



# **WEST RIVER HEALTH SCIENCE CENTER STRATEGIC PLAN 2023-2026**



# **West River Health Science Center Strategic Plan 2023-2026**

*The West River Health Science Center is a partnership between Black Hills State University, South Dakota State University, Monument Health, and the West River Area Health Education Center.*

## **Our Main Goals are:**

- **Serving our nursing and healthcare workforce in the Black Hills region.**
- **Coordinating efforts between the BHSU Applied Health Sciences associate degree and SDSU Bachelor of Science in Nursing degree so students are prepared for nursing and have a seamless transition in their degree plan.**
- **Enabling students to pursue their entire college degree in the beautiful Black Hills.**

## **Vision**

**West River Health Science Center (WRHSC) will be the principal center for educational pathways and employment resources in healthcare for western South Dakota.**

## **Mission**

**West River Health Science Center's (WRHSC) mission is to support the collaboration between regional education and healthcare partners to meet the nursing workforce needs of western South Dakota through shared recruiting, student support, and industry partnerships.**



# GOAL 1: Recruit the Nursing Pipeline

*The WRHSC partnership will develop and implement a comprehensive strategy to reach its enrollment target in the nursing program, helping to address the nursing shortage in South Dakota.*

**Implementation Team:** Sarah Blenner (Monument Health), Maegan Detlefs (BHSU), Mike Lockrem (SDSU), Susie Leahy (SDSU), Samantha Smith (BHSU)

**Objective 1:** *Employ a comprehensive strategic-enrollment management plan to achieve Rapid City SDSU Standard BSN cohorts of 72 students.*

**Action 1:** Develop a comprehensive strategic enrollment management plan with defined key performance indicators to guide recruitment actions, including marketing, activities, and partnerships. Define messaging for internal and external understanding of the West River Health Science Center partnership and update materials.

**Year 1**

**Action 2:** Implement a comprehensive strategic-enrollment management plan to increase enrollment to the goal of 72-student cohorts.

**Year 2**

**Action 3:** Evaluate and refine the strategic-enrollment management plan to continually improve efficacy and performance.

**Year 3**

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**Objective 2:** *Maintain and build strong partnerships with external organizations to support enrollment activities.*

**Action 1:** Identify potential institutions to create articulation agreements with, and pursue those partnerships, increasing transfer opportunities into the Rapid City SDSU Standard BSN program.

**Year 1**

**Action 2:** Improve communication and partnership with community organizations, healthcare facilities, and regional institutions who can help increase enrollment through referrals.

**Year 2**

**Action 3:** Build strong partnerships with regional healthcare organizations to support career exploration for students, such as Scrubs Camp and Give Nursing a Shot! Camps.

**Year 3**

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**Objective 3:** *Establish additional scholarships and funding pathways that support BHSU and SDSU students.*

**Action 1:** Review existing scholarship opportunities and ensure we are fully and efficiently marketing and awarding them.

**Year 1**

**Action 2:** Collaborate with the BHSU and SDSU Foundations and the West River Area Health Education Center to identify potential funding and begin pursuing them.

**Year 2**

**Action 3:** Identify, develop, and promote incentives with our healthcare partners that encourage students to pursue the BHSU Applied Health Science and SDSU Rapid City Standard BSN degrees.

**Year 3**

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## GOAL 2: Support the WRHSC Initiative

The WRHSC partnership will ensure the successful completion and effective ongoing operation of the expanded facility in Rapid City—this facility being crucial to the overall success of the nursing initiative.

**Implementation Team:** Jay Beebout (SDSU), Randy Culver (BHSU), Jon Kilpinen (BHSU), Mary Anne Krogh (SDSU)

**Objective 1:** Complete the WRHSC renovation and building expansion on time and on budget and occupy the building.

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| <b>Action 1:</b> Finalize the design of the building renovations and the new addition.   | <b>Year 1</b> |
| <b>Action 2:</b> Secure all remaining funding, including securing ARPA funding and initiate SDSU fundraising   | <b>Year 1</b> |
| <b>Action 3:</b> Evaluate staffing needs for complete building operation, including maintenance, IT, and security, adding corresponding amounts to the budget as needed. | <b>Year 2</b> |
| <b>Action 4:</b> Develop a transition plan for moving into the completed building, including SDSU Nursing and NANEC.   | <b>Year 2</b> |
| <b>Action 5:</b> Create a plan for blending the technology of BHSU and SDSU in the building.   | <b>Year 1</b> |
| <b>Action 6:</b> Establish a process with a responsible individual for ensuring ongoing strategic use of all spaces in the completed building.                           | <b>Year 3</b> |
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**Objective 2:** Develop a strategic staffing plan to facilitate smooth operation of the Center and scaled to program enrollments.

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| <b>Action 1:</b> Compile a “talent inventory” of assets, duplications, and gaps across the various staff members involved in the WRHSC initiative from BHSU and SDSU, respectively.  | <b>Year 1</b> |
| <b>Action 2:</b> Assemble a working organizational chart and a steering committee that clarifies responsibilities and accountability, modifying existing job descriptions as needed. | <b>Year 2</b> |
| <b>Action 3:</b> Enact some combination of revised appointments (to reflect WRHSC duties, perhaps as a percentage of time) and joint appointments.                                   | <b>Year 2</b> |
| <b>Action 4:</b> Establish an implementation timeline with reasonable enrollment thresholds for staff additions with the goals of retention and student success.                     | <b>Year 3</b> |





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**Objective 3:** *Build a sufficient, functional budget to ensure the success of the WRHSC initiative.*

**Action 1:** Convene a working group of BHSU and SDSU staff members to identify current resources, catalog budget needs, identify gaps, and develop a model budget. **Year 2**

**Action 2:** Designate specific institutional amounts and sources of funds for the WRHSC budget. **Year 2**

**Action 3:** Include a clear and sufficient marketing component in the proposed budget (confer with Goal 4 group). **Year 2**

**Action 4:** Operationalize the budget within Banner, including a home location for the FOAP and contributions from BHSU and SDSU. **Year 3**

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# GOAL 3: Enroll and Retain Students

**Implementation Team:** Marie Lohsandt (SDSU), Heather Maier (BHSU), Christina Plemmons (SDSU), Beth Reman (BHSU)

**Objective 1:** *Provide WRHSC students with a full range of support services aimed at their success.*

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| <b>Action 1:</b> Complete a comprehensive review of existing gaps in support services and reallocate resources to fill gaps. | <b>Year 1</b> |
| <b>Action 2:</b> Increase visibility and access to financial aid services.   | <b>Year 1</b> |
| <b>Action 3:</b> Strengthen and promote services that support good mental health.  | <b>Year 2</b> |
| <b>Action 4:</b> Grow a shared advising collaborative.   | <b>Year 3</b> |
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**Objective 2:** *Promote and expand the use of best practices among faculty and staff to support and assist WRHSC students.*

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| <b>Action 1:</b> Develop and implement an integrated (BHSU + SDSU) assessment process for academic programs.                                  | <b>Year 1</b> |
| <b>Action 2:</b> Improve faculty access to, and participation in, CTL services.   | <b>Year 2</b> |
| <b>Action 3:</b> Provide staff development opportunities in Rapid City.   | <b>Year 3</b> |
| <b>Action 4:</b> Increase collaboration with industry partners like Monument to enhance the student experience and staff/faculty development. | <b>Year 3</b> |
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**Objective 3:** *Enrich the college experience in the WRHSC to attract and retain students.*

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| <b>Action 1:</b> Develop and launch a peer/alumni mentoring program                                    | <b>Year 2</b> |
| <b>Action 2:</b> Hire a student-engagement professional and increase student programming at WRHSC.     | <b>Year 3</b> |
| <b>Action 3:</b> Create new student organizations based at WRHSC for pre-nursing and nursing students. | <b>Year 3</b> |



# GOAL 4: Promote and Highlight the Brand

**Implementation Team:** Liz Kinsella (BHSU), Amanda Mitchell (SDSU), Andrew Sogn (SDSU), Becca Walters (BHSU)

**Objective 1:** *Establish a recognizable and consistent brand identity for the WRHSC.*

**Action 1:** Form a marketing sub-group within the WRHSC steering committee. **Year 1**

**Action 2:** Complete a branding audit for the WRHSC initiative. **Year 1**

**Action 3:** Draft and publish branding guidelines for the WRHSC and its programs. **Year 1**

**Action 4:** Update marketing materials related to the WRHSC. **Year 1**

**Action 5:** Identify funding and support resources/people. **Year 1**

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**Objective 2:** *Choose a marketing firm or advertising agency to form a WRHSC advertising campaign.*

**Action 1:** Define the goals, target audiences/demographics, budget, and length of the WRHSC advertising campaign. **Year 1**

**Action 2:** Utilize findings from the branding audit to solicit campaign strategies from approved vendors. **Year 1**

**Action 3:** Evaluate proposals and choose a marketing firm or advertising agency. **Year 1**

**Action 4:** Edit and approve marketing strategies and WRHSC campaign. **Year 1**

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**Objective 3:** *Execute and assess marketing campaigns.*

**Action 1:** Launch an initial WRHSC marketing campaign. **Year 2**

**Action 2:** Evaluate the effectiveness of the initial campaign via analytics and feedback from stakeholders, focus groups, and marketing firm/ad agency. **Year 2**

**Action 3:** Optimize and revise the campaign (if necessary). **Year 2**

**Action 4:** Report the results of WRHSC marketing efforts to the Steering Committee. **Year 3**







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