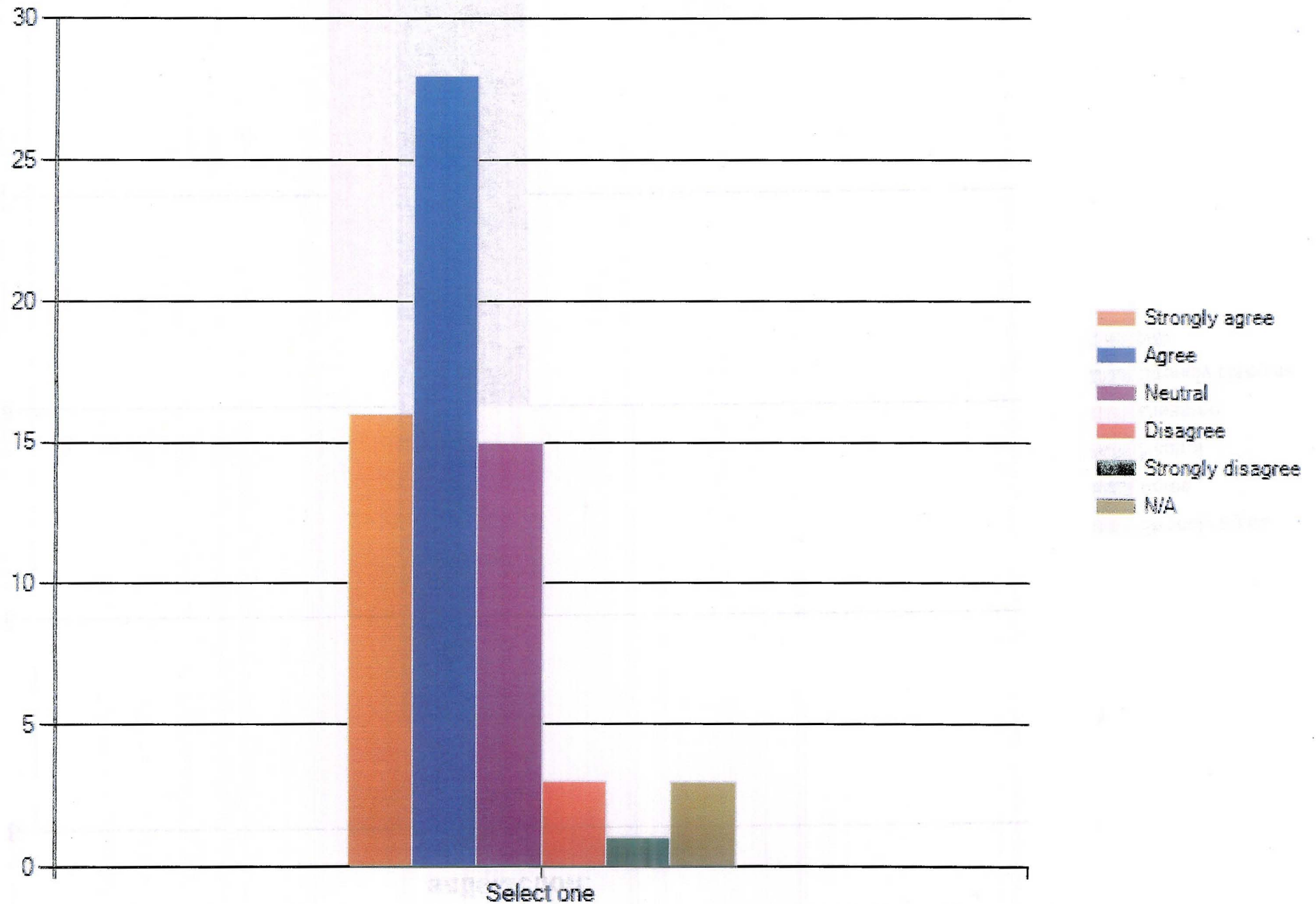


In preparing the application, your questions were answered to your satisfaction.



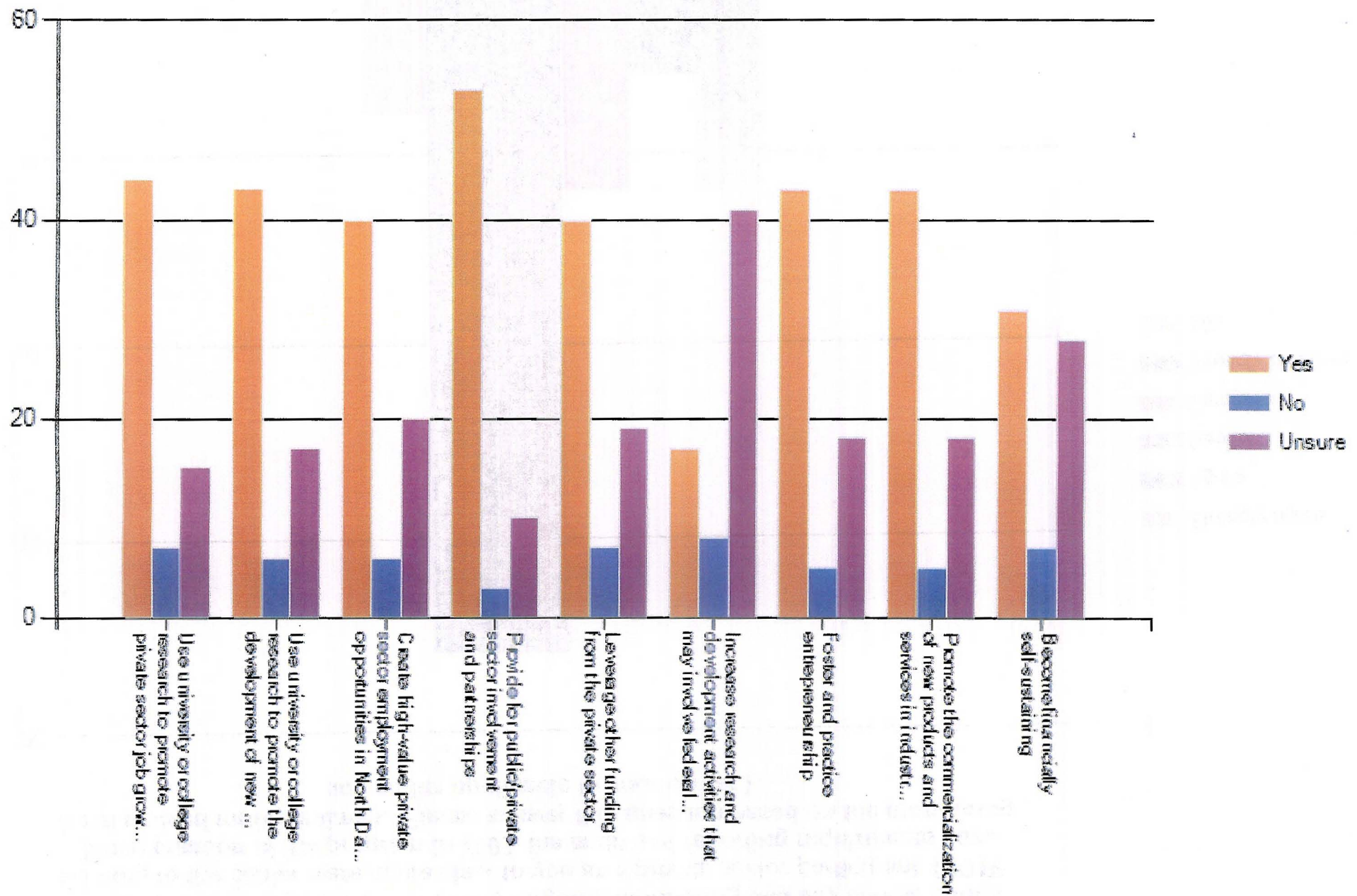


In determining whether to participate in the centers of excellence program, you understood the economic impact goals of the proposed center.



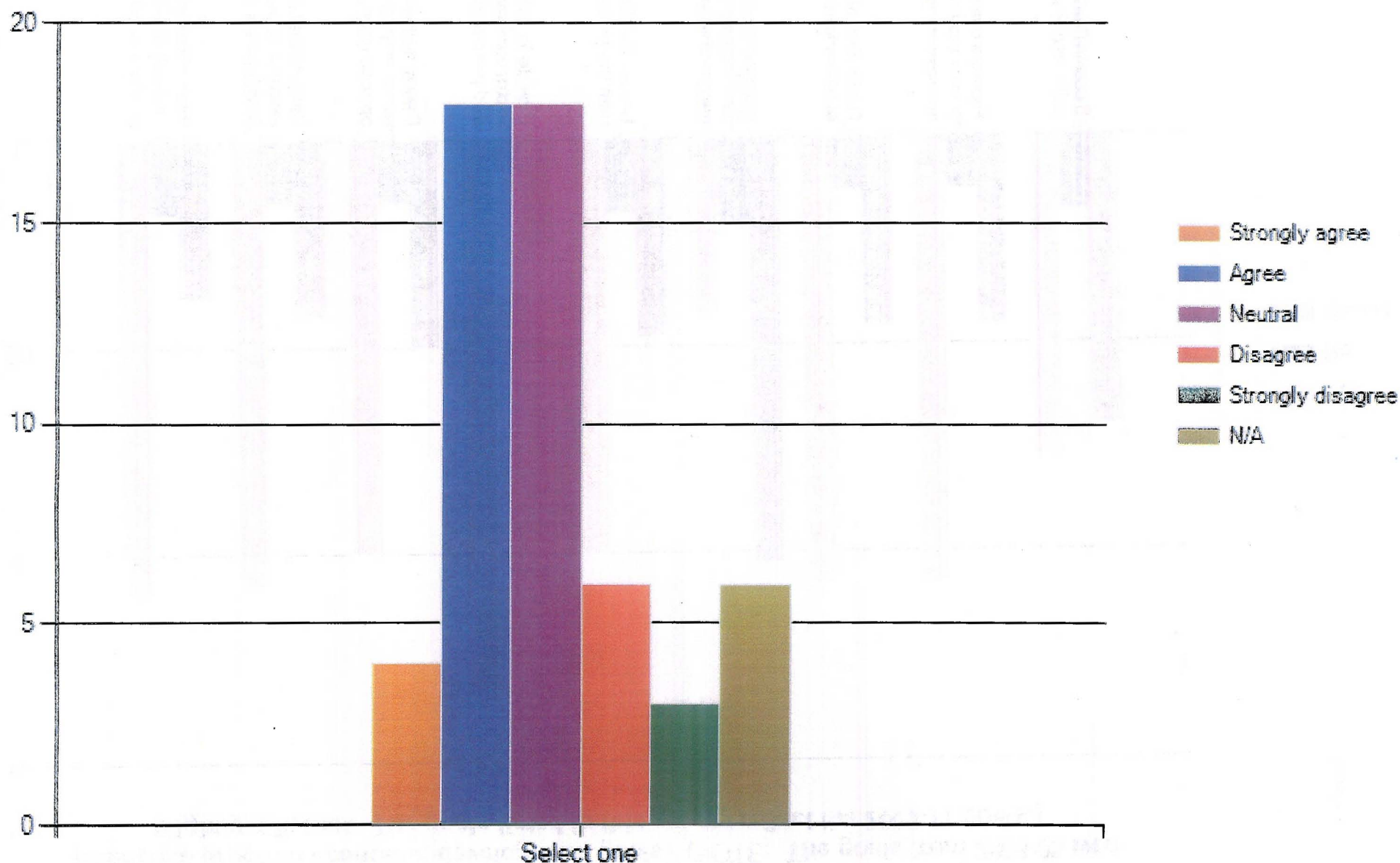


Has your center of excellence been successful in furthering the following centers of excellence program economic development goals? (NOTE: The goals from 2003-05 were slightly different. The goals listed in this survey reflect the 2005-11 goals.)



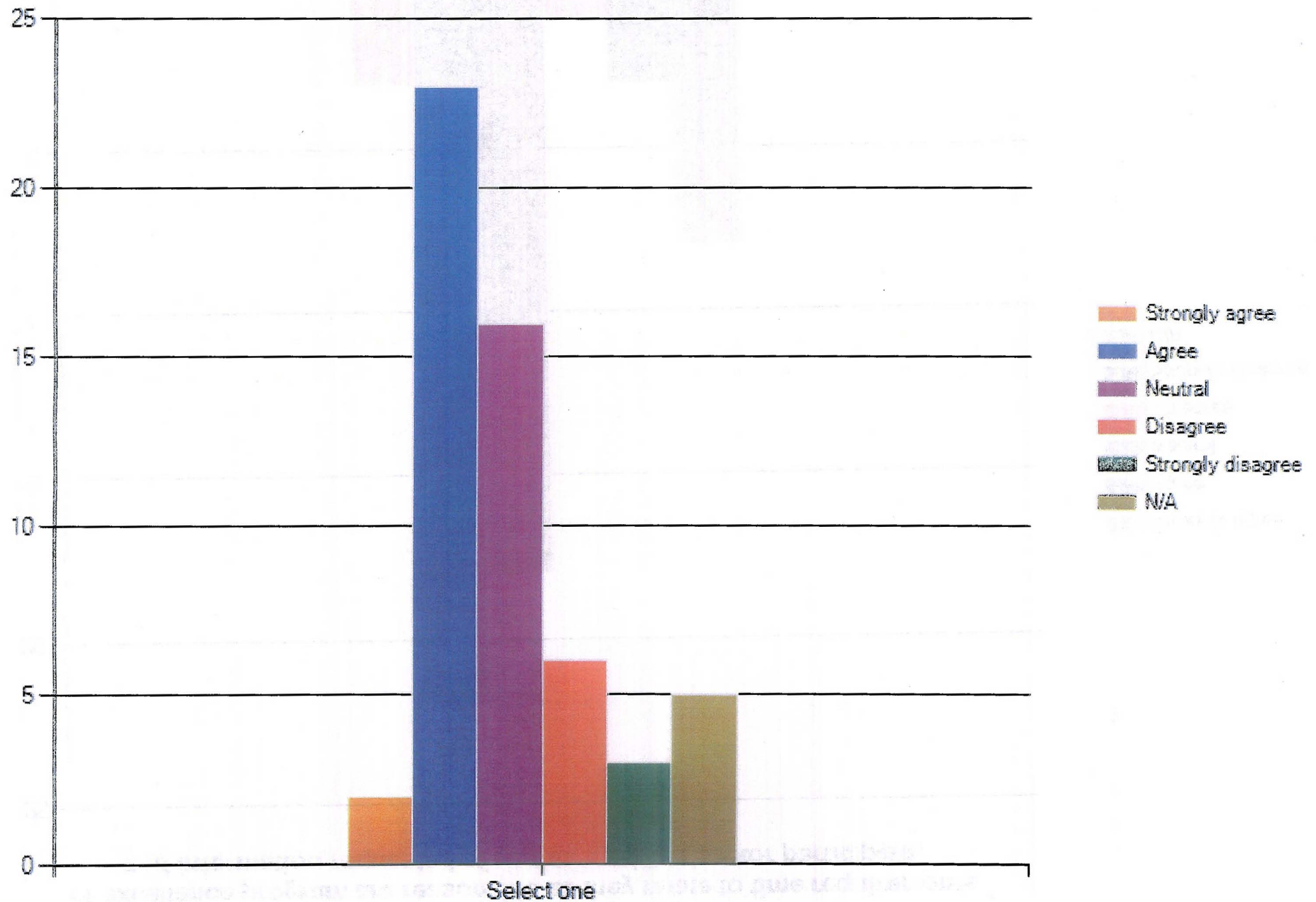


At the time your business committed to be a private sector participant with the center of excellence, the terms of any ongoing monitoring and any annual audits relating to the center were made clear to you as a private sector participant. (NOTE: Since creation of the program in 2003, the audit and reporting requirements have been revised multiple times. Please answer this question based on the monitoring and audits applicable to your center.)

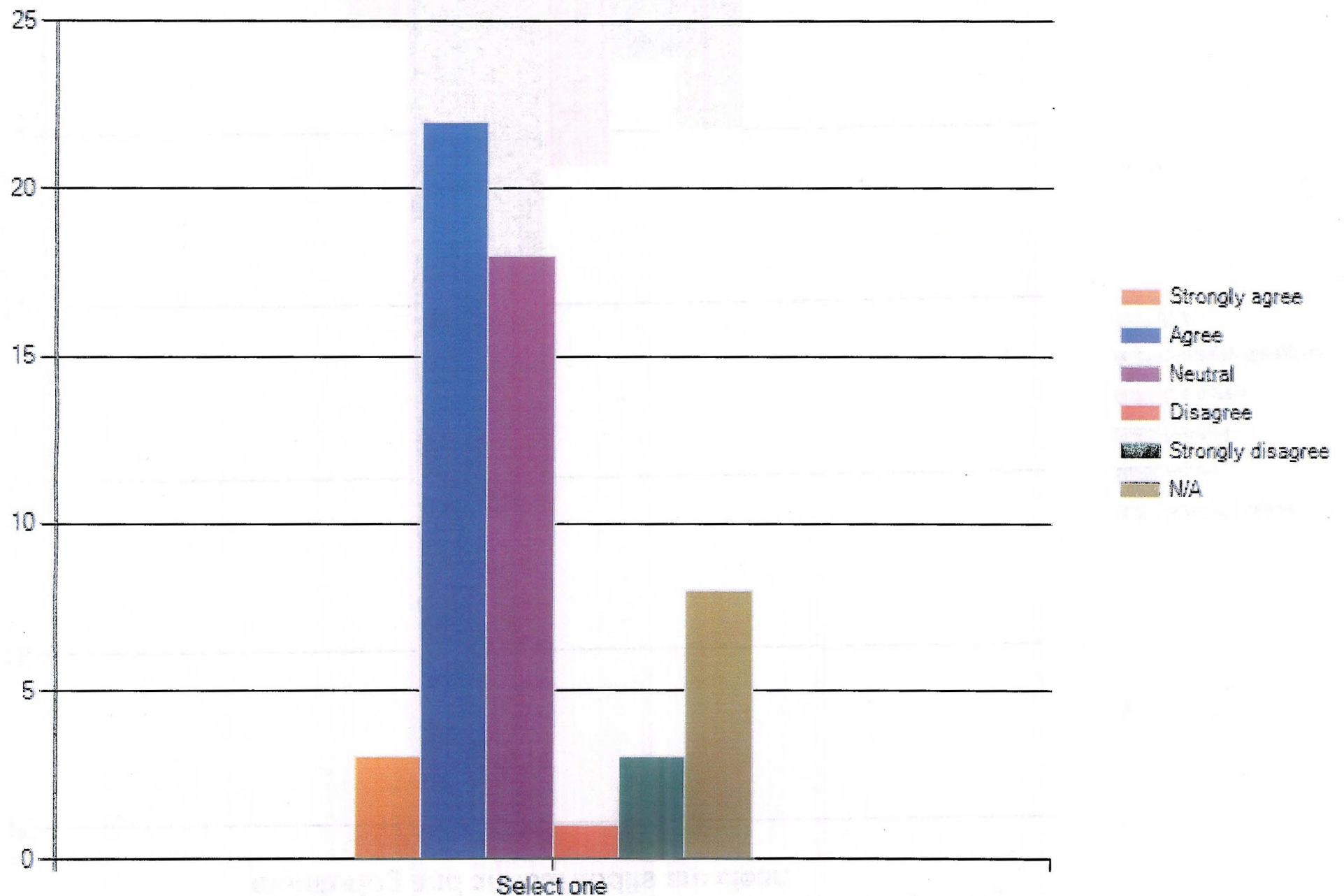




**As a private sector participant, your obligations relating to ongoing monitoring and annual audits are clear.**

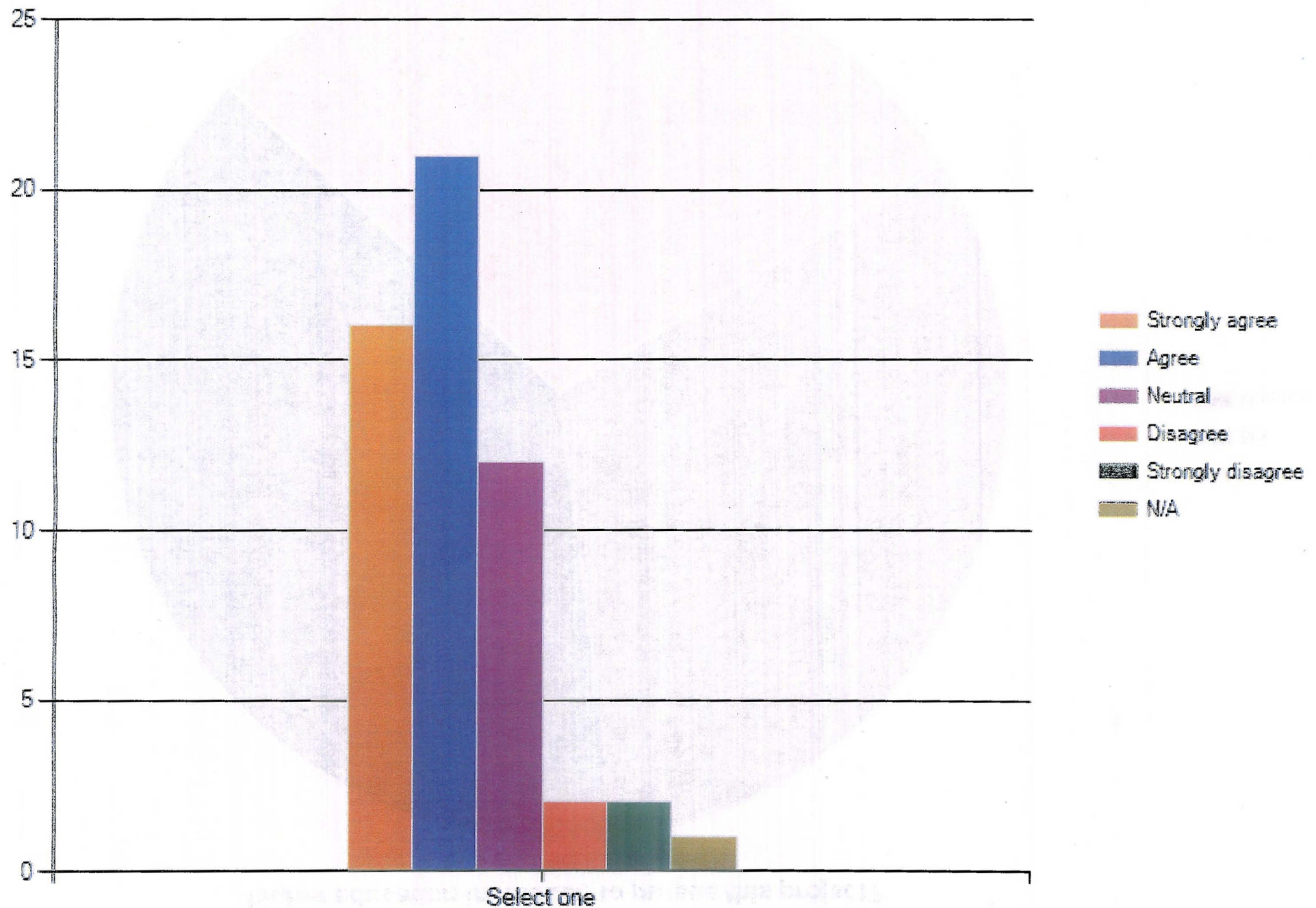


The monitoring report requirements and audit requirements of the centers of excellence program are reasonable as they relate to time requirements and information requested of you as a private sector participant.

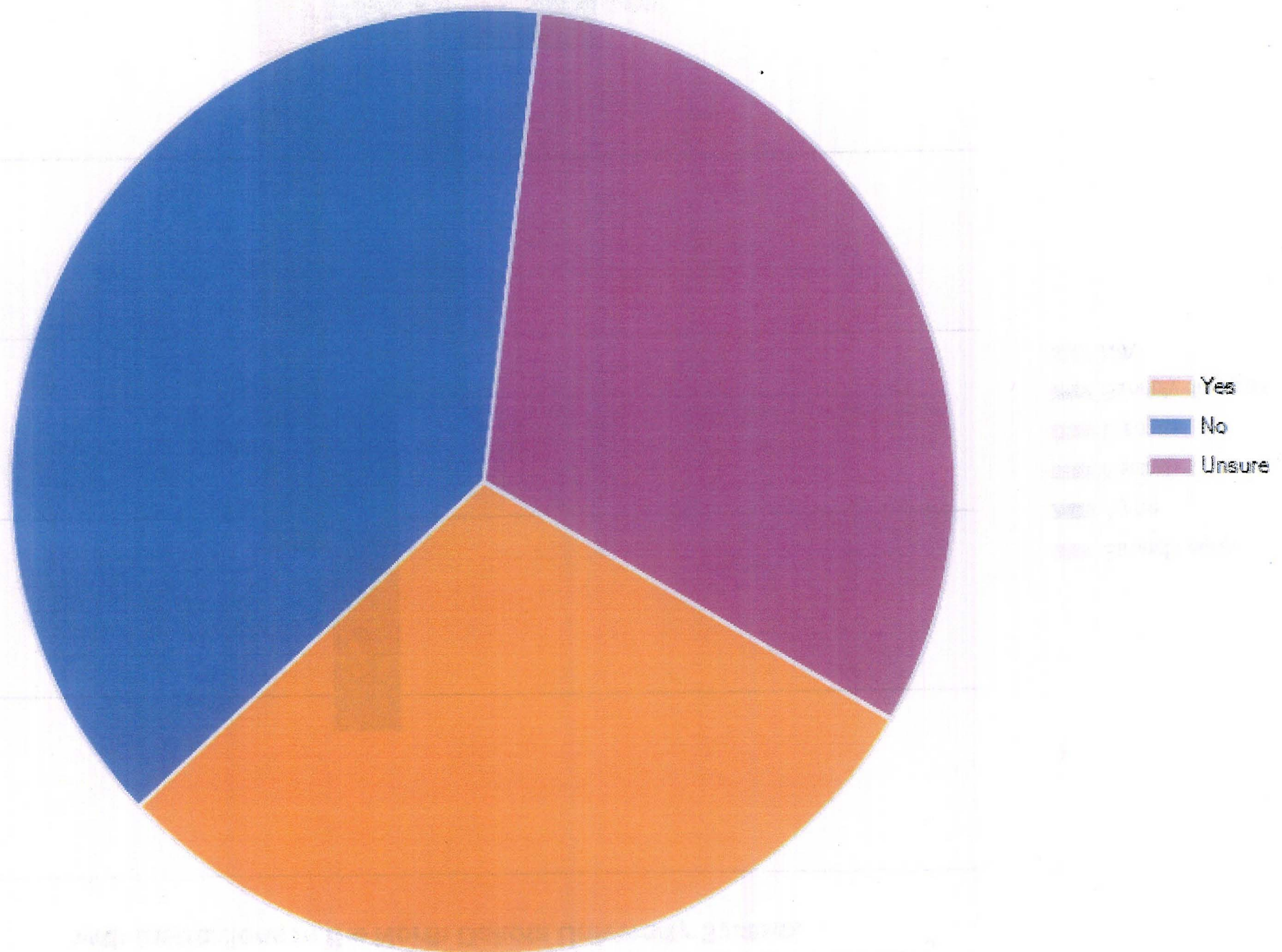




**The centers of excellence program incentivizes private sector partnerships with institutions in the North Dakota University System.**

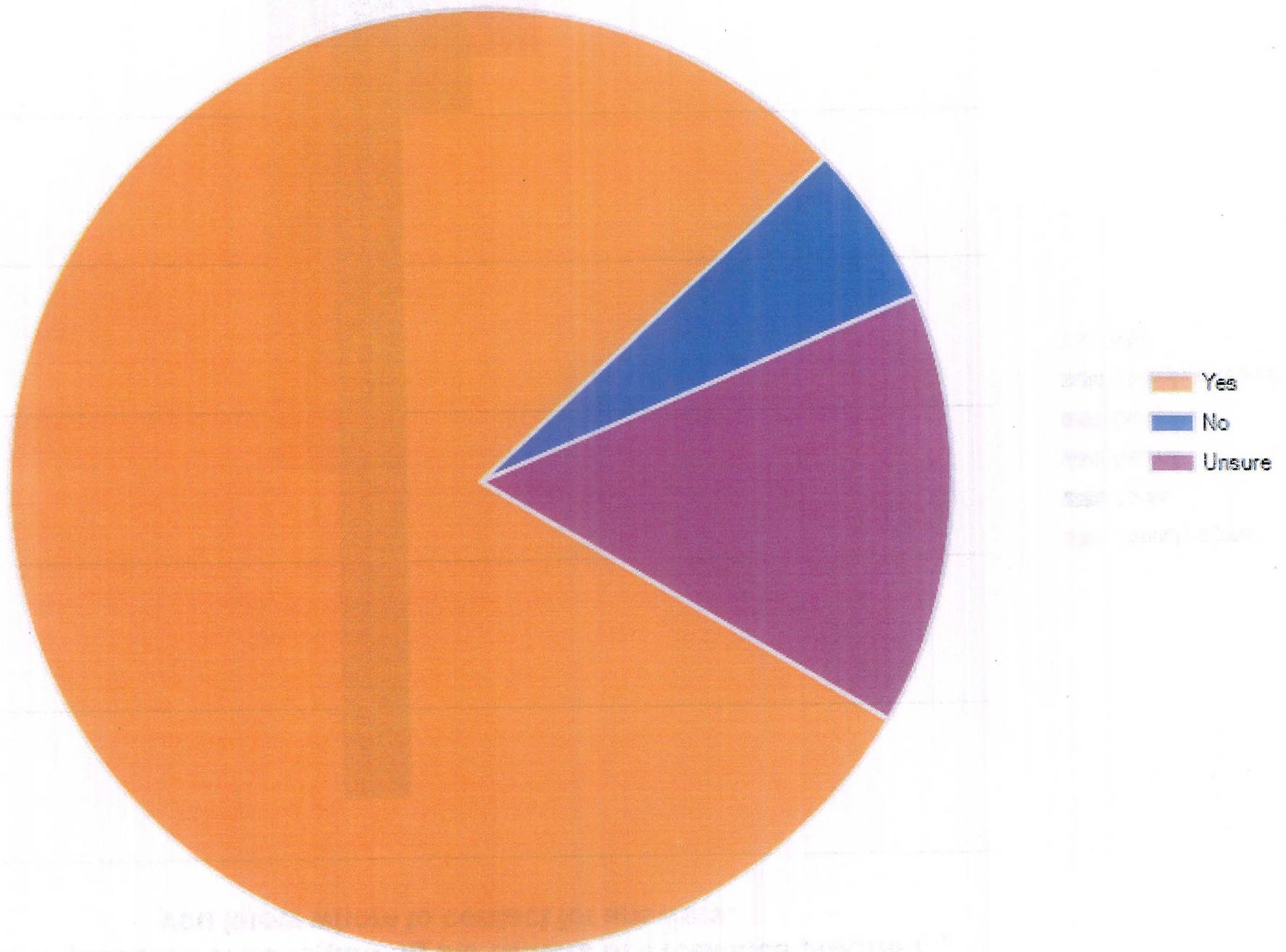


Without the centers of excellence program, would you have partnered with this higher education institution to pursue this project?

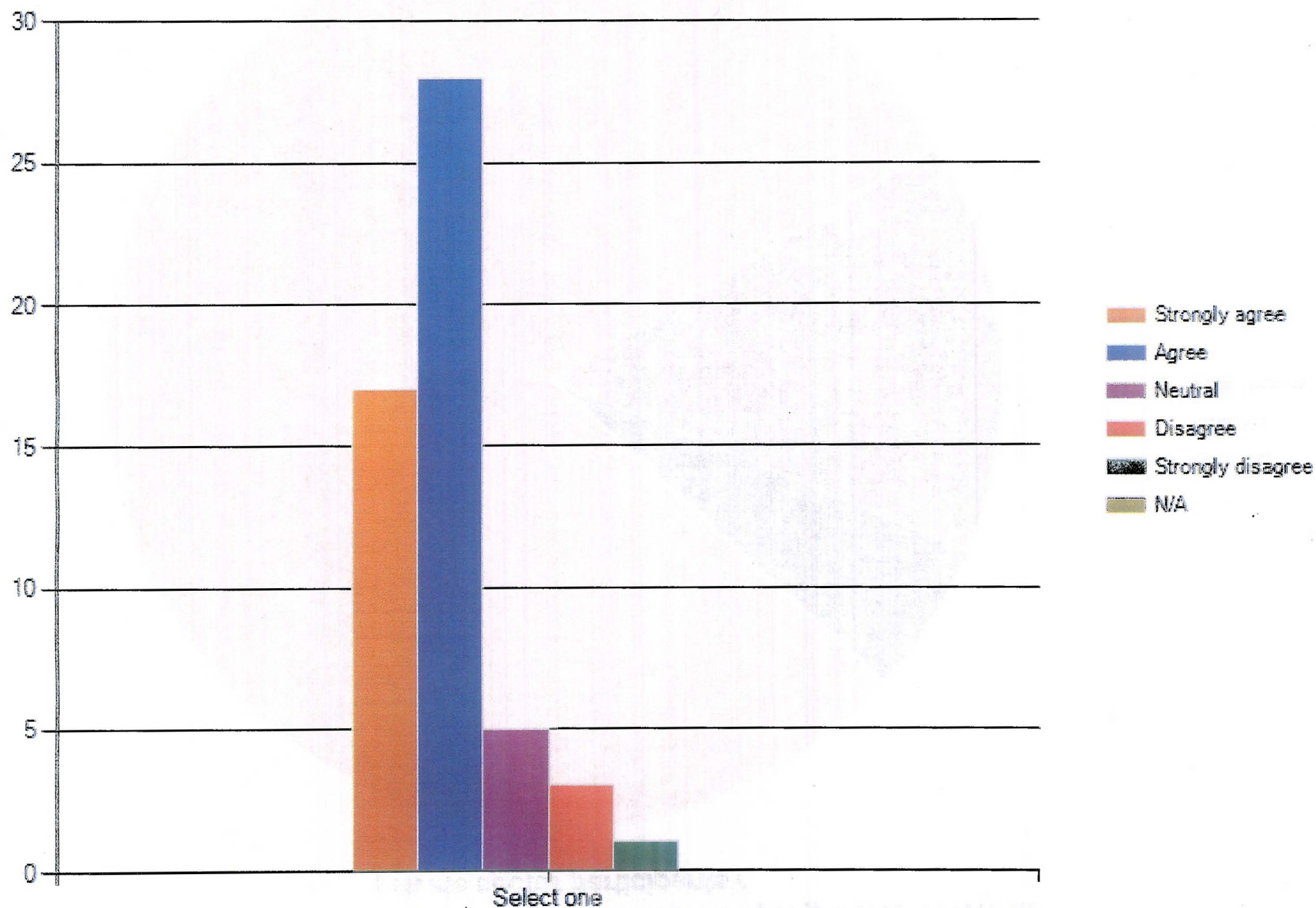




**Would you recommend the centers of excellence program to others as private sector participants?**

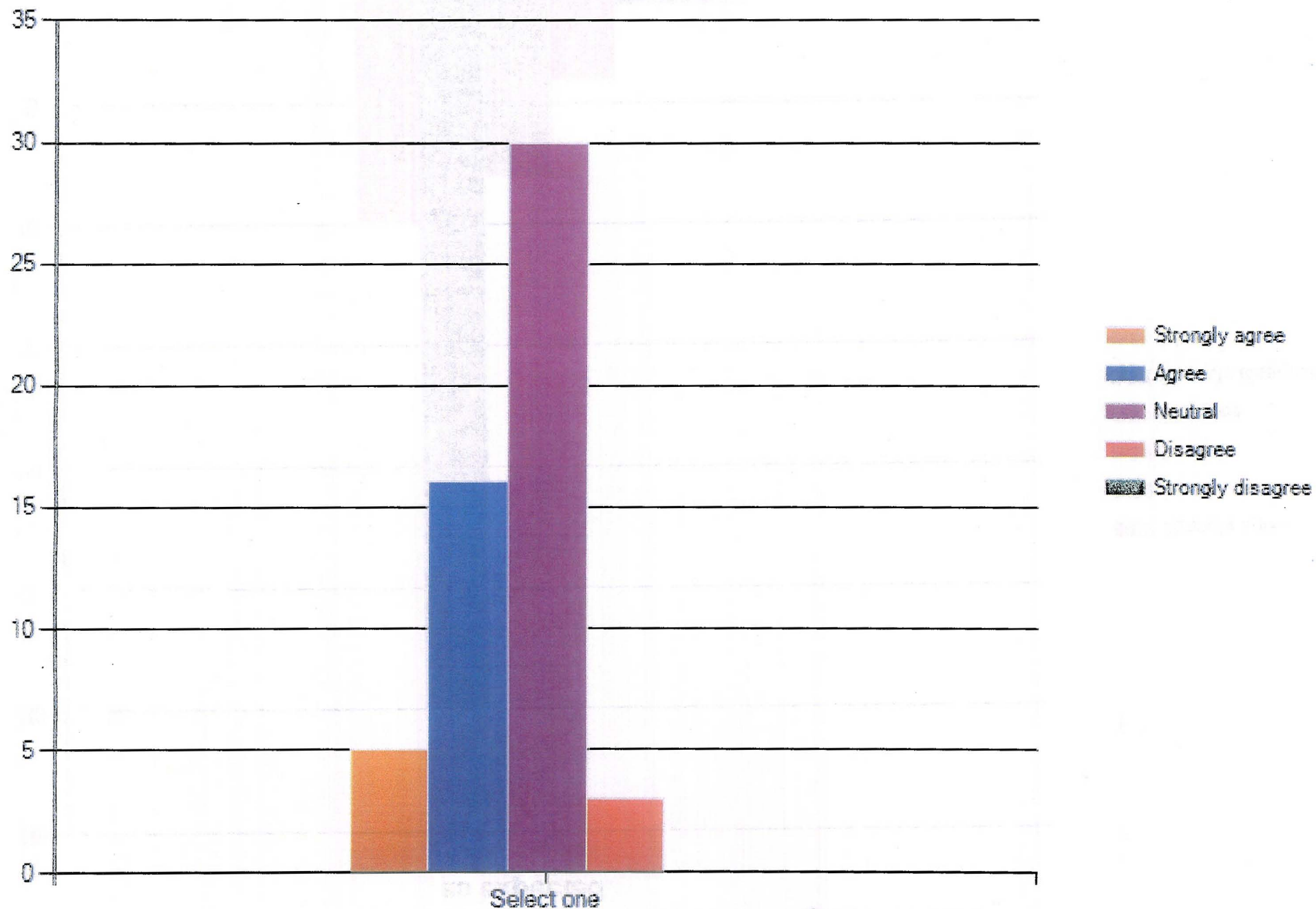


**When questions arise regarding the centers of excellence program,  
you know whom to contact for answers.**

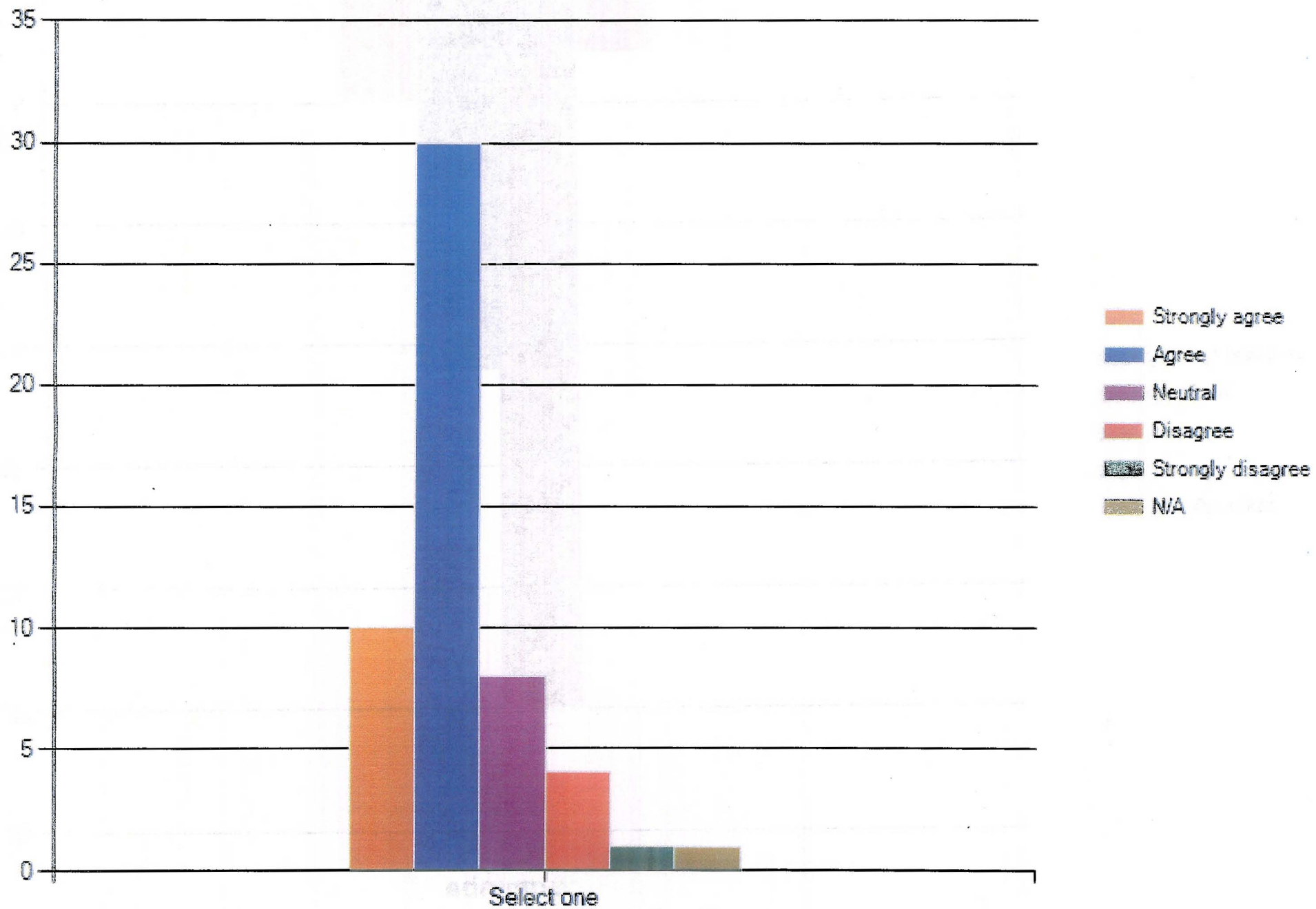




**The state applies the centers of excellence program requirements equitably.**

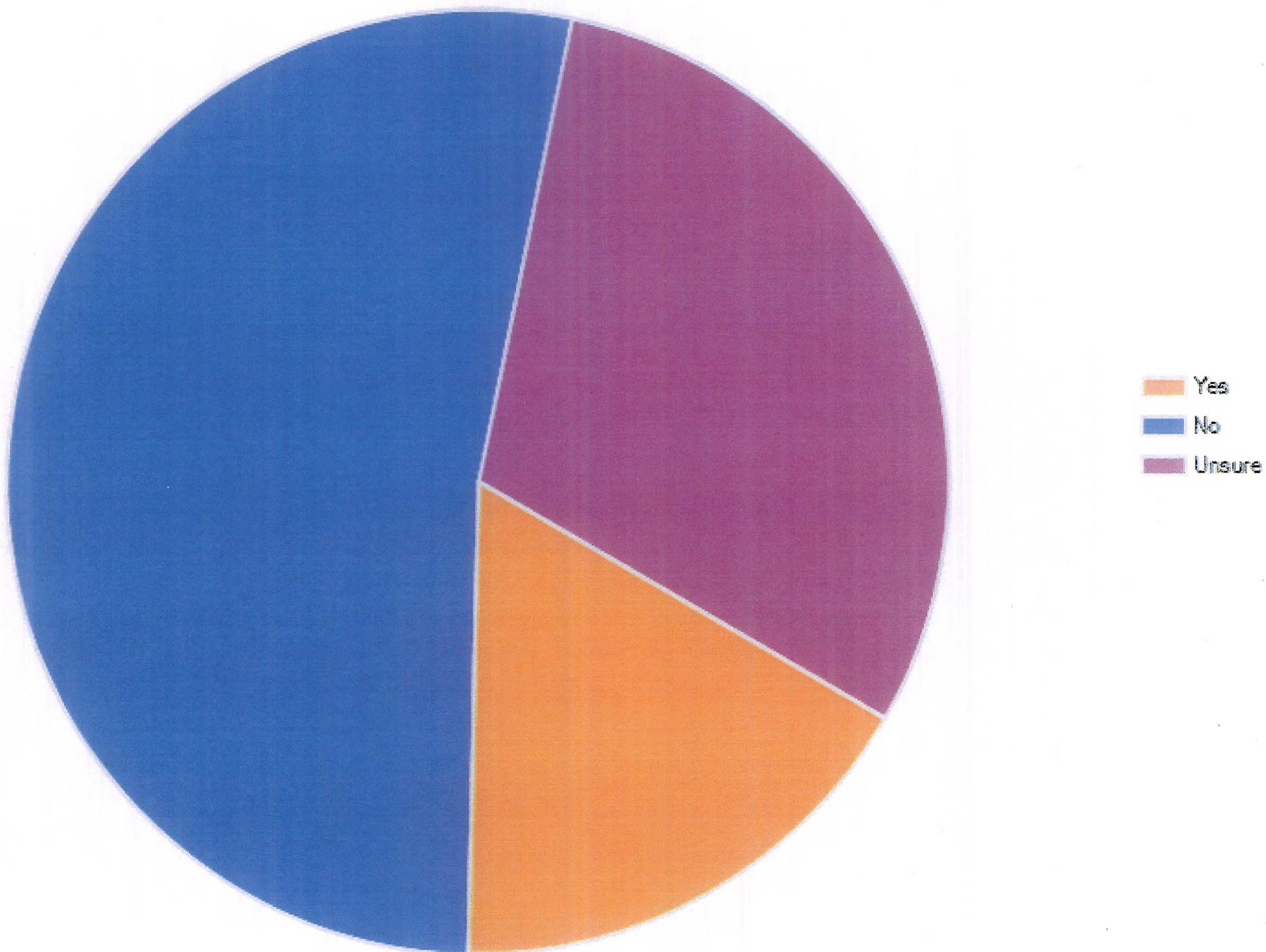


The work performed by your center of excellence has gone forward as expected.





Have there been impediments, which if minimized or removed would enhance your willingness to participate as a private sector participant?



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**Before participating in the centers of excellence program, you had a positive perception of the program.**

#	Response Date	Why?
1	May 7, 2010 6:45 PM	Wasn't entirely sure of what they were doing, but had a fairly good idea.
2	May 10, 2010 3:58 AM	I had hear both good and bad things about this kind of program. I had heard they did not work in SD.
3	May 10, 2010 2:50 PM	Familiarity with the technical work and background for Prof. Bierwagen and his colleagues.
4	May 10, 2010 4:06 PM	Communications about the program with our staff and we have staff who are advisory members in the various energy programs offered by BSC.
5	May 10, 2010 6:29 PM	No prior exposure to the program.
6	May 10, 2010 6:46 PM	Halliburton has worked closely with the program on developing a program that fits our needs and training requirments
7	May 10, 2010 6:48 PM	It is a positive program for our community. Our location as Center of the Williston Basin is experiencing intense strain on our services. Having this center in our backyard, is a bonus when it comes to marketing new and existing companies.
8	May 10, 2010 7:15 PM	Proactive group with vision
9	May 10, 2010 8:01 PM	It has provided us with a means to provide much-needed training for the influx of people into the area, seeking jobs in a field that they know nothing about.
10	May 10, 2010 8:57 PM	Always heard the centers of excellence provided needed training for growing occupations/industries.
11	May 11, 2010 4:09 PM	Didn't know much about the program
12	May 11, 2010 8:36 PM	The instructors were very knowledgeable.
13	May 13, 2010 5:29 PM	In line with technical developments at other universities and Sulzer Metco's technology roadmap
14	May 14, 2010 1:54 PM	Provided access to valuable technology infrastructure and university talent that was not otherwise available. Helped make our operation efficient adn successful.
15	May 16, 2010 11:42 PM	Assumption with a COE is that there are experts involved with the program, and they are there to help the private sector with advancing their programs as well - this is a great concept for supporting private sector development.
16	May 17, 2010 11:54 AM	Seemed like good combined use of State resources - private initiative plus public funds & publically produced campus knowledge.
17	May 18, 2010 12:26 PM	I had never heard of the Centers of Excellence prior to participating.
18	May 18, 2010 1:42 PM	I really had little idea what the centers of excellence program was.
19	May 18, 2010 3:25 PM	It helped us leap to the next level of technology at a very critical time in our company , allowing us to expand 3 fold in 3 years.
20	May 19, 2010 1:38 PM	Various discussions with Dennis Anderson on the centers, educated me as to the process and the effectiveness of the centers.
21	May 19, 2010 2:16 PM	Not familiar with the program.
22	May 19, 2010 7:43 PM	I did not know anything about the program prior to involvement
		Looked like a great opportunity for the private secor and the University



23May 19, 2010 9:21 PM	to collaborate on technology development and transfer.
24May 19, 2010 9:37 PM	Individual relationships initiated at a conference and later expanded upon.
25May 20, 2010 5:20 AM	I was unaware of the program until brought into it by the University of North Dakota.
26May 20, 2010 4:51 PM	I was no aware of the program prior to particiaption.
27May 21, 2010 2:17 PM	anytime we can link the private sector to the university efforts, I will agree in priniciple.
28May 24, 2010 3:23 AM	We had a positive perception, but didn't know much about it before we became involved.
29May 24, 2010 6:05 PM	Believe in its concept and have seen it work elsewhere; also knew people involved in it.
30May 24, 2010 6:10 PM	Had very little information on it and was not sure how it would operate and what it would accomplish.
31May 24, 2010 9:00 PM	We liked the concept.

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**As a current centers of excellence private sector participant, you have a positive attitude towards the centers of excellence program.**

#	Response Date	Why?
1	May 7, 2010 6:45 PM	There are numerous things going on that serve our community well. It is a bridge to many of the day to day type things that go on. One of critical ones would be the communication piece with the University. Another is helping entrepreneurs as they start out. It can be a lonely situation - starting a new business, if you don't have someone to bounce ideas off of. It's also important, because you may need to ask questions, just to see if you are on a correct path.
2	May 8, 2010 6:06 PM	I see the positive effect the Strom Center program is having on young Entrepreneurs.
3	May 10, 2010 3:58 AM	I am hopeful our program in Dickinson is moving in the right direction.
4	May 10, 2010 2:50 PM	We have actually contracted for work done through the Center and been able to assess the results.
5	May 10, 2010 4:06 PM	Experiencing in hiring student interns and students who have graduated.
6	May 10, 2010 6:29 PM	We are satisfied with the work completed thus far. We find it very easy to work with the personnel.
7	May 10, 2010 6:46 PM	Again, Halliburton has work with program to develop classes specific to our needs and the center has also worked with use to provide these courses
8	May 10, 2010 6:48 PM	It is an extremely well managed program. Very professional and has built a strong bond with our community. The industry knows the center and its staff and they support it.
9	May 10, 2010 7:15 PM	The program has advanced and provides a great service
10	May 10, 2010 8:01 PM	I've heard and read about results from other areas and results appear to be as succesful, as they are here.
11	May 10, 2010 8:57 PM	Sames as #1
12	May 11, 2010 4:09 PM	Have witnessed some of the positive things that it has done for area buisness
13	May 13, 2010 5:29 PM	Despite challenges presented need to overcome and work together to achieve desired results
14	May 14, 2010 1:54 PM	Yes, do not believe the university would be as engaged with the private sector and economic development without this funding
15	May 16, 2010 11:42 PM	The only COE that is really good is the UND Center for Innovation - they really do a great job at promoting and enhancing the private sector. The remainder of the UND COEs are horrible to deal with, and have a reputation of stealing all opportunities from the private sector; its almost impossible to start a business because you have to compete against UND, which is the only thing supported by the City Council, CBEI and BRIC. Furthermore, they only thing that UND COEs produce are academic "white papers"....they dont really do anything. Bottom line - they hurt the public sector more than help it, becuae it's a formal program of "government growing more government".
16	May 18, 2010 12:26 PM	They appear to be working in the direction that will produce the most usable results.
17	May 18, 2010 1:42 PM	We do have a positive attitude about what the centers of excellence are



trying to accomplish.

18May 18, 2010 3:25 PM It stimulates technology in our state that generally tends to believe that we cannot compete on that level with our parts of the country

19May 19, 2010 1:38 PM Programs have been effective for both parties in exchange of scientific expertise and collaboration.

20May 19, 2010 2:16 PM Didn't know I was a participant.

21May 19, 2010 4:41 PM We have very positive initial results. As soon as the economy recovers we look forward to continuing progress.

22May 19, 2010 9:21 PM Our experience with the program was not favorable.

23May 19, 2010 9:37 PM My working relationship with the center has continued to develop and have received excellent support.

24May 20, 2010 5:20 AM I think it is a great idea to promote smaller, startup companies that can leverage the technologies that are advanced at the university.

25May 20, 2010 4:22 PM I wasn't happy with the way ownership of intellectual property was being handled.

26May 20, 2010 4:51 PM It has been extremely beneficial working with North Dakota State University and the state legislators in promoting the Center of Excellence.

27May 21, 2010 2:17 PM Besides the monetary benefits to our organization, this is a great way for us to develop our local communities and strengthen our regional business structure.

28May 24, 2010 6:05 PM It's working for us.

29May 24, 2010 6:10 PM Clearly the program is real and is putting significant funds into important new technology programs.

30May 24, 2010 9:00 PM Supports our research.

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**Has your center of excellence been successful in furthering the following centers of excellence program economic development goals? (NOTE: The goals from 2003-05 were slightly different. The goals listed in this survey reflect the 2005-11 goals.)**

#	Response Date	Comments
1	May 7, 2010 2:26 PM	COE is an excellent idea, but there is limited accountability for truly achieving the goals of job growth based upon ROI. Until the COE monies are controlled by a company instead of the universities, the COE's will not obtain the ROI needed for success.
2	May 7, 2010 6:49 PM	Only comment is that I've been on the Board for just a few months, however understand the importance of a Center for Excellence thought process. I am unsure of the current status of self sustaining, but would only surmise that there is a way to go yet. However, some things aren't totally possible to measure. Some things have a value that isn't monetary.
3	May 7, 2010 9:13 PM	Would like to see the UND Energy Research Center partner with the BSC Energy Center of Excellence
4	May 10, 2010 4:07 AM	I think the jury is still out.
5	May 10, 2010 2:55 PM	The original project as proposed had a component which directly involved a North Dakota small business which had the potential to increase its value to the industry segment sponsoring the work at the Center. Unfortunately we never really had a dialogue regarding the advances we thought possible. The small business actually had only a lukewarm reaction to the original research proposal.
6	May 10, 2010 6:50 PM	There is a definite need for training center and multiple company's utilize this service and have supported or donated to making this a success
7	May 14, 2010 2:04 PM	Several of us entrepreneurs have gotten together that would not otherwise have done so forming a community at the Center for Innovation.
8	May 16, 2010 11:49 PM	Again, the only useful program is what the UND Center for Innovation provides. All the rest of the COEs have buried private sector growth as they take all of the support from that should be equally shared with industry from government funding and grant programs. Especially over the last several years, it's turned into a formal program that government has grown more government, which has squashed industry. It's almost impossible to conduct business in Grand Forks....anything done must be somehow scraped together without any support, and must be done in markets away from ND, as it's not possible to work with UND (they simply don't share that way).
9	May 17, 2010 3:23 PM	This COE focuses on entrepreneurship and the development of sustaining new businesses in ND
10	May 18, 2010 3:40 PM	The relationship between College research and private companies can be confusing at times. The two models at times because of the private companies entrepreneurial mindset can conflict with a research institutions intentions. At the same time a research institution can help establish credibility to the private company.
11	May 19, 2010 1:40 PM	The charter and overall structure of the centers is indicative of spawning



- both industry and university growth opportunities.
- 12May 19, 2010 9:40 PM Difficult to no the basis of some of the questions above and how to respond.
- 13May 24, 2010 6:13 PM We are still at an early stage but all is moving well towards achieving the above goals.

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**At the time your business committed to be a private sector participant with the center of excellence, the terms of any ongoing monitoring and any annual audits relating to the center were made clear to you as a private sector participant. (NOTE: Since creation of the program in 2003, the audit and reporting requirements have been revised multiple times. Please answer this question based on the monitoring and audits applicable to your center.)**

#	Response Date	Comments
1	May 7, 2010 2:29 PM	Never made clear or made known. Moreover, if audits were completed, it appears to me that auditors had the wrong criteria for determining ROI outcomes.
2	May 7, 2010 7:05 PM	Our bank is a willful participant. I will not nor will be able to speak to the internal audit controls until I am more familiar with the operations. Not that far into the term. However, I understand the importance of an annual audit. I am interested in learning more.
3	May 10, 2010 4:09 AM	Am not aware of audit procedures, but figured there were some.
4	May 10, 2010 2:57 PM	We were never apprised of any auditing or reporting activities associated with our involvement with the Center. This is the first actual feedback we have been able to provide relative to the project.
5	May 12, 2010 6:00 PM	Not sure
6	May 13, 2010 5:36 PM	There was some confusion on what and how to report initially but got better as time progressed
7	May 14, 2010 2:06 PM	It was mentioned, but am nervous about politicians and bureaucrats having much business information as they tend not to understand and want to spin it for their own political uses
8	May 17, 2010 3:25 PM	As a leasee in the COE, we have not been asked to participate in any monitoring or audit activities. I understand that if we were a funding participant this would be different.
9	May 18, 2010 3:46 PM	The rules that the COE have established have been very taxing to the institution and our company. If we had known the metrics that have been put in place beforehand, we would have not participated.
10	May 19, 2010 2:18 PM	not aware of participation.
11	May 20, 2010 5:25 AM	I am not completely clear on the audit requirements.
12	May 24, 2010 6:14 PM	The monitoring and audit burdens on my company have been relatively minor.



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**As a private sector participant, your obligations relating to ongoing monitoring and annual audits are clear.**

#	Response Date	Comments
1	May 7, 2010 2:29 PM	Never involved
2	May 7, 2010 7:05 PM	I believe so, however have no specifics at this point. As mentioned, I am a fairly new member.
3	May 10, 2010 2:57 PM	As mentioned above, this aspect of 'participation' in a Center activity has not been fully clarified.
4	May 10, 2010 6:51 PM	We complete random audits for the classes that we participate in
5	May 12, 2010 6:00 PM	Not familiar with annual audits
6	May 13, 2010 5:36 PM	Know now what is needed and what to clarify in reporting
7	May 18, 2010 1:42 PM	To my knowledge, my company has not been part of any monitoring or audit process.
8	May 18, 2010 3:46 PM	The state is adding new documentation all the time and I feel are unjustified.
9	May 24, 2010 6:14 PM	See above.

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**The monitoring report requirements and audit requirements of the centers of excellence program are reasonable as they relate to time requirements and information requested of you as a private sector participant.**

#	Response Date	Comments
1	May 7, 2010 2:29 PM	Again, was not aware of any audits
2	May 7, 2010 7:05 PM	Again, only to the extent that would be reasonable having been on the board for a few short months, and not being able to make every meeting due to scheduling conflict. I would only say this... It appears that there is process and procedures for what is being done. The board is made up of outstanding Area Citizens. Management seems to take it's role seriously, and seems to have the best interest of the greater good in mind.
3	May 10, 2010 4:09 AM	Can't judge what I don't know about.
4	May 12, 2010 6:00 PM	Have not seen these audit requirements
5	May 18, 2010 1:42 PM	My company has not been esked to for any kind of audit.
6	May 18, 2010 3:46 PM	I know of no other program that requires the continuing documentation that the state of ND expects. This requirements will drive away any new participation by private companies in future COE programs.



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**The centers of excellence program incentivizes private sector partnerships with institutions in the North Dakota University System.**

#	Response Date	Comments
1	May 7, 2010 2:30 PM	Until a private sector company is allowed to handle the monies with the universities providing IP and resources, the COE's will not work in ND
2	May 7, 2010 7:05 PM	Do not know the answer to this one. We do not have a strong sense here that either the university or other partnering organizations were "incentivized" as a result of our participation. As mentioned previously we were rather chagrined that the North Dakota small business involved was not more proactive in the project.
3	May 10, 2010 2:59 PM	The reasonable cost of proposed work is a strong incentive.
4	May 10, 2010 6:34 PM	Not sure if the program would have gotten off the ground without support from private sector
5	May 10, 2010 6:52 PM	Oil companies and service companies have partnered with the college to make the training center happen. All of us were on board, from the very beginning.
6	May 10, 2010 8:05 PM	Both UND and the City of Grand Forks are flat-out hostile toward anyone entering into business that appears to take from what they consider "their areas". Hal Girsham, Bruce Smith (UND Aerospace) the EDC, CBEI and BRIC are most specifically responsible for this atmosphere. UND Aerospace went so far as to even kick-out the UND Center for Innovation from the UAS COE, done so they would could remove any differing opinions (much less competition). No, so far, I have not seen anything that resembles a "partnership" atmosphere as a result of having these COEs. Again, its merely a formal means of "government growing more government".....not helping industry.
7	May 16, 2010 11:57 PM	Yes, but again the two business models conflict and universities take a long time to get something done and money flowing when a private company requires timely decisions.
8	May 18, 2010 3:48 PM	Having the University as a partner has been very beneficial to our projects.
9	May 20, 2010 5:26 AM	Without doubt.
10	May 24, 2010 6:15 PM	

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**Without the centers of excellence program, would you have partnered with this higher education institution to pursue this project?**

#	Response Date	Comments
1	May 7, 2010 7:05 PM	I am familiar with similar projects, and typically they pay dividends. Again, not dividends as one might think, but rather it serves a purpose that might seem intangible to some, yet critical to others.
2	May 10, 2010 3:00 PM	Based on familiarity with the personnel and background for the Center. The "Centers of Excellence" program neither helped nor hindered our project.
3	May 10, 2010 6:53 PM	We would have come up with some sort of solution to meet our needs, this was the most logical resources
4	May 10, 2010 8:06 PM	We would have probably partnered, but it would be doubtful if we would have had a training center that offers the curriculum that we currently have.
5	May 13, 2010 5:36 PM	We also needed to leverage our internal funding for technology development into applications
6	May 17, 2010 12:00 AM	The UND Center for Innovation is a fantastic program, regardless of being a COE, or not. There is nothing "excellent" about the rest of the COEs, and dealing with UND is painful. From what I've seen, the COEs are so ineffecient (and lack expertise), that a business would loose money if they dealt with them.
7	May 17, 2010 10:47 PM	I don't think that the project would have gotten off the ground without the program.
8	May 18, 2010 1:42 PM	My company has been services at low or no cost to researchers at many North Dakota State university locations for over 30 years. We have been happy to provide the testing services they need for the ongoing projects.
9	May 18, 2010 3:50 PM	We needed the capital to leap to our next technology. This was one of the only ways to keep local ND ownership of our company while expanding our technology.
10	May 19, 2010 1:44 PM	Matching funds helped to justify the project to internal upper management. Also, from a stakeholders point of view (i.e private sector), the matching funds demonstrated to us that the university had "skin" in the game to succeed and drive mutually agreed upon results. For example, the university is accountable to the state of North Dakota and to the Centers of Excellence program.
11	May 19, 2010 9:43 PM	Our relationship was established at a conference in which NDSU staff were sponsoring a booth. I believe the funding to attend and the work leading up to the conference were based on the center of excellence program.
12	May 20, 2010 4:53 PM	The partnership would have been much more limited than the one we currently have.
13	May 24, 2010 6:15 PM	This program is what brought us together.



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**Would you recommend the centers of excellence program to others as private sector participants?**

#	Response Date	Why?
1	May 7, 2010 2:32 PM	Until the COE program gets realistic about success and MEASURING that success, the COE will only be a political statement with statistics that have been "favorably" created; i.e., impact on ND.
2	May 7, 2010 7:05 PM	Support of what we're trying to accomplish in our community.
3	May 10, 2010 3:02 PM	As mentioned, the aspect of the project relating to even the existence of a "Center of Excellence," was never fully appreciated. Our engagement with the university principals did not seem to be influenced by the existence of this relationship either positively or negatively.
4	May 10, 2010 6:35 PM	Outstanding resources and knowledgeable staff.
5	May 10, 2010 6:54 PM	It benefits everyone to utilize local resources instead of sending our employee out of state or to other training centers that are similar
6	May 11, 2010 4:15 PM	Because of the value added elements the center can bring to the table and the time savings from working with a team that has a lot of the leg work already done
7	May 12, 2010 6:01 PM	We have hired many interns and graduates from the program who are knowledgeable and valued employees.
8	May 13, 2010 5:38 PM	Good way to partner with R&D centers to leverage development involving all aspects of thermal spray (equipment, materials, and application)
9	May 17, 2010 12:02 AM	Partnering with the UND Center for Innovation...yes. Any other COE would be a complete waste of time for nearly any business as they don't produce anything, and you end up making the City Council angry because they feel you're competing with UND. It's a loose-loose situation for businesses within this environment.
10	May 18, 2010 1:43 PM	We do not know about the results from the centers of excellence projects.
11	May 18, 2010 3:54 PM	The first phase of grants, which we were part of, allowed us to put in-kind value from our company into the proposal. After that the COE changed the requirements to allow in-kind and only allow cash resources. There was no way we could do that today. We don't have cash, we have ideas and technology. We expanded 3 fold since. I would not recommend any private company to get involved based on the current in-kind regulations rules.
12	May 19, 2010 9:43 PM	My experience and quality of service/product were outstanding. The support greatly reduced schedule time and learning curves of our staff and management.
13	May 20, 2010 5:27 AM	This program is what gave us a chance to work with the University.
14	May 20, 2010 4:24 PM	I would warn people regarding the reach through for IP by NDSU.
15	May 24, 2010 6:16 PM	Excellent way to leverage public-private investments and take advantage of the favorable business climate in ND.

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**When questions arise regarding the centers of excellence program, you know whom to contact for answers.**

#	Response Date	Comments
1	May 7, 2010 2:35 PM	I am only made aware of the contact withing the university, but know who to contact within the state--if it were to make a difference. I commend the state for creating this survey. The question will be weather the survey's are completed accurately and whether the statistics of the survery will be objectively evaluated.
2	May 7, 2010 7:05 PM	Mr. Steve Glasser is the first one I would contact. After that, I would probably check with Dr. McCallum.
3	May 10, 2010 3:03 PM	We have no knowledge of whom to contact regarding this aspect, other than our normal contacts through the university involved.
4	May 10, 2010 6:57 PM	The Director and staff are very visible amongst the community and recognized as community leaders
5	May 17, 2010 12:03 AM	Does not do any good - getting a response or action out of anyone with authority at UND is impossible. Only other government offices have that much time to waste.....businesses do not.
6	May 19, 2010 9:44 PM	No, not sure. I do know my technical POC (Mike Reich) and Aaron Reinhold.
7	May 24, 2010 6:17 PM	Sure, my POC at UND knows it all.



[« Back to Summary](#)**The state applies the centers of excellence program requirements equitably.**

#	Response Date	Comments
1	May 7, 2010 7:05 PM	No experience with that at this point.
2	May 7, 2010 9:15 PM	UND EERC should look to work with BSC; not impressed with the attitude of UND EERC toward the NECE
3	May 10, 2010 3:03 PM	Have no knowledge of this one way or the other.
4	May 10, 2010 8:07 PM	I guess I'm somewhat biased towards our facility.
5	May 12, 2010 6:15 PM	Again, not familiar with those requirements.
6	May 13, 2010 1:47 PM	Some centers are left out, ie UND Aviation Program
7	May 17, 2010 12:04 AM	This is purely a politically-driven process.
8	May 17, 2010 10:48 PM	I am not really involved in that part of the program.
9	May 18, 2010 1:57 PM	I don't have enough information to know.
10	May 20, 2010 5:28 AM	I am unaware of how the program requirements are applied to others.
11	May 24, 2010 6:18 PM	Don't have a great deal of insight into it but it certainly seems to be the case.

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<b>The work performed by your center of excellence has gone forward as expected.</b>		
<b>#</b>	<b>Response Date</b>	<b>Comments</b>
1	May 7, 2010 2:37 PM	The monies are used at the universities as if they are NIH grants (renweable) and not as if they are VC monies where an ROI is expected. If professor's and president's jobs were linked to the success of the monies and creating private sector jobs, COE's may be more successful.
2	May 7, 2010 7:05 PM	I'm finding out more each day.
3	May 10, 2010 4:26 AM	Dr. Vickers started it in a confusing manner just before he left. It has taken a while to get it on a better track.
4	May 10, 2010 6:55 PM	We have develope a good working relationship
5	May 10, 2010 9:02 PM	Aways looking for what training is needed in the community
6	May 13, 2010 5:39 PM	Looking for more funding to work out remaining process limitations
7	May 17, 2010 12:08 AM	The UND Center for Innovation continues to thrive and do a great job. UND UAS COE has failed in it's mission, and continues to have weak leadership and lack of expertise supporting leadership - they have not functionally produced anything to show they are a COE, much less demonstrate they are productively using the millions of dollars dumped into it. Any business would have been held accountable for delivering all goals and milestones long ago, or they would have gone out of business....only government can get away with performing so poorly.
8	May 18, 2010 1:57 PM	I know there are some projects going forward, but I do not know the specifics.
9	May 18, 2010 3:56 PM	There are always ways that things should have been done. We as a private company react to things very quickly and change our business models to reflect that. I wish that could be done better under the COE program.
10	May 21, 2010 2:21 PM	Due to economic conditions in the private sector, our company was the bottleneck in the process. The university was supportive and we conducted business where we could still afford in our fixed budget.
11	May 24, 2010 6:18 PM	We are on a somewhat slower pace owing to Federal gov't delays, but still progressing well.



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**What could be done to make the centers of excellence program more attractive to potential private sector partners?**

#	Response Date	Response Text
1	May 7, 2010 2:43 PM	Proper accountability of the monies and ROI. It is that simple. If \$2.5 million were given to private sector companies, the impact to the state of ND would already be felt and be much greater than what the universities have done to date.
2	May 7, 2010 7:07 PM	To somehow create a thought process that it can be your One Stop shop.
3	May 7, 2010 7:17 PM	More experienced staff
4	May 7, 2010 7:40 PM	Minimize political involvements
5	May 7, 2010 9:16 PM	Cooperation between universities, not competition
6	May 8, 2010 6:12 PM	Actually the Strom Center is very easy to work with.
7	May 10, 2010 4:30 AM	Am unsure, no immediate solutions are apparent.
8	May 10, 2010 3:06 PM	We never had any information on this matter so it is difficult to say how things might have been more attractive. The focus of our involvement was on specific subject matter and the means by which the project was implemented or supported seemed only peripheral.
9	May 10, 2010 3:31 PM	not sure
10	May 10, 2010 6:37 PM	More visibility needed. Advertising?
11	May 10, 2010 6:57 PM	Continue to be open minded and offer courses that are requested by the sector
12	May 10, 2010 6:59 PM	Increased funding and size of the Center.
13	May 10, 2010 8:11 PM	I think that there are private sector partners that see the benefit of having this center, and want to be involved in it. Then, there are private sector companies that utilize the center, but don't see the benefit in being a partner. I don't know how to change this.
14	May 10, 2010 9:03 PM	More State funding to make training less expensive.
15	May 11, 2010 3:06 PM	nothing to add
16	May 11, 2010 3:45 PM	na
17	May 11, 2010 3:49 PM	Not Sure
18	May 11, 2010 4:17 PM	More education to the private sector about the Center
19	May 11, 2010 4:20 PM	More acclimated to the industry of the area
20	May 11, 2010 8:17 PM	not sure
21	May 12, 2010 6:17 PM	Continue the good work and expanding the programs available through the centers of excellence program.
22	May 13, 2010 1:13 PM	No comment
23	May 13, 2010 1:44 PM	Don't recruit staff working for private sector
24	May 13, 2010 1:48 PM	Communication and contact development
25	May 13, 2010 5:40 PM	Communication and research into suitable partners
26	May 14, 2010 2:08 PM	Make sure politics does not enter the program
27	May 14, 2010 8:21 PM	Maybe have more knowledge of what they are doing. Normally we don't hear anything unless they want our company to donate something.
28	May 17, 2010 12:08 AM	more consulting and follow up with the entrepreneurs
29	May 17, 2010 12:10 AM	Remove all UND leadership and start over with a culture that actually wants to play nice with the private sector. Until that happens, industry

doesn't have a chance.

30May 17, 2010 12:47 AM unsure  
31May 17, 2010 1:32 AM n/a  
32May 17, 2010 12:01 PM more clearly define patent rights for ideas generated on campus.  
33May 17, 2010 1:24 PM doing well  
34May 17, 2010 3:26 PM This COE is doing an excellent job.  
A little more info about the program and what they are doing in the area  
35May 17, 2010 10:54 PM might help get some more involvement but I think that they are getting cooperation on the things that they are working on.  
36May 18, 2010 12:31 PM A more defined result and how they plan to publish or share the results.  
37May 18, 2010 1:57 PM It would be nice to have quarterly reports to see what is happening with their projects.  
38May 18, 2010 3:58 PM In Kind Contribution and limit the metrics.  
39May 19, 2010 1:46 PM No additional comments, our experience with the program has been very positive. System/process is very efficient.  
40May 19, 2010 2:20 PM Communicate what it is and what its function is.  
41May 19, 2010 2:36 PM Help them better understand the benefits  
42May 19, 2010 7:38 PM Less bureaucracy. There have been many people at meetings which drives up the labor input.  
43May 19, 2010 7:50 PM The program met all expectations  
44May 19, 2010 9:29 PM Private sector ownership of IP. More state participation in project funding.  
Informed potential private partners of the existence of the center and  
45May 19, 2010 9:46 PM the type of work the center can provide. My contact with NDSU was rather happenstance than knowing of the center of excellence.  
46May 20, 2010 5:29 AM Greater awareness of the program and its goals and objectives.  
47May 20, 2010 4:25 PM Make it much easier for IP to be owned by the private sector.  
48May 20, 2010 4:54 PM Higher level of promotion.  
49May 21, 2010 2:23 PM Quarterly updates on COE core competencies, active projects, new capital investments, new hires, etc.  
50May 24, 2010 3:29 AM More matching funds.  
51May 24, 2010 2:53 PM nothing  
52May 24, 2010 3:53 PM Broader marketing would be helpful.  
53May 24, 2010 6:20 PM Not much, other than expanding it further.



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**Have there been impediments, which if minimized or removed would enhance your willingness to participate as a private sector participant?**

**If yes, what is the impediment, why do you consider it to be an impediment, and how could the impediment be minimized or removed?**

#	Response Date	
1	May 7, 2010 2:43 PM	The impediment is that academic institutions are not "wired" for ROI. For decades the research institutions have grown through grants. Across the country it is only when VC steps in that there is truly economic impact. The only way VC (or other investors) can step in is if the academic institution will allow IP to move to the private sector without so many strings attached. USCD, MIT, Berkeley, Stanford have done a pretty good job at this. Of course, these locations also have outstanding research hospitals and clinics; e.g. Mayo who better understand ROI.
2	May 10, 2010 4:30 AM	There are often political considerations the university must make, but the private business is not privy to this information so is operating substantially in the dark.
3	May 10, 2010 6:57 PM	We will continue to participate in the programs as long as the center continues to provide the service
4	May 17, 2010 12:10 AM	fixing question #19 should fix almost all the others....
5	May 18, 2010 1:57 PM	It has been hard to see what the actual results of their project have been, with so little information during the year.
6	May 18, 2010 3:58 PM	Allow In Kind contribution for what the private company brings to the table. Its as simple as that!!!!!!!
7	May 19, 2010 2:20 PM	Unaware of the program. Not sure what it is or what it is or what it is for.
8	May 19, 2010 7:38 PM	Technology ownership concerns.
9	May 19, 2010 9:29 PM	1. We found the IP regulations onerous. The university owns any important IP resulting from the project, and this takes away any incentive for us to participate. 2. The technical results realized by the university were not good.
10	May 20, 2010 4:25 PM	IP ownership
11	May 21, 2010 2:23 PM	Our private sector financial condition

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**Please share any other thoughts you have regarding the centers of excellence program.**

#	Response Date	Response Text
1	May 7, 2010 2:44 PM	Use the response to the survey to prepare a report that is not politically motivated. Create a report that will actually improve the COE process.
2	May 7, 2010 7:07 PM	I enjoy working with this group. Very thoughtful and interesting individuals. They always have the best interest of the community in mind.
3	May 10, 2010 4:31 AM	For the same cost, or less, earlier economic development programs seemed more effective. For instance, the old Technology Transfer program was super.
4	May 10, 2010 3:07 PM	We were simply unaware of the program any any implications it may have had on our project work. I would add that we were somewhat disappointed that the effort to engage a small N.D. business cooperatively with industry and university partners did not engender a greater dialogue.
5	May 10, 2010 3:31 PM	I am satisfied.
6	May 10, 2010 6:38 PM	We are pleased with the results and progress of the project at NDSU thus far.
7	May 10, 2010 6:58 PM	Again, I feel that the Center in Willisotn has provided a great service that we are willing to use and we all work together to resolve any issue or develop new class
8	May 10, 2010 9:21 PM	The Centers of Excellence are a great investment for the State of North Dakota.
9	May 11, 2010 3:07 PM	none to add
10	May 11, 2010 3:45 PM	none
11	May 11, 2010 4:21 PM	I would like to see more programs designed with the national needs not only the needs of the local community
12	May 11, 2010 4:23 PM	I think as the center evolves it will become a interical part of what links buisness, the University system as well as the state and federal governments together on a path to mutual prosperity.
13	May 12, 2010 6:17 PM	Good job!!
14	May 13, 2010 1:55 PM	Center development takes time. ND has several currently developed centers recognized on a international basis. Other area are under develop. Some are in the infancy phase. The process for each time is different. The risks are different. The failure rate for infancy phase centers should be high and they will take a long time to develop. I don't think these ideas are equally understood by all involved, or that the metrics for each different.
15	May 13, 2010 5:41 PM	Excellent way to leverage interdisciplinary technologies between public and private sectors to achieve goals
16	May 14, 2010 2:08 PM	Excellent state program, one that the Legislature and Governor should take pride in. Keep reviewing for accountability, but keep the political noses and fingers out.
		Great idea that has been executed poorly. As said before, the only people benefiting from this are other government programs.....inversly, it's pounding the private sector into nonexistence. If you did not pour a single penny into UND for the next 100 years, it would still exist; if you



- 17May 17, 2010 12:15 AM dont start providing this (intended) support directly to the private sector (or ensure flow thru), businesses WILL NOT SURVIVE. In the history of capitalism, no business has been able to to sucessfully compete against government, and that's precisely what kind of environment the COE program has created.
- 18May 17, 2010 12:47 AM We enjoy being involved.
- 19May 17, 2010 1:32 AM n/a
- 20May 17, 2010 12:03 PM The Center for Innovation is a model for how the program ought to work.
- 21May 17, 2010 10:56 PM The people that are involved with the program have been good to work with. I think they are committed to the projects that they are working with.
- 22May 18, 2010 1:57 PM I think all of the leaders of the centers for excellence have worked hard to promote their ceter of excellence location. More of that energy should be used on getting results from their research projects and less on promoting their location.
- 23May 18, 2010 4:03 PM It was a great program for us. But get more small companies involved. Do not go after the big companies. They have resources. Limit participation to companies under 500 people. Or have levels of participation. So companies with 10 people get more help than the larger ones. The future of this state is in its people and the small companies that want to stay here. Help us. Don't help out of state companies that don't believe in the state and don't have North Dakota dirt in their fingernails.
- 24May 19, 2010 1:50 PM Overall, well managed and thought out in terms of administration and execution. This program appears to be novel in its nature and of great utility to potential economic growth. A very favorable aspect of this program is its streamline process, that fact ensures the private sector can collaborate with NDSU without the "university or bureaucratic" red tape, this is a definite plus.
- 25May 19, 2010 9:31 PM I think this is seen as a good program by the university because it brings in a lot of needed cash, which helps the university meet it's goals. It is much less attractive to the private sector, which needs to bear the majority of the costs under the present program and which then has to negotiate with the university for IP rights to the resulting technology.
- 26May 19, 2010 9:48 PM I believe the center of excellence program was an inovative way to develop and grow technology based jobs for the state of North Dakota. The investments in facility, staff and programs is an attactive resource for new development and manufacturing industries.
- 27May 20, 2010 5:31 AM The program appears to be a good way to get the University to work with the private sector and work towards commercialization of the concept.
- 28May 20, 2010 4:55 PM I would highly recommend participation by companies.
- 29May 21, 2010 2:24 PM Matt Noah (NDSU) has been valuable to this process and will be a key contributor to our organization going forward.
- 30May 24, 2010 6:20 PM I'm grateful for the program and pleased to be a participant. Thanks!