



## TRENDS IMPACTING HIGHER EDUCATION

- DEMAND FOR ALTERNATIVE EDUCATIONAL PATHWAYS (CERTIFICATES, CREDENTIALS, BADGES, WORKFORCE SKILLS).
- ENROLLMENT STAGNATION REQUIRING DIVERSIFICATION TO SERVE NEW MARKETS INCLUDING PLACEBOUND LEARNERS AS WELL AS TRADITIONAL STUDENTS FOR GROWTH.
- NEED FOR HIGHLY SPECIALIZED SUBJECT MATTER EXPERTS.
- DIGITAL DELIVERY REQUIRED BY STUDENTS AND EMPLOYERS.
- NEED FOR LONG-TERM VIRTUAL SERVICES.
- AUTOMATED ADMISSIONS WITH INSTANT ACCEPTANCE.
- SOFT-SKILL SETS DELIVERED THROUGH CREDENTIALS.
- INCREASED CONSOLIDATION OF EDUCATIONAL INSTITUTIONS.
- CONSUMER BEHAVIOR THAT WILL OUTLAST PANDEMIC.
- MENTAL HEALTH RESPONSE WITH FOCUS ON PREVENTIVE SUPPORT.
- LONG-TERM PLANNING, REBUILDING TRUST, ADDRESSING BURNOUT, AND MANAGING TURNOVER.

Sources: Beyer, R. (2021, April 8). *Macro Trends Shaping Higher Education: Transforming the Business Model* [Virtual presentation]. American Governing Board Consulting, Higher Learning Commission Annual Conference. EAB (2021, July 8). *Executive Intensive: The Changing Landscape of Higher Ed Post-COVID* [Virtual presentation].

## DICKINSON STATE UNIVERSITY STRATEGIC PLAN

Dickinson State University (DSU) has identified its strategic blueprint for 2021-2026. The Strategic Plan (Plan) is the result of a year-long process coordinated through the DSU Strategic Planning Committee that included faculty, staff, students, and community members. Planning efforts provided a broad framework that addressed immediate and long-term goals potentially impacting DSU's efforts to carry out its Mission. Strategic Plan 2016-2021 outcomes were reviewed, 2019 accreditation recommendations were addressed, and input was gathered from DSU constituents through surveys, consultant strategic planning expertise, campus-wide meetings, Strategic Planning Committee Meetings, and internal subcommittee meetings. The Plan was developed to build on DSU's existing strengths and is flexible to respond and adapt to needs, opportunities, and innovation. This is especially important in today's environment given the challenges confronting higher education institutions across the country.

DSU is committed to its planning efforts and thanks everyone involved in putting the Plan together. The Strategic Plan will be implemented in fall 2021 by campus leaders with oversight by Academic Affairs and the Office of the President. As DSU continues to evolve and improve over the next five years, faculty, staff, students, alumni, partners, and community members will be invited to participate in related Plan activities and contribute to the Goals and Objectives. Outcomes and adjustments will be reported and communicated with the campus community and constituents. We look forward to using Strategic Plan 2021-2026 in shaping a positive and productive future for Dickinson State University, the region, and beyond.

Dickinson State University began on June 24, 1918, where 104 students attended the first classes at Dickinson Normal School. Today, more than 1,400 students from 39 states and 14 countries attend classes at DSU, most on the campus of the historic “College on the Hill.”

The Strategic Plan 2021-2026 is based on Dickinson State University’s Mission, Vision, and Values, which are documented in policy at [www.dickinsonstate.edu](http://www.dickinsonstate.edu). Goals and Objective are aligned with DSU’s Mission and the State Board of Higher Education’s (SBHE) Mission and Goals.



## SBHE

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### ***Mission***

To enhance the quality of life for all those we serve and the economic and social vitality of North Dakota through the discovery, sharing and application of knowledge.

### ***Goals*** (SBHE Approved 6/29/21)

Goal #1: Financials. Optimize student affordability while maintaining campus financial health.

Goal #2: Responsive. Provide access to programs people want, where and when they need them.

Goal #3: Student Success. Prepare students for success.

Goal #4: Unified System. Maximize the strengths of the unified system.

Goal #5: Research. Research excellence and innovation.

Goal #6: Workforce: Workforce Development (SBHE Approved 6/30/22)

## DSU

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### ***Mission***

Dickinson State University is a regional comprehensive institution within the North Dakota University System, whose primary role is to contribute to intellectual, social, economic, and cultural development, especially to Southwestern North Dakota. The University’s mission is to provide high-quality, accessible programs; to promote excellence in teaching and learning; to support scholarly and creative activities; and to provide service relevant to the economy, health, and quality of life for the citizens of the State of North Dakota.

### ***Vision***

Dickinson State University will educate a diverse population through innovative teaching, learning, scholarship, and service fostering responsible citizens who impact the world.

### ***Core Values***

Integrity, Accessibility, Excellence, Inquiry and Innovation

## DSU PERCEIVED STRENGTHS, CHALLENGES, OPPORTUNITIES, AND THREATS

*(Sources: Kick-Off Session, Surveys, Strategic Planning Committee Input)*

### STRENGTHS

- Faculty/Staff Excellence
- Dual Mission Growth
- Program Offerings
- Value and Personalized Attention
- Community Support
- Workforce Pipeline
- Program Accreditations

### CHALLENGES

- Enrollment/Recruitment/Retention
- Budget Pressures
- Professional Development for Faculty/Staff
- Integrated Budget and Planning
- Mental Health Needs
- Distance Education Solutions
- Physical Plant Needs

### OPPORTUNITIES

- Programming that Meets Industry Needs
- Developed Distance Education Infrastructure
- Foundation Scholarships
- Dual Credit/Early Entry Growth
- CTE Workforce Training Collaboration
- Increased Community Engagement
- Partnerships

### THREATS

- Pandemic Impacts
- Competing Priorities/Deadlines
- Cost of Education
- Competition
- Attracting/Retaining Employees
- Complacency and Allegiance to Status Quo

## DSU STRATEGIC PRIORITY – ENROLLMENT/RECRUITMENT

### STRATEGIC GOAL

1

**PROVIDE RELEVANT PROGRAMS STUDENTS WANT – WHEN AND WHERE THEY WANT THEM.**



- Develop an enrollment and retention training strategy.
- Develop marketing strategies geared specifically to promote programs.
- Expand access to Academic Units through innovative and nontraditional delivery methods (including Dual Mission and CTE Programs).
- Reduce barriers to registering and advising returning and transfer students.
- Create articulation pathways with other institutions, including high schools.
- Ensure programs are relevant, valuable, and timely.

*...to ensure that students of any race, sex, age, color, and ethnicity have access to a higher education and the life-long benefits that come with it.*

## DSU STRATEGIC PRIORITY – FISCAL SUSTAINABILITY

### STRATEGIC GOAL

2

### DEVELOP A FINANCIAL PLAN THAT WILL SUPPORT OUR MISSION AND VISION.

- Tie funding and budget to the Strategic Plan.
- Upgrade facilities that support and enhance the educational experience of students and employees.
- Ensure the price of attendance is regionally competitive and clearly stated.
- Provide resources to programs with increasing student demand.



*...to ensure that we maintain our capacity to serve our community and region.*

## DSU STRATEGIC PRIORITY – STUDENT SUCCESS (INCLUDING RETENTION)

### STRATEGIC GOAL

3

#### EQUIP STUDENTS FOR SUCCESS.



- Increase students' persistence through improved participation, retention, and completion rates.
- Maximize affordability as it relates to students' ability to persist.
- Improve access to mental health services.
- Provide opportunities for students to start and pursue academic success in part-time and non-traditional pathways.

*...to ensure that our students have the tools and support needed to persist and succeed.*

## DSU STRATEGIC PRIORITY – ENGAGE FACULTY/STAFF

### STRATEGIC GOAL

4

CONTINUE EFFORTS TO INVEST IN FACULTY AND STAFF IN SUPPORT OF ACADEMIC AND PROFESSIONAL GOALS.

- Provide resources for faculty and staff development.
- Support and recognize scholarly activity.
- Provide opportunities for staff and faculty advancement and promotion.



*...to ensure that we invest in our valued employees.*



## DSU STRATEGIC PRIORITY – ENRICHED CAMPUS EXPERIENCE

### STRATEGIC GOAL

5

### FOSTER AN INCLUSIVE CAMPUS COMMUNITY THAT SUPPORTS STUDENT-CENTERED LEARNING EXPERIENCES.

- Support structured student activities to foster a sense of community.
- Provide cross-cultural interaction opportunities.
- Promote co-curricular programming across campus.



*...to ensure that our students learn and flourish in a supportive environment.*

## DSU STRATEGIC PRIORITY – COMMUNITY ENGAGEMENT/PARTNERSHIPS

### STRATEGIC GOAL

6

**ACTIVELY CULTIVATE RELATIONSHIPS AND PARTNERSHIPS WITH THE COMMUNITY AND CONSTITUENTS IN SUPPORT OF OUR MISSION AND VISION.**



- Increase K-12 and CTE partnerships.
- Foster community events hosted on campus.
- Work with area employers to strengthen relationships that allow for placement of DSU interns and graduates.
- Utilize campus/community advisory boards for workforce feedback.
- Work collaboratively with the DSU Heritage Foundation to continue to grow endowments and scholarships.

*...to ensure that we are a responsive partner within our community and region.*

## DSU STRATEGIC PRIORITY – DUAL MISSION

### STRATEGIC GOAL

7

**WORK DIRECTLY WITH INDUSTRIES TO CREATE RELEVANT PROGRAMS THAT PREPARE STUDENTS TO SUCCEED IN THE WORKFORCE.**



- Seek to understand the needs of students and the region.
- Evaluate and develop programs and delivery methods.
- Partner to offer workforce training.
- Establish streamlined pathways for degree attainment based on students' career goals.

*...to ensure programs adapt to the educational needs of students and employers in the region.*



## STRATEGIC PLAN 2021-2026 AT A GLANCE

**VISION:** DSU will educate a diverse population through innovative teaching, learning, scholarship, and service fostering responsible citizens who impact the world.

**MISSION:** Dickinson State University is a regional comprehensive institution within the North Dakota University System, whose primary role is to contribute to intellectual, social, economic, and cultural development, especially to Southwestern North Dakota. The University’s mission is to provide high-quality, accessible programs; to promote excellence in teaching and learning; to support scholarly and creative activities; and to provide service relevant to the economy, health, and quality of life for the citizens of the State of North Dakota.

SBHE GOALS	DSU STRATEGIC PRIORITIES	DSU GOALS	DSU OBJECTIVES
Provide access to programs people want, where and when they need them.	<b>Enrollment/Recruitment</b>	Provide relevant programs, students want – when and where they want them.	<ul style="list-style-type: none"> <li>Develop enrollment/retention training strategy.</li> <li>Develop targeted marketing strategies to promote programs.</li> <li>Expand access to Academic Units through innovative and nontraditional delivery methods, including Dual Mission/CTE Programs.</li> <li>Reduce barriers to registering/advising returning/transfer students.</li> <li>Create articulation pathways w/institutions, including high schools.</li> <li>Ensure programs are relevant, valuable, and timely.</li> </ul>
Optimize student affordability while maintaining campus financial health.	<b>Financial Sustainability</b>	DSU will develop a financial plan that will support its Mission and Vision.	<ul style="list-style-type: none"> <li>Tie funding and budget to the Strategic Plan.</li> <li>Update facilities that support and enhance the educational experience of students and employees.</li> <li>Ensure price of attendance is regionally competitive and clearly stated.</li> <li>Provide resources to programs with increasing student demand.</li> </ul>
Prepare students for success.	<b>Student Success (including retention)</b>  <b>Enriched Campus Experience</b>	DSU will equip students for success.  DSU will foster an inclusive campus community that supports student-centered learning experiences.	<ul style="list-style-type: none"> <li>Increase students’ persistence through improved participation, retention, and completion rates.</li> <li>Maximize affordability as it relates to students’ ability to persist.</li> <li>Improve access to mental health services.</li> <li>Provide opportunities for students to start and pursue academic success in part-time/non-traditional pathways.</li> <li>Support structured student activities to foster a sense of community.</li> <li>Provide cross-cultural interaction opportunities.</li> <li>Promote co-curricular programming across campus.</li> </ul>
Maximize the strengths of the unified system.	<b>Engage Faculty/Staff</b>	DSU will continue efforts to invest in faculty and staff in support of academic and professional goals.	<ul style="list-style-type: none"> <li>Provide resources for faculty and staff development.</li> <li>Support and recognize scholarly activity.</li> <li>Provide opportunities for staff and faculty advancement and promotion.</li> </ul>
Research excellence and innovation.	<b>Community Engagement/Partnerships</b>	DSU will actively cultivate relationships and partnerships with the community and constituents in support of its Mission and Vision.	<ul style="list-style-type: none"> <li>Increase K-12 and CTE partnerships.</li> <li>Foster community events hosted on campus.</li> <li>Work with area employers to strengthen relationships that allow for placement of DSU interns and graduates.</li> <li>Utilize campus/community advisory boards for workforce feedback.</li> <li>Work collaboratively with DSU Heritage Foundation to continue to grow endowments and scholarships.</li> </ul>
Workforce Development	<b>Dual Mission</b>	Work directly with industries to create relevant programs that prepare students to succeed in the workforce.	<ul style="list-style-type: none"> <li>Seek to understand needs of students and region.</li> <li>Evaluate/develop programs and delivery methods.</li> <li>Partner to offer workforce training.</li> <li>Establish streamlined pathways for degree attainment based on students’ career goals.</li> </ul>



## Strategic Planning Committee 2021

Stephen D. Easton, J.D., President  
Dr. Debora Dragseth, Provost/Vice President of Academic Affairs, Professor SoBE  
Dr. Kathleen Geisen, Director, Chair of Strategic Planning Committee  
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Dr. Joan Aus, Chair, School of Education, Associate Professor, Director of Graduate Studies  
Thadd O'Donnell, Chair, Dept. Health and Physical Education, Associate Professor, Head Coach Golf  
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