

Black Hills State University

Strategic Plan

Vision Statement:

Black Hills State University will be recognized as an innovative, high-quality university in the Black Hills region, the state, the nation, and the world.

Positioning Statement:

Transforming lives through innovative, high-quality academic programs and a dynamic learning community.

Mission Statement:

Black Hills State University is a master's level university that strives to meet the needs of the State and region by providing innovative, high-quality undergraduate and graduate programs.

The Board implemented SDCL 13-59-1 by authorizing undergraduate and graduate programs in the liberal arts and sciences and in professional education, to promote excellence in teaching and learning, to support research, scholarly and creative activities, and to provide service to the State of South Dakota and the region. Black Hills State University is the only multipurpose university in western South Dakota.



Black Hills State University

Strategic Plan

Goal One:

Black Hills State University will provide a learning environment characterized by innovative, high-quality academic experiences.

Goal Two:

Black Hills State University will engage in Strategic Partnerships to increase BHSU's presence in the Black Hills region, the state, the nation and the world, that will lead to greater appreciation and support of the University.

Goal Three:

Black Hills State University will be an inclusive and socially responsible learning community.

Goal Four:

Black Hills State University will secure and allocate fiscal resources to be recognized as an innovative, high quality university.



Goal One: Black Hills State University will provide a learning environment characterized by innovative, high-quality academic experiences.

Action Steps:

- 1. Academic programs will be recognized for high quality in the state, nation, and the world**
 - a. Successfully complete the review by the Higher Learning Commission of the North Central Association.
 - b. Receive approval to proceed to October 2012 site visit for AACSB accreditation.
 - c. Continue to pursue ACS program approval
 - d. Increase state, national, and international scholarly recognitions, presentations, and publications by 10%.
 - e. Develop a strategic plan for research for Black Hills State University.
 - f. Deliver high quality programs within the 120 credit hour graduation limit.
 - g. Integrate the Program Review Process and the University Assessment and Learning Enhancement Process into a single Program Review and Assessment system for data driven decision-making.
 - h. Establish priorities for facilities and personnel planning.

- 2. Innovative academic programming will increase student engagement in learning**
 - a. Create experiential learning activities to introduce the HLC-Quality Initiative into the General Education curriculum.
 - b. Develop the use of the Scholarship of Teaching and Learning to measure the impact of integrating experiential learning across the curriculum on student achievement.
 - c. Expand the research and creative activity general education goal to include additional experiential learning options, such as practica, internships, study abroad, Problem-Based Learning, community-based research, academic service learning, and student employment as undergraduate research assistantships or undergraduate learning assistantships.
 - d. Initiate new graduate degree, associate degree and certificate programs to address the changing needs of society.

- 3. Academic programs will utilize high-impact practices**
 - a. Increase the use high impact pedagogical practices.
 - b. Enrich learning by integrating cutting edge technologies into the classrooms to enhance teaching and learning.
 - c. Increase the level of student engagement in research, scholarship, and creative expression.

- 4. Academic Affairs, Business & Finance, and Student Life will collaborate to manage enrollment for improved student learning**
 - a. Establish an Enrollment Management model with shared responsibilities to administer enrollment services across Academic Affairs, Student Life and Business & Finance.
 - b. Increase student engagement and graduation rates by developing a collaborative professional advising/ academic mentoring model to support student achievement.

Goal Two: Black Hills State University will engage in Strategic Partnerships to increase BHSU's presence in the Black Hills region, the state, the nation and the world, that will lead to greater appreciation and support of the University.

Action Steps:

- 1. Ensure faculty, staff, and students are recognized for their expertise and service**
 - a. Increase faculty, staff, and student involvement with the community
 - b. Increase recognition of accomplishments and service

- 2. Enhance community/regional relations**
 - a. Increase attendance by community members as well as faculty and staff at BHSU lectures, athletic, and cultural events
 - b. Develop a collegiate look and feel within Spearfish and region that ensures a welcoming presence for students and visitors
 - c. Increase attendance at city council meetings, chamber functions, economic development meetings and cracker barrels other community events

- 3. Increase partnerships with local, state, and federal agencies**
 - a. Develop experiential learning opportunities for students with local, state and federal agencies
 - b. Provide consultation and service to state and federal agencies
 - c. Create experiential opportunities with state and federal agencies for faculty/staff
 - d. Continue and expand CAMSE outreach in science education

- 4. Increase partnerships with businesses and industries**
 - a. Create experiential learning opportunities in business and industry for students, faculty, and staff through research and collaborations
 - b. Provide consultation and service to businesses and industries
 - c. Establish and utilize advisory boards
 - d. Continue work with economic development entities, grant agencies, and interested individuals regarding a business incubator

- 5. Establish partnerships with institutions of higher education**
 - a. Continue and enhance research collaborations with other universities
 - b. Explore and expand academic programs with other universities
 - c. Increase collaboration among student organizations with other universities

- 6. Continue to build and expand partnerships with Native American communities**
 - a. Increase collaborations with K-12 schools and tribal colleges serving Native American students
 - b. Increase collaborations with tribal leaders and tribal governments

- 7. Maximize collaboration opportunities at SURF (Lab at Homestake) and related projects**
 - a. Continue and increase research collaborations
 - b. Serve as a leader in science education initiatives
 - c. Explore and develop business and industry opportunities related to SURF (Lab at Homestake)

Goal Three: BHSU will be an inclusive and socially responsible learning community.

Action Steps:

1. Create, foster and support an inclusive environment

- a. Increase the recruitment, retention and graduation of students as represented by: Native American, Hispanic, Veteran, Adult Learner, First Generation and other ethnic, economic status and demographic groups reflective of the population in the state and region, and international students
- b. Increase faculty and staff demographics to reflect state, region and national statistics
- c. c.. Develop and present programming, lectures and events that celebrate cultural diversity
- d. Support policies, dialogues and accountability activities that address civility and justice
- e. Promote a safe environment in which to study, work and live

2. Advance ecological and energy saving initiatives

- a. Reduce dependence on non-renewable resources and consumables
- b. Increase use of recycling and use of sustainable products when economically feasible
- c. Expand campus garden and use of local products

3. Promote student, faculty and staff learning and development beyond the classroom

- a. Increase study abroad and exchange programs
- b. Develop and support internships, service learning and community service opportunities
- c. Provide services and resources to support professional and personal development

Goal Four: Black Hills State University will secure and allocate fiscal resources to be recognized as an innovative, high quality university

Action Steps:

1. Increase Funding to Support Priorities Identified in the Strategic Plan

- a. Complete a successful capital campaign, raising \$35 million for BHSU
- b. Increase scholarship funding in the Yellow Jacket Foundation
- c. Increase scholarships awarded to BHSU students from external clubs and organizations by creating more awareness with BHSU students
- d. Increase federal and other grants and contracts
- e. Keep local, state, and national policy leaders apprised of the university's fiscal status, priorities, and needs
- f. Increase revenue from fee-for-service activities, camps, and conferences

2. Strategic Budget Analysis

- a. Involve the campus community in budget discussions
 - i. Strategic planning committee
 - ii. President's advisory council
 - iii. Governance leadership (Faculty Senate, Student Senate, CSA Council)
 - iv. Focus groups
- b. Provide timely information and training to fund managers
- c. Require budget accountability
- d. Align budget with strategic plan