Black Hills State University – Rapid City (BHSU-RC) SEP

The first SEP visit (October 30 and 31, 2019) revealed that BHSU-RC is critical to BHSU in terms of revenue and enrollment. There appears to be mixed understandings and opinions regarding the purpose, expectations and integration of BHSU-RC with the Spearfish campus.

The administration team and the steering committee agreed that it is best to include the BHSU-RC perspective in every working group’s focus area to ensure a holistic strategic enrollment plan.

To better equip the working groups with qualitative and quantitative data relative to the BHSU-RC perspective it was determined that a dedicated effort to capture BHSU-RC opinions, experiences and understandings should proceed SEP visit two – conference style launch. This activity will help to equip the working groups with contextual information and address the need that was expressed during visit one to focus on BHSU-RC.

Please have the leadership team, the steering committee and the BHSU-RC staff and faculty complete this exercise prior to January 10th and submit to Angela Bakeberg.

Purpose

What was the original purpose of BHSU-RC?

* Educational facility to serve place-bound and non-traditional students.

Has the purpose shifted over time and how?

* BOR became involved in order to offer courses and programs from all regental schools though many did not take advantage except for SDSU and USD, somewhat.

What is the current purpose of BHSU-RC?

* To offer a comprehensive, engaging educational opportunity to a diverse student population while meeting the needs of the business community.

Context

Peer, Competitor and Aspirant

What institutions serve as a bench-mark for BHSU-RC in terms of Peer, Aspirant and Competitor?

Peer

What institutions have a similar purpose to BHSU-RC, a similar size, a similar relationship with their main campus and a similar program mix?

* Minnesota State University System
* Sheridan College with its branch campus in Gillette, WY.

Aspirant Organizations

What organizations serve as the ideal in terms of where BHSU-RC would want to be in five – ten years? What makes these organizations an aspiration?

* Colorado Mountain College System – well defined financial model, financially sound.
* Ivy Tech Community College of Indiana – more than 30 campuses throughout the state of Indiana.
* Utah State University – 25 campuses and centers through the state of Utah.

Competitive Organizations

How has the external market defined the BHSU-RC competitors? What competitors does BHSU lose market share (enrollment) to? How is this determined: what data sources reveal market share loss for BHSU-RC and what anecdotal insight suggests market share loss?

* Online educational offerings
* Western Dakota Tech
* Chadron State College

Strategic Analysis of BHSU-RC

Internal to BHSU-RC

Try to articulate stories of success as you think about internal strengths.

Strengths

Please list the INTERNAL characteristics such as physical (facility), human, financial that clearly contribute to the institutional success and the achievement of enrollment at BHSU-RC?

Examples might include: business processes: assets of knowledge, education, network, skills and reputation; physical assets of students, equipment, technology, efficiency ratios; competitive advantages such as parking, partnerships and programs delivered.

* Cheaper than attending a residential campus
* Opportunities with other institutions in one location
* Office set-up: students can see an advisor, financial aid, etc in one central location
* Dedicated and engaging academics: adjunct faculty that already work in the local business sector with students that are largely already working in their field and therefore committed to their quality education
* Engaging building design with study spaces, computer labs, over aesthetic (students and visitors commenting on the beauty of the building)
* Contracted external events as revenue

Weaknesses

What are the INTERNAL characteristics of BHSU-RC that detract from institutional success and impede enrollment goals?

What prevents BHSU-RC from capturing enrollment market share? Are there processes, policies, equipment, facilities, gaps in team, programs, partnership, location concerns that impede recruitment and reenrollment?

* Diversity of programs offered: more programs are needed
* BOR regulations and Spearfish control do not allow us to quickly adjust to the needs of the community in regard to creating and implementing needed programs.
* Lack of understanding regarding the differences between Spearfish and Rapid City
* When a teacher leaves, we also lose those classes
* Lack of engagement with WDT, articulation agreements are imperative
* Inadequate course offerings for dedicated degree programs that are marked as being able to be completed in their entirety in Rapid City
* Incongruence among some job descriptions between similar positions in Spearfish and Rapid City
* Strong team members pulling the majority of the weight
* Lack of cross-training among positions
* Some disengaged employees—need to reinforce available continued education/growth opportunities (workshops, conferences, etc.)

External to BHSU-RC

Look at the political, economic, social, technological, legal and environmental (PESTEL) factors that affect enrollment and fulfilling the BHSU-RC purpose.

Opportunities

What are the EXTERNAL factors that would contribute to BHSU-RC enrollment increases?

Is the demand for higher education in the RC area increasing? Are there additional funding opportunities for employee reimbursement, internships or research? Are there regulation changes that open new avenues for recruitment? Are there areas of strength for BHSU that are maximized at the Rapid City campus? Is BHSU-RC offering academic programs?

* State Scholarship opportunities such as Dakota Promise
* USD and SDSU Nursing program expansions
* Higher demand for health services and education fields (meeting the needs of local businesses)
* Possible discussion with EAFB regarding their current contract with NAU🡪 can we meet this need at a lower cost for students
* Business field thrives at the Rapid City location specifically in regard to the non-traditional student population (engaged in the major)
* High School dual credit—large high school student population
* Interest and need for criminal justice minor
* Collaborate with WDT – accept more credits and continue to develop articulation agreements and compatible degree programs

Threats

What are the EXTERNAL factors that prevent enrollment increases at BHSU-RC?

Do online higher education providers pose as a threat? Is there out-migration? Does the starting salary of non-degree jobs impact enrollment? What is the perception of BHSU-RC? Is there a demand for degrees and certificates in the target geography?

* Increasing tuition
* Lack of flexibility accepting other credits as per BOR policy
* Financial aid not keeping up with increased tuition rates – student lack of ability to pay
* Economic status of the area
* Out-migration of students taking online courses through other SDBOR institutions due to limited course offerings