

Where *Anything* is possible



The Strategic Plan for
Black Hills State University 2014-2022
Spearfish, South Dakota

Table of Contents

| | |
|------------------------------------|---------|
| UNIVERSITY VISION..... | Page 1 |
| UNIVERSITY MISSION AND VALUES..... | Page 2 |
| INSPIRE | Page 5 |
| INNOVATE | Page 11 |
| ENGAGE | Page 19 |
| IMAGINE | Page 27 |

University Vision

Black Hills State University, Spearfish, S.D.

Black Hills State University Vision

Black Hills State University will innovate to provide cutting-edge education, promote student success, be a sustainable campus, and serve as an economic engine for western South Dakota.

University Mission and Values

Black Hills State University Mission

Black Hills State University is a regional, comprehensive, public institution that provides access to a higher education for aspiring students. BHSU offers a generous number of baccalaureate and select master's degrees, generates new knowledge, promotes excellence in teaching and public engagement, and serves as a regional economic leader. Graduates make significant contributions to the workforce and the betterment of their community.

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.*

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

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

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.*

BHSU Will

INSPIRE

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

INNOVATE

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

ENGAGE

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

IMAGINE

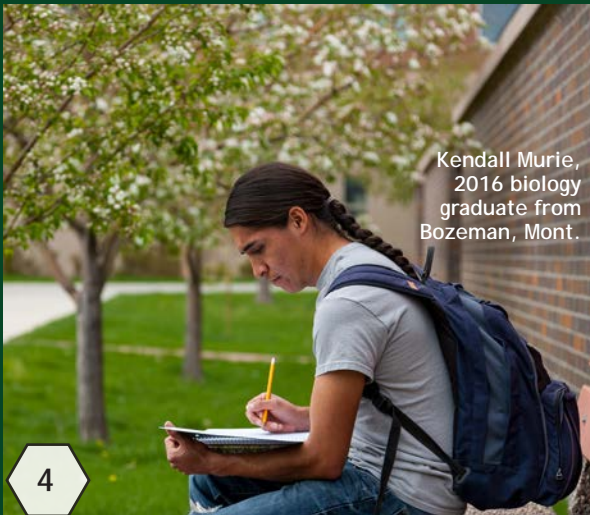
Black Hills State University community will develop and expand internal and external resources to support all we can **IMAGINE**.



Ashlyn Pearson, psychology major from Gillette, Wyo.



Angel Pease, GEAR UP student from Rapid City, and Mariah Cook, GEAR UP group leader



Kendall Murie, 2016 biology graduate from 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 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 from 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.



Matt Adair, BHSU graduate from Sheridan, Wyo., and Melissa (Bernard) Boring, BHSU graduate from Rapid City



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.



INNOVATE



Runsong Liu Yichang, an exchange student from China, is now attending school at China Three Gorges University

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.



A photograph of two young women in a laboratory. The woman on the left has long, wavy brown hair and is wearing black safety glasses, a pink ruffled top, and a white cardigan. The woman on the right has long, wavy brown hair and is wearing black safety glasses, a yellow t-shirt, and a black vest. They are both looking down at a piece of scientific equipment that includes glass tubes, metal fittings, and a vertical rod. The background shows a workshop-like environment with a pegboard and various tools.

Madison Jilek, physical science major from Spearfish, and Kristin Rath, 2016 science education and physical science graduate from 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.




INNOVATE





ENGAGE

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





SPEARFISH
CHAMBER

**BUY YOUR
TICKETS HERE!**
DRINKING BASH PARTY
September 2016

THE ANNUAL FISHBOWL
Spearfish
www.spearfishchamber.org
605-642-2626
Sponsored by
Spearfish
Spearfish
Spearfish



Pink Hills
South Dakota

Black Hills
South Dakota



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 programs, 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.



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
from 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 close-up photograph of a diverse group of young children and a woman. The children are of various ethnicities and are looking towards the camera with curious and happy expressions. One child in the foreground is wearing a bright pink t-shirt with a cartoon character that has large, wide eyes. A woman with dark hair is smiling broadly in the lower right foreground. The background is slightly blurred, showing more children. The overall atmosphere is warm and positive.

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

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.

Increase community engagement in University programming and events.



Shandell Clutter, graphic design communication major, Sturgis

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

— ONE OF —
5%
OF
**BUSINESS SCHOOLS
WORLDWIDE**
WHO HOLD AACSB ACCREDITATION



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

**PHOTOGRAPHY
STUDENTS**
— RANKED IN —
TOP 5%
NATIONWIDE

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

#9
UNIVERSITY
FOR
OUTDOOR ADVENTURERS

**AMAZING
HONORS
PROGRAM**

**MILITARY
FRIENDLY
SCHOOL**

**FAST-GROWING
CAREERS**
— IN —
**EXERCISE
SCIENCE**



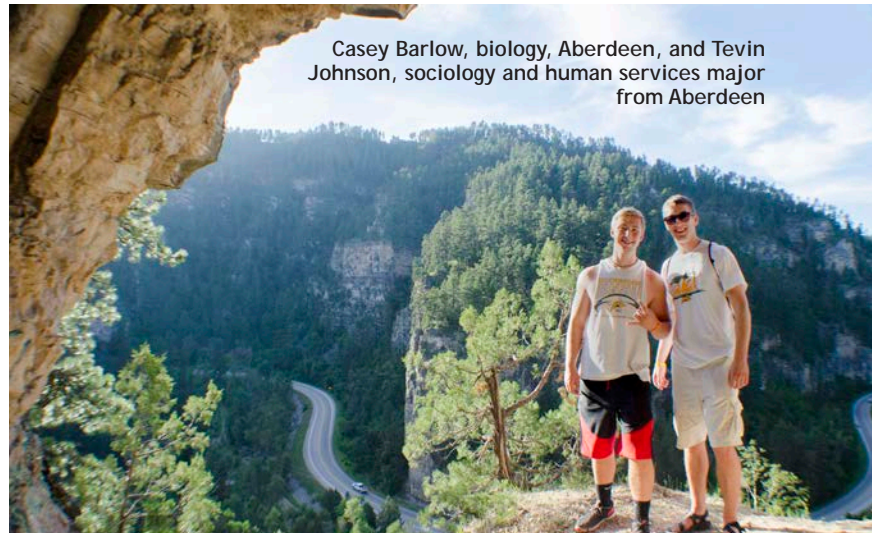
Mary Mitchell, 2015 elementary education graduate from Eagle Butte



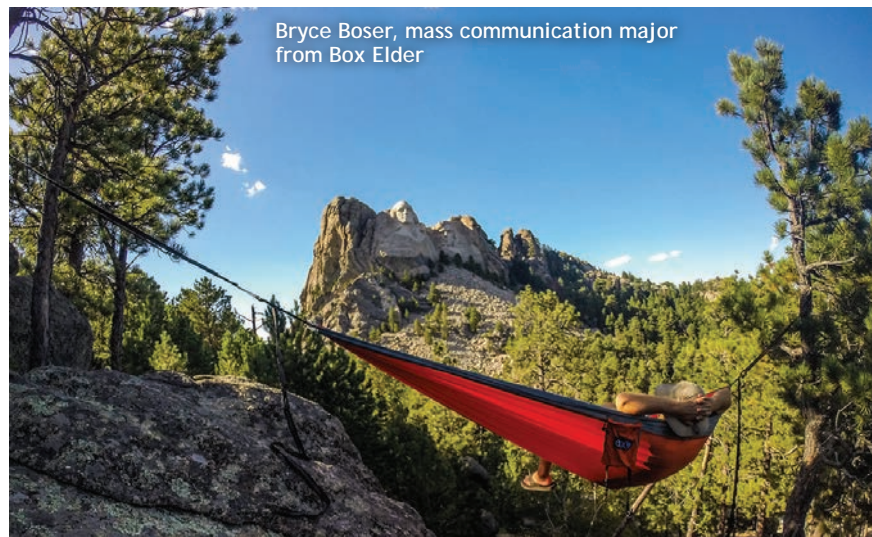
Kendra Savery, education major from Strasberg, N.D., and Sean Kassmeier, outdoor education major from Beatrice, Neb.



Rachel Erickson, science education major from Cheyenne, Wyo.



Casey Barlow, biology, Aberdeen, and Tevin Johnson, sociology and human services major from Aberdeen



Bryce Boser, mass communication major from Box Elder

BHSU Leadership

Black Hills State University Administration Team



Dr. Laurie S. Nichols
President



Dr. Priscilla Romkema
Provost & Vice President for Academic Affairs



Kathy Johnson
Vice President for Finance & Administration



Dr. John Allred
Vice President for Enrollment & Student Affairs



Steve Meeker
Vice President for University Advancement



Corinne Hansen
Director of University & Community Relations



Jhett Albers
Director of Athletics

Black Hills State University Deans



Dr. Greg Farley
College of Business & Natural Sciences



Dr. Betsy Silva
College of Education & Behavioral Sciences



Dr. Amy Fuqua
College of Liberal Arts



Dr. Jane Klug
Dean of Students

BHSU Senate Representatives



Dr. Cheryl Anagnopoulos
President, Faculty Senate



Nancy Shuck
President, Staff Senate



Juliana Nielsen
President, Student Senate

Where *Anything* is possible

