

Where *Anything* is possible



## The Strategic Plan for Black Hills State University 2014-2022

*Spearfish, South Dakota*

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# University Vision

## Black Hills State University Vision

Spearfish, S.D.

Black Hills State University will lead as a vibrant, innovative University with exemplary academic programs, services, and student experiences.



# University Mission and Values

## Black Hills State University Mission

Black Hills State University is a master's level University that promotes excellence in teaching and learning; supports research, creative and scholarly activities and provides service to the state, region, nation and global community. BHSU provides innovative, high-quality undergraduate (associate and baccalaureate) programs in the arts, humanities, education, behavioral sciences, mathematics, social sciences, natural sciences, business and technology as well as selected disciplines of strength at the graduate level. Black Hills State University is the only comprehensive University in western South Dakota.

## Black Hills State University Values

As members of the Black Hills State University community, we value:

**Student Success:** *Serving and inspiring our students through life-changing learning experiences to become educated leaders and engaged citizens.*

**Innovation:** *Leading with resourcefulness and creativity to develop programs and activities that meet the needs of the regional, national and global community.*

**Academic Excellence:** *Providing quality and rigorous programs with challenging exchange of ideas, offering opportunities for research, creative activity, and global engagement.*

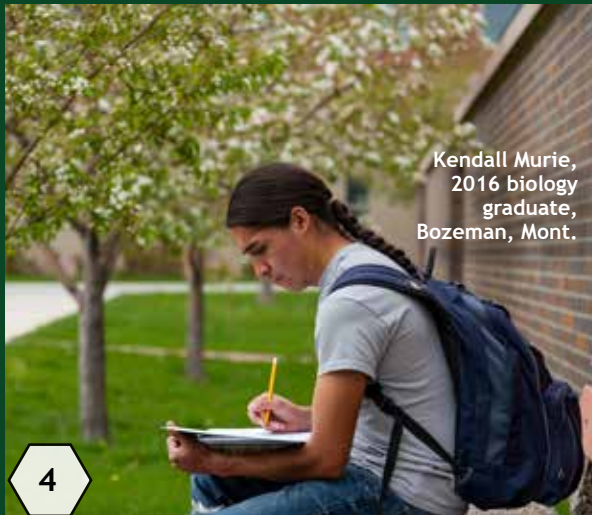
**Authenticity:** *Leading with integrity and sustainable best practices; honoring our heritage, celebrating our diversity, serving our community and thriving in the Spirit of the Black Hills.*



Ashlyn Pearson, psychology major from Gillette, Wyo.



(left to right) Angel Pease, GEAR UP student, Rapid City and Mariah Cook, GEAR UP group leader



Kendall Murie, 2016 biology graduate, Bozeman, Mont.



# INSPIRE

Black Hills State University will **INSPIRE** and support student success from recruitment to graduation.

# INSPIRE

## GOAL #1

Annually increase enrollment, retention and graduation rates.

- Complete and implement the University's new Enrollment Management Plan.
- Enroll, retain and graduate a greater number of transfer, veteran and adult learner students.
- Increase the diversity of the student population primarily in the areas of international, Native, Hispanic, African-American, and male students.
- Develop and grow graduate programs.
- Promote Dual Credit and English as a Second Language opportunities to increase full-time enrollment.



# INSPIRE

## INSPIRE

### GOAL #2

Enhance and improve faculty-student advising and mentorship.

- Implement advisement training which articulates expectations and results in students' long-term study and career plans.
- Improve student advisement regarding career and employment opportunities.
- Support the use of peer advisors and mentors.
- Establish discipline learning communities across campus and at BHSU-Rapid City.

# INSPIRE

Sarah Rohrbach, business administration major, Aberdeen



## INSPIRE

### GOAL #3

Promote and enhance academic activities and support services.

- Develop and support peer tutoring in the classroom and in other settings that support academics for online, main campus and BHSU-RC students.
- Create additional support services for students in areas of greatest need.
- Make use of early alert strategies to monitor students' academic progress.
- Establish fall, spring, and summer bridge programs and camps to assist students with freshman courses prior to fall matriculation and after fall semester.
- Monitor the involvement and performance of high school Dual Credit students taking classes at BHSU through advisement, course monitoring, and recruitment.
- Host intellectually challenging competitions and events on campus for area high school students.



# INNOVATE

Black Hills State University will provide INNOVATIVE learning experiences that facilitate academic achievement, research, creative activity and civic engagement.



## INNOVATE

### GOAL #1

Provide instruction that incorporates current trends, best practices in the disciplines, and innovations in technology.

- Pursue appropriate University-wide and program-specific accreditations.

- Create systematic assessment of cross-cutting skills within programs.

- Use University assessment processes to ensure alignment between program outcomes, appropriate pedagogical practices, course-level offerings, and ongoing program development based on assessment outcomes.

- Increase the use of high-impact pedagogical practices designed to engage students in learning.

- Align degree programs with high priority, academic values including social responsibility, active and authentic learning, sustainability, diversity, critical thinking, and ethical behavior.

- Expand the number and quality of experiential learning opportunities for students.



Runsong Liu from Yichang, China, is attending school at China Three Gorges University. He attended BHSU as an exchange student and is an education/English major.

# INNOVATE



## INNOVATE

## GOAL #2

Align degree programs with changing needs of society and the market place.

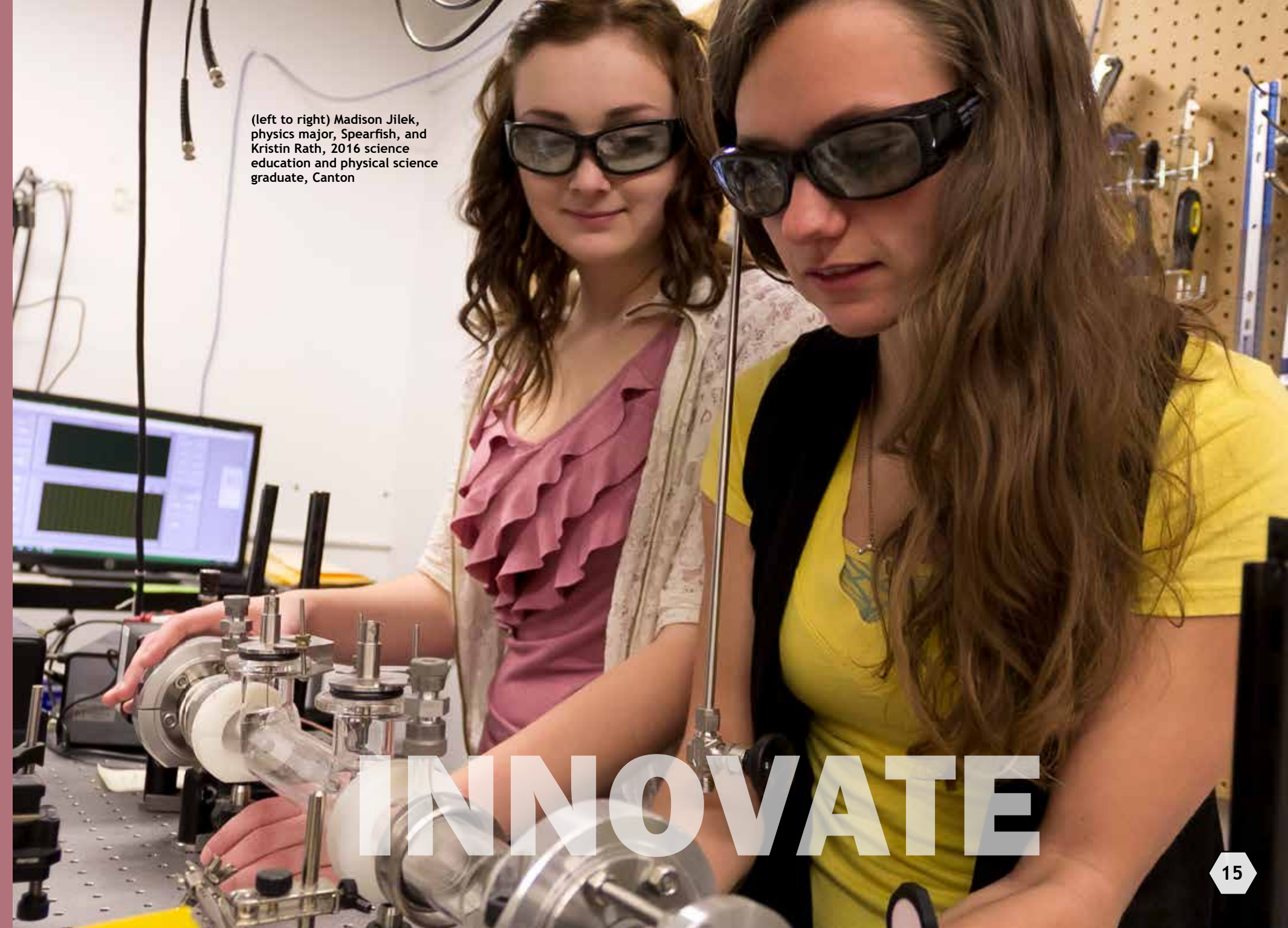
- Identify academic programming opportunities that are strategically aligned with academic trends and workforce needs.
- Monitor unique programmatic opportunities appropriate for BHSU-RC.

## INNOVATE

## GOAL #3

Increase the level of faculty involvement in research, scholarship and creative activity.

- Establish and support an Office of Research.
- Develop a structure for providing peer mentoring and professional development for junior faculty to engage in research and creative activity.
- Increase the total number of grants and contracts awarded to faculty and staff annually.
- Increase the level of international collaboration with research and creative activity.
- Engage in short- and long-term personnel planning based on disciplinary and institutional trends, needs, and priorities.
- Regularly review and revise the academic standards documents for faculty performance to align with best practices for the academic disciplines.



(left to right) Madison Jilek, physics major, Spearfish, and Kristin Rath, 2016 science education and physical science graduate, Canton

# INNOVATE

**Increase faculty-mentored student learning opportunities through research, creative activity, service, and civic engagement.**

- Increase the availability and level of student involvement in applying for institutional student research grants.
- Expand and develop undergraduate research and studio space for fine arts.
- Establish a sustainable model for support of faculty-student travel to competitions, contests, and invited performances.
- Promote the unique opportunities for learning and research at the BHSU Underground Campus at the Sanford Underground Research Facility.
- Establish internship coordinator position to promote appropriate training, coordination and oversight.
- Offer training and support for information technology platforms and programs.
- Provide real-life application and problem-solving opportunities in capstone experiences.
- Expand study abroad and teaching abroad opportunities for students and faculty.

● Increase student participation in local, regional, and national conferences for undergraduate research and creative activity.

● Increase enrollment for the Research Scholar track, including new and current BHSU students.

● Establish an Office of Civic Engagement.





# ENGAGE

The Black Hills State University community will ENGAGE in partnerships, service and enriched student experiences.





## ENGAGE GOAL #1

Cultivate a safe, engaging and vibrant campus culture which supports the academic and personal development of students.

- Increase level of security coverage to balance the demands for security and emergency preparedness.
- Improve communication and collaboration across campus.
- Expand culturally diverse opportunities and programs across campus which foster awareness, open dialogue and critical thinking.
- Increase attendance and participation in campus-sponsored events.

# ENGAGE

# ENGAGE GOAL #2

Develop and promote domestic and international service-learning and volunteerism.

- Promote opportunities for participation in domestic and international service-learning, volunteerism, study abroad and exchange programs for students, faculty and staff.
- Incorporate experiential learning and internships into curriculum as appropriate in degree programs.
- Maintain and increase connection activities with international students on and off campus.



# ENGAGE

## ENGAGE

### GOAL #3

Develop collaborative partnerships with Tribal Nations, Tribal Colleges and Universities, and other entities.

- Establish community-to-college connections to find new program development opportunities.

- Develop, maintain, and market articulation agreements with Tribal institutions.

- Identify and develop areas for new program development and partnership with Crazy Horse Memorial and the Indian University of North America.



## ENGAGE

### GOAL #4

Sustain, create and build on strategic partnerships with regional educational, industry, business, economic development entities, and cultural and community organizations.

- Host camps, conferences, workshops and other events that foster academic and civic engagement.
- Create an information technology partnership between the technical staff at Sanford Underground Research Facility and BHSU.
- Promote services of BHSU Centers locally and throughout the state.
- Establish advisory boards for the Centers, Colleges, and Schools.
- Partner with Regional Health in their strategic plan.
- Develop, maintain and market articulation agreements with other institutions.



# ENGAGE



Kara Morford,  
psychology major,  
Spearfish.



Dan Asunskis,  
assistant professor  
of chemistry



Kristi Steffes, elementary education major from Vale, 2016 National Barrel Racing Champion.

# IMAGINE

Black Hills State University will develop and expand internal and external resources to support all we can IMAGINE.

A woman with dark hair, smiling broadly, is surrounded by a diverse group of children of various ethnicities. The children are looking towards the camera with various expressions of interest and happiness. One child in the center is holding a red and white fast-food cup. The woman is wearing a dark top, and the children are wearing colorful clothing, including a pink shirt with cartoon eyes and a yellow shirt.

# IMAGINE

## IMAGINE

### GOAL #1

Establish and implement a strategic campus outreach plan, including intellectual capital, based on community assessed needs and available campus resources.

- Integrate University strategic initiatives with plans of regional entities.
- Coordinate and collaborate with the City of Spearfish on safe, accessible transportation between campus and town.
- Engage the broader Spearfish and Rapid City communities in priorities of value to the community.



## IMAGINE

### GOAL #2

Increase engagement with senior citizens.



- Increase participation by students and staff in Senior Programs and Centers in the region.
- Develop and host events and learning opportunities for retired members of the Black Hills communities.

## IMAGINE

### GOAL #3

Increase community engagement in University programming and events.



Shandell Clutter, graphic design communication major, Sturgis.

- Foster an arts community with activities in visual arts, music and theatre.
- Increase BHSU presence at and participation in local and regional community events.
- Promote BHSU-RC activities to the Rapid City community.

# IMAGINE

# IMAGINE

## GOAL #4

Focus on sustainability while enhancing campus beautification and attention to the BHSU carbon footprint.

- Expand campus beautification.

- Increase energy efficiency and renewable energy while reducing campus waste of consumables.

- Expand sustainability programming for local youth.



# IMAGINE

## GOAL #5

Increase external funding for scholarships, programs and endowments.

- Establish additional corporate partnerships.

- Use the capital campaign process to generate additional endowed scholarships.

- Pursue funding for academic and non-academic programs.

# IMAGINE



— RANKED —  
**BEST ONLINE  
GRADUATE EDUCATION  
PROGRAMS**  
BY  
**U.S. NEWS  
& WORLD REPORT**

— MOST —  
**AFFORDABLE  
MASTERS**  
IN  
**EDUCATION**

— TOP —  
**200**  
**COLLEGES**  
FOR  
**NATIVE AMERICANS**

— TOP —  
**5%**  
OF  
**BUSINESS SCHOOLS  
WORLDWIDE**

— LARGEST —  
**EDUCATION  
PROGRAM**  
IN THE  
**REGION**

**PHOTOGRAPHY  
STUDENTS**  
— RANKED IN —  
**TOP 10%  
NATIONWIDE**



Mary Mitchell, 2015 elementary education graduate, Eagle Butte



(left) Rachel Erickson, Science Education major from Cheyenne, Wyo.

**NCAA DIVISION II  
ATHLETICS  
& NIRA RODEO**  
**3** NATIONAL  
CHAMPIONS  
IN 2016

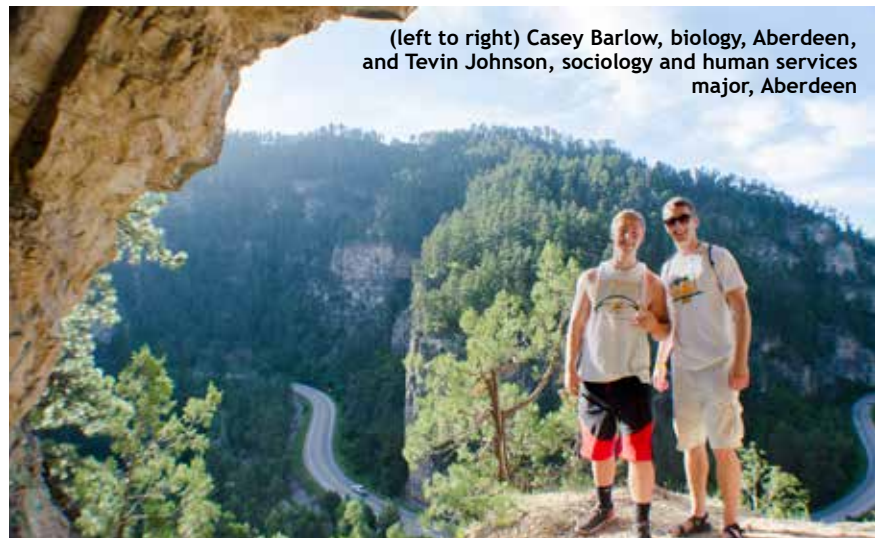
**#7**  
**UNIVERSITY**  
FOR  
**OUTDOOR ADVENTURERS**

**AMAZING  
HONORS  
PROGRAM**

**MILITARY  
FRIENDLY  
SCHOOL**

**FAST-GROWING  
CAREERS  
IN  
EXERCISE  
SCIENCE**

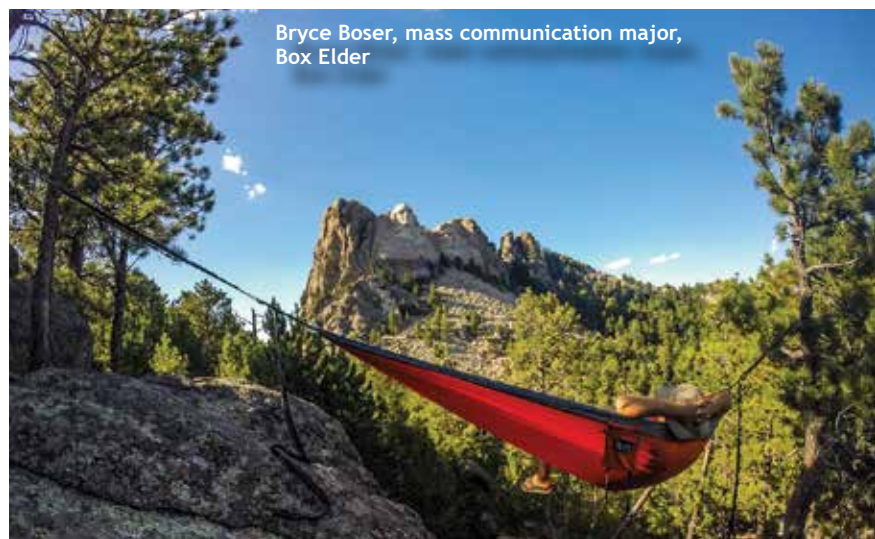
# BHSU Leadership



(left to right) Casey Barlow, biology, Aberdeen, and Tevin Johnson, sociology and human services major, Aberdeen



Photo courtesy of South Dakota Tourism.







Bryce Boser, mass communication major, Box Elder



## Black Hills State University Administration Team

								
<b>Dr. Tom Jackson, Jr.</b> President	<b>Dr. Chris Crawford</b> Provost & Vice President for Academic Affairs	<b>Kathy Johnson</b> Vice President for Finance & Administration	<b>Dr. Lois Flagstad</b> Vice President for Enrollment & Student Affairs	<b>Steve Meeker</b> Vice President for University Advancement	<b>Dr. Warren Wilson</b> Chief Information Technology Officer	<b>Corinne Hansen</b> Director of University & Community Relations	<b>Jhett Albers</b> Director of Athletics	<b>Gene Bilodeau</b> Executive Director, BHSU-Rapid City

## Black Hills State University Deans

			
<b>Dr. Priscilla Romkema</b> College of Business & Natural Resources	<b>Dr. Sharman Adams</b> College of Education and Behavioral Management	<b>Dr. Amy Fuqua</b> College of Liberal Arts	<b>Dr. Jane Klug</b> Dean of Students

## BHSU Senate Representatives

	
<b>Dr. Parasarathi Nag</b> President, Faculty Senate (2014-17)	<b>Justin Logue</b> President, Student Senate (2016-2017)

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