



BLACK HILLS  
STATE UNIVERSITY

# “CLIMBING NEW PEAKS” A STRATEGIC PLAN FOR BHSU

BHSU Town Hall - October 2022

# BIG FRAMING QUESTION:

“

HOW MIGHT BHSU STEP INTO A  
COLLABORATIVE AND FOCUSED FUTURE  
THROUGH GROWTH, CHANGE AND INNOVATIVE  
APPROACHES TO MEET OUR CURRENT  
AND FUTURE NEEDS?

”

# The Strategic Planning Journey





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# **GOAL 1: NURTURING STUDENT EXPERIENCE**

Dr. John Allred | Vice President of Enrollment Management

# GOAL 1: NURTURING STUDENT EXPERIENCE

**GOAL STATEMENT:** Black Hills State University will enhance the student experience through innovative engagement, holistic support, and a vibrant student-centered community.

**OBJECTIVE 1:**  
Strengthen and celebrate the authenticity of our small campus culture through engaging and intentional campus events.

**OBJECTIVE 2:**  
Enhance the student residential experience through engaging residential curriculum and rejuvenating current infrastructure and facilities.

**OBJECTIVE 3:**  
Foster student-centered services within a nurturing, safe, and inclusive culture.

**OBJECTIVE 4:**  
Provide intentional services and programs which foster health and wellness.

**OBJECTIVE 5:**  
Provide intentional services and programs which foster career and leadership development.

**OBJECTIVE 6:**  
Successfully implement the strategic enrollment plan finalized in April, 2021.

# FINDING OUR 5-YEAR TARGET

## GOAL 1: NURTURING STUDENT EXPERIENCE

### OBJECTIVE 1

Strengthen and celebrate the authenticity of our small campus culture through engaging and intentional campus events.

- Provide purposeful student programs which foster student engagement, clubs and organizations, and the campus community.

### 2-3 YEAR MILESTONE

#### YEAR 1

- Assess student programmatic wants at Rapid City, Ellsworth, and Spearfish campuses for FT/PT, Residential/commuter, traditional/non-traditional students.
- Assess the effectiveness of current Campus App/digital communication and program publicity.
- Assess and communicate financial needs for programming, activities, and student engagement.
- Establish a Leadership Certificate Program.
- Increase student participation in the NSSE by 1% to the national average to evaluate student satisfaction with activities.

#### YEAR 2

- Reestablish Jacket Pack.
- Develop best practices training for campus staff to support student engagement.
- Add additional Student Engagement staff (professional/NFE).
- Develop new and/or expand existing top three activities requested by students in Year 1 assessment.

### 5 YEAR TARGET

#### YEAR 1

- Adequately meet the needs of student engagement experience based on assessments of year 1 and 2.
- 50% of faculty and staff participate in two student engagement events each semester.
- Evaluate the Leadership Certificate program.
- A majority of students are satisfied or extremely satisfied with their campus engagement experience based on program evaluations and the NSSE data.
- Jacket Pack established to support all campus events.

# YEAR 1 IMPLEMENTATION STEPS

GOAL 1: NURTURING STUDENT EXPERIENCE

## OBJECTIVE 1

Strengthen and celebrate the authenticity of our small campus culture through engaging and intentional campus events.

## STRATEGIC ACTIONS

- Assess student programmatic wants at Rapid City, Ellsworth, and Spearfish campuses for FT/PT, Residential/commuter, traditional/non-traditional students.
- Assess the effectiveness of current Campus App/digital communication and program publicity
- Assess and communicate financial needs for programming, activities, and student engagement
- Establish a Leadership Certificate Program
- Increase student participation in the NSSE by 1% to the national average to evaluate student satisfaction with activities

## START DATE

10/01/2022

## END DATE

9/30/2023

## WHEN

-

Fall 2022

Spring 2023

## WHO

All

Jane Klug

All

## VICTORY

Assessment tools developed and deployed and Leadership Certificate Program organized.

## COORDINATOR

-

## TEAM MEMBERS

John Allred, Ryan Delzer, John Ginther, Jessie Gramm, Heidi Hendrick, Jane Klug, Padric McMeel, Jesse Shelbourn

## COLLABORATORS / PARTNERS

Rich Loose

## BUDGET

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# **GOAL 2: EVALUATING & DEVELOPING ACADEMIC PROGRAMS**

Dr. Jon Kilpinen | Provost & Vice President for Academic Affairs

# GOAL 2: EVALUATING & DEVELOPING ACADEMIC PROGRAMS

GOAL STATEMENT: Black Hills State University will prepare students for lifelong success through academic experiences that provide the knowledge and skills to make a difference in their communities and add value to the world.

## OBJECTIVE 1:

Continuously improve BHSU's academic quality through heightened attention to program accreditations and increased support for faculty professional development.

## OBJECTIVE 2:

Strengthen BHSU's academic infrastructure to support and measurably improve student success in persistence, retention, and degree completion.

## OBJECTIVE 3:

Evaluate academic programs with the goal of new or modified curricula that enhance BHSU's economic, social, and environmental impact in western South Dakota and beyond.

## OBJECTIVE 4:

Promote BHSU's academic distinctiveness through field-based, high-impact, and experiential opportunities with an eye toward stronger student recruitment and success.

# FINDING OUR 5-YEAR TARGET

## GOAL 2: EVALUATING & DEVELOPING ACADEMIC PROGRAMS

### OBJECTIVE 1

Continuously improve BHSU's academic quality through heightened attention to program accreditations and increased support for faculty professional development.

#### ACTION STEPS:

- Develop a central tracking dashboard in Academic Affairs of all current BHSU accreditations and their status.
- Identify all potential additional program accreditations for current BHSU academic programs.
- Develop the means to capture and track significant revisions to all BHSU courses.
- Develop a plan for improving faculty professional development resources, especially to support high-quality teaching and regular, ongoing scholarly work.
- Launch the Center for Faculty Innovation by offering multiple faculty workshops and developing a communication plan that keeps faculty aware of the Center's offerings and activities.

### 2-3 YEAR MILESTONE

- BHSU will have identified and prioritized potential new program accreditations and applied for at least one of them.
- BHSU will have plans in place for the use of assessment data in non-accredited programs to effect continuous program improvement.
- The BHSU operating budget will begin supporting the Center for Faculty Innovation and will have a plan in place to transition any remaining budgetary needs to the operating budget by Year 5 of the Strategic Plan.
- BHSU will have developed a budget proposal to support increased professional development funding for faculty and submitted it for review.

### 5 YEAR TARGET

- Receive or retain full affirmation with no conditions for all current accreditations, including HLC, CAEP, AACSB, NASM, and SHAPE.
- Pursue at least two new program accreditations.
- Refine a continuous-improvement process for academic programs without accreditation.
- Ensure that faculty professional development aligns with outcomes in accredited programs.
- Observe regular impactful and substantive implementation of pedagogical and content changes into courses across the curricula.
- Find that the Center for Faculty Innovation is a permanent part of campus budget and culture with strong faculty engagement.
- Observe signs of a stronger teacher-scholar model for faculty with more professional development resources for both innovative teaching and ongoing scholarly work.

# YEAR 1 IMPLEMENTATION STEPS

GOAL 2: EVALUATING & DEVELOPING ACADEMIC PROGRAMS

## OBJECTIVE 1

Continuously improve BHSU's academic quality through heightened attention to program accreditations and increased support for faculty professional development.

## STRATEGIC ACTIONS

- Launch the Center for Faculty Innovation with at least one workshop.
- Compare BHSU faculty professional development support with that of peer institutions to establish a baseline for future increases.
- Complete an inventory of current BHSU academic programs and all available accreditation options for those programs.
- Develop a clear plan for successful completion of the AACSB accreditation process in the School of Business.

## START DATE

-

## WHEN

Spring 2023

Spring 2023

Fall 2023

Spring 2023

## END DATE

-

## WHO

Nick Van Kley

Jon Kilpinen

Amy Fuqua

Jon Kilpinen/Cyndi Anderson

## VICTORY

Faculty know about the Center for Faculty Innovation and eagerly anticipate its workshop offerings. The School of Business is poised for successful re-accreditation in 2023-2024.

## COORDINATOR

Jon Kilpinen

## TEAM MEMBERS

**Center for Faculty Innovation:** Provost/Deans/Chairs  
**Prof. Dev. Support:** Provost/Associate Provost  
**AACSB Accreditation:** Provost/Dean Anderson

## COLLABORATORS/PARTNERS

**Center for Faculty Innovation:** Provost/Deans/Chairs  
**Prof. Dev. Support:** Provost/Associate Provost  
**AACSB Accreditation:** Provost/Dean Anderson

## BUDGET

\$5,000  
 (accreditation expenses)





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# **GOAL 3: BUILDING ON A SUPPORTIVE WORK ENVIRONMENT**

Dr. Brian Eberhard | Assistant Professor, Education

# GOAL 3: BUILDING ON A SUPPORTIVE WORK ENVIRONMENT

GOAL STATEMENT: Black Hills State University will promote a culture of excellence to ensure pride of institution and retention of employees.

## OBJECTIVE 1:

Enhance employee sense of value through an ongoing commitment to competitive total compensation packages.

## OBJECTIVE 2:

Invest in our employees by strengthening onboarding, professional development and advancement opportunities for all members of the campus community.

## OBJECTIVE 3:

Commit to recognizing and honoring employees for their excellent work.

## OBJECTIVE 4:

Fully develop an innovative, supportive, fulfilling and flexible work environment.

## OBJECTIVE 5:

Provide ongoing supervisor training that will lead to a more caring, supportive, effective and positive work environment.

## OBJECTIVE 6:

Support total employee wellness that creates a culture of well-being.

# FINDING OUR 5-YEAR TARGET

## GOAL 3: BUILDING ON A SUPPORTIVE WORK ENVIRONMENT

### OBJECTIVE 1

Enhance employee sense of value with an ongoing commitment to competitive total compensation packages.

#### ACTION STEPS:

- BOR salary study (through SEGAL Salary Study) for NFE employees.
- Establish a joint HR and departmental process to more effectively advertise open positions on relevant platforms.
- Improve communication about benefits and retirement plan.
- Establish baseline data.

### 2-3 YEAR MILESTONE

- Identify how many faculty salaries are at 90% of the CUPA average salary or above.
- Identify how many NFE salaries are at 90% of the CUPA average salary or above.
- Determine current percentage of CSA employees paid at job-worth level.
- 75% of NFE and CSA position descriptions are updated or reviewed within the past year.
- 75% of faculty positions are evaluated for proper CIP codes within the past year.
- Identify positions affected by salary compression and develop a plan to address the situation.
- Establish a baseline of employee retention.

### 5 YEAR TARGET

- Increase the number of faculty and NFE employees that are at 90% of the CUPA average salary or above by 50%.
- Increase the number of CSA employees that are paid at job-worth by 50%.
- 100% of NFE and CSA position descriptions are updated or reviewed each year.
- 100% of faculty positions are evaluated for proper CIP codes each year.
- Reduce employee turnover by 10% (tailor this target to specific NFE, CSA, and faculty categories).
- Applicants for jobs increase.

# YEAR 1 IMPLEMENTATION STEPS

GOAL 3: BUILDING ON A SUPPORTIVE WORK ENVIRONMENT

## OBJECTIVE 1

Enhance employee sense of value by offering and having an ongoing commitment to competitive total compensation packages.

## START DATE

9/01/2022

## END DATE

9/01/2023

## STRATEGIC ACTIONS

- Establish a joint HR and departmental process to more effectively advertise open positions on relevant platforms.
- Establish baselines for employee turnover, and median salary comparison.
- Establish a committee to review salary compression.
- Ensure all position descriptions have been updated and reflected in the new employee evaluation system and establish a university procedure for annual reviews moving forward.
- Establish a committee to identify a strategy for reviewing faculty CIP assignments on an annual basis.

## WHEN

Fall 2022 semester

Spring 2023 semester

Spring 2023 semester

Fall 2022 semester

Spring 2023 semester

## WHO

Cassie Maser

Melissa Hart

HR Office

Cassie Maser

Provost & Deans

## VICTORY

We increase our job applicants and understand our baseline rates for employee retention, turnover, and salary comparisons.

## COORDINATOR

Melissa Hart

## TEAM MEMBERS

HR Office , Provost, Deans ,  
Others to be assigned

## COLLABORATORS/PARTNERS

SDBOR Board Office, SD  
Department of Labor

## BUDGET

\$1000 for advertising open positions in  
newspapers, we expect professional  
organizations to be free



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# **GOAL 4: EVALUATING & DEVELOPING A REVISED BRAND IDENTITY**

Maegan Detlefs | Communications Coordinator, Marketing & Communications

# GOAL 4: EVALUATING & DEVELOPING A REVISED BRAND IDENTITY

GOAL STATEMENT: Black Hills State University will enhance and uphold a strong brand identity through development of university marketing and communication strategies.

## OBJECTIVE 1:

Build a consistent brand identity to communicate the look, feel, and story of the institution.

## OBJECTIVE 2:

Develop communication plans, with an emphasis on digital platforms, to ensure institutional news, messaging, and events are reaching target audiences.

## OBJECTIVE 3:

Develop data driven marketing strategies with measurable key performance indicators that can be used to optimize future campaigns.

## OBJECTIVE 4:

Build partnerships with other stakeholders, both on and off campus, to share institutional success stories and serve as the university conduit for external relations.

# FINDING OUR 5-YEAR TARGET

## GOAL 4: EVALUATING & DEVELOPING A REVISED BRAND IDENTITY

### OBJECTIVE 1

Build a consistent brand identity to communicate the look, feel, and story of the institution.

### 2-3 YEAR MILESTONE

- Complete branding audit of all banners, signage, and other visual elements across campus.
- Work with Fresh Produce to complete full branding guidelines.
- Work with the city to identify 2 to 3 opportunities for additional visual brand placement within the city of Spearfish (ex. street banners, trash can, signage).
- Press/Media Kit developed.
- Identify information on website that can be paired down or moved to intranet system.
- Write rough draft of Marketing and Communications policies and identify key stakeholders for approvals.
- Build curriculum for Marketing 101 Workshop and begin work on presentation.
- Work with Facilities to determine Building/Renovation design workflows.

### 5 YEAR TARGET

- Update banners, signage, and other visual elements across campus to reflect brand guidelines.
- Complete our full brand identity guideline, including story, voice, and tone and distribute a copy to every University department.
- There are 2 to 3 additional visual BHSU branded elements within the community.
- Distributed press/media kit to outside stakeholders to use. Perform audit to see if our brand is being utilized in the correct ways.
- Complete website redesign to reflect new brand identity. Internal communications are moved to an intranet system.
- Approved Institutional Marketing policies in place.
- Marketing 101 Workshop implemented to address branding guidelines, marketing policies and procedures with Campus Community. Offered every semester.
- Buildings and renovation designs are cohesive and on brand with our colors and imagery.

# YEAR 1 IMPLEMENTATION STEPS

GOAL 4: EVALUATING & DEVELOPING A REVISED BRAND IDENTITY

## OBJECTIVE 1

Build a consistent brand identity to communicate the look, feel, and story of the institution.

## START DATE

9/30/2022

## END DATE

12/31/2023

## STRATEGIC ACTIONS

- Start website audit
- Work with Fresh Produce on Brand Identity Development
- Work with Facilities to identify current/future projects
- Start work on Marketing Policies and Procedures
- Develop Press/Media Kit

## WHEN

Fall 2022

Spring 2023

Spring 2023

Spring 2023

Fall 2023

## WHO

Marketing Office (Web Coordinator)

Marketing & Facilities

Marketing Office & University partners

Marketing Office & the President

Marketing Office

## VICTORY

Have completed work with Fresh Produce and have all elements of the brand guide completed.

## COORDINATOR

Laurel Boss

## TEAM MEMBERS

Laurel Boss, Maegan Detlefs, Becca Walters, Thayer Trenhaile, Mistie Caldwell, Debbie Liddick, Greg Krajewski, Joe Rainboth

## COLLABORATORS/PARTNERS

Fresh Produce, Chuck Williams, President, & University Partners

## BUDGET

TBD

# TODAY

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## Gallery Walk

- a. What do you *like*?
- b. What do you *wish*?
- c. What do you *wonder*?

# NEXT STEPS

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- a. **Oct. 17 - 21** | On-line responses
- b. **Oct. 24 - Nov. 8** | Final updates made to individual strategic directions and year one implementation steps
- c. **Nov. 9** | Final strategy session

**ROLL OUT DATE: December 1, 2022**

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**STRATEGIC THINKING REQUIRES THE ABILITY  
TO CONTEMPLATE POSSIBILITIES THAT ARE  
NOT IMMEDIATELY PRESENT.**

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- Rupert Sheldrake