

**SOUTH DAKOTA BOARD OF REGENTS**

**Planning, Governance, and Resource Development**

**AGENDA ITEM: 7 – D (1)**

**DATE: December 5-7, 2017**

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**SUBJECT**

**Black Hills State University – Rapid City Update**

**CONTROLLING STATUTE, RULE, OR POLICY**

None

**BACKGROUND / DISCUSSION**

Black Hills State University (BHSU) received approval to govern the former University Center-Rapid City (UC-RC) in [April of 2015](#) (see [p.22 of minutes](#)). This authority included primary fiscal and administrative responsibility. In addition, rebranding of the facility changed the name from UC-RC to BHSU-Rapid City. The Board added an agenda item to the October 2017 meeting titled “BHSU-Rapid City Update” under the Planning and Resource Development Committee agenda (see [p. 2 of the draft minutes](#)). As a result of that discussion and a recent consultant’s assessment of area education needs, the Board invited BHSU President Tom Jackson to prepare an additional presentation on BHSU-RC.

**IMPACT AND RECOMMENDATIONS**

BHSU President Jackson will provide an overview of recent developments at BHSU-RC related to enrollment, new program development, the work of consultants Hanover Research, Western Dakota Tech collaboration, finances, student life, and outreach. The presentation covers results of a recent educational needs assessment, including discussion of area technical education needs. BHSU presents the technical education opportunities in order to provide a full picture of area education needs; BHSU does not intend to offer technical education at the BHSU-RC site.

**ATTACHMENTS**

Attachment I – BHSU-RC PowerPoint Presentation, November 2017

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**INFORMATIONAL ITEM**



## BHSU-RAPID CITY

Black Hills State University – Rapid City (BHRC) has provided educational opportunities in the Rapid City area for over 60 years. At its current location since 2011 it continues to provide a convenient and accessible site for higher education classes.

BHRC provides educational opportunities to a region, which boasts an unemployment rate of less than 3%.



## BHSU-RAPID CITY

- Enrollment
- New Program Development
- Hanover Research
- Western Dakota Tech
- Finances
- Student Life
- Outreach



## BHSU-RAPID CITY

- ❑ BHRC is BHSU -- Integrated
- ❑ Another location, another building
- ❑ Operates more like a campus building rather than a University Center
- ❑ If you are not an engineer...



## BHSU-RAPID CITY

# Enrollment

### ◆ Challenges

- ❖ Online Classes
- ❖ Low Unemployment Rate
- ❖ Regental School Course Offering Decrease

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## BHSU-RAPID CITY

# Enrollment

### For FY 2014 to FY 2017:

- FY 2014 total headcount was 1923 and credit count 21,100
- FY 2017 total headcount was 1525 and credit count 16,901
- BHSU down 119 headcount and 1663 credits
  - 30% of the headcount loss and 40% of the credit loss
- USD down 176 headcount and 1498 credits
  - 44% of the headcount loss and 36% of the credit loss
- SDSU down 58 headcount and 776 credits
  - 15% of the headcount loss and 18% of the credit loss
- SDSMT down 46 headcount and 242 credits
  - 12% of the headcount loss and 6% of the credit loss



## BHSU-RAPID CITY

### Shifting Demographic of Students: Traditionally Aged vs. Older

	2011	2012	2013	2014	2015	2016	2017
<22	42%	41%	45%	50%	52%	53%	54%
>23	58%	59%	55%	50%	48%	47%	46%
Total	100%	100%	100%	100%	100%	100%	100%



## BHSU-RAPID CITY

### Headcounts by Course Institution

	FY14	FY15	FY16	FY17
BHSU	1716	1672	1570	1426
NSU	5	15	6	0
SDSU	177	182	140	115
USD	192	203	113	93
Unduplicated Total	1923	1886	1698	1525

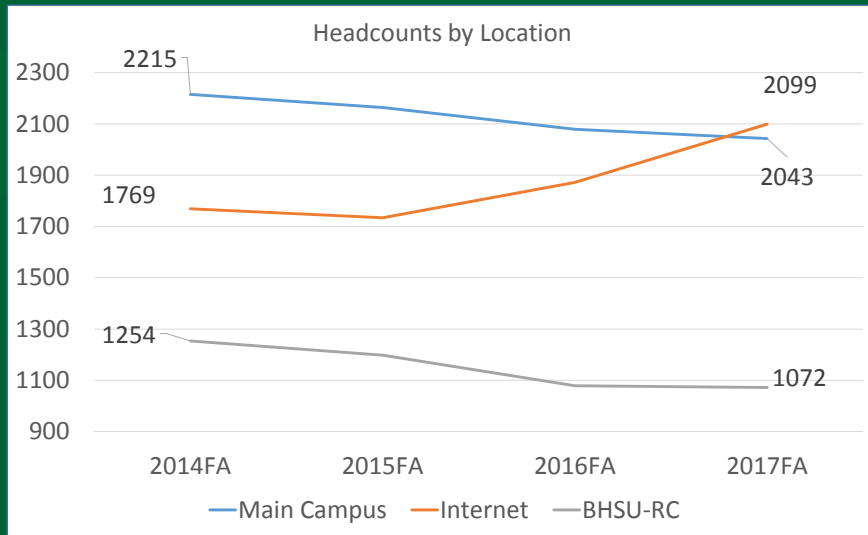


### Credits by Course Institution

	2014	2015	2016	2017
BHSU	17,985	17,192	16,145	15,272
NSU	126	33	12	0
SDSU	1240	1127	939	883
USD	1059	926	503	420
Unduplicated Total	20,410	19,278	17,599	16,575



# BHSU-RAPID CITY



# BHSU-RAPID CITY

	AY 15	AY 2016	Achieved	AY 2017	Achieved	AY 2018	Achieved	AY 2019	AY 2020
Increase 1st to 2nd year retention - BHSU.	67%	67% (66%)	Improve	68% (63%)	Improve	69% (70%)	Achieved	70%	71%
Increase 1st to 2nd year retention - BHRC.	82%	60% (60%)	Achieved	61% (69%)	Achieved	62% (65%)	Achieved	63%	64%
Increase BHRC headcount.	1254	1250 (1198)	Improve	1275 (1079)	Improve	1300 (1072)	Improve	1140*	1200*
Increase number of online students.	1769	1800 (1734)	Improve	1850 (1872)	Achieved	1950 (2099)	Achieved	2000	2100

**Scorecard Data Related to BHRC**

Goal (Actual)

\* Item to be adjusted final years.



## BHSU-RAPID CITY

	2014	2015	2016	2017	2018	2019	2020
West River	1921	1986	1927	1945	2044	2213	2608
Rapid City HS	651	664	664	655	702	766	973
East River	5544	5605	5489	5300	5594	5813	6060
Overall	7465	7591	7416	7245	7638	8026	8668

### High School Graduation Data

Rapid City provides strong potential for growth. There are three inclusive locations for general learning: National American University (For-Profit), WDTI, and BHRC. Mines is generally exclusive. While Rapid City has great potential to increase the number of college students, approximately 1,500 students have chosen either NAU or WDTI to attend. Approximately 200 students from the region elect to attend SDSU or USD. Online education is rapidly growing. The financial model for BHRC is based on students physically coming to BHRC.

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## BHSU-RAPID CITY

### New Program Development

- A.S. Paralegal
- B.A.S. Technical Leadership



BHSU-RAPID CITY



BHSU-RAPID CITY

## Associate's Degrees: Development Opportunities

- Computer Programming/Programmer, General
- Criminal Justice/Political Science
- Human Services, General
- Diesel Mechanics Technology/Technician
- Machine Tool Technology/Machinist





## BHSU-RAPID CITY

# Bachelor's Degrees: Development Opportunities

- Agriculture, General
- Animal Sciences
- Computer and Information Sciences, General
- Biochemistry
- Sport and Fitness Administration, Management
- Game and Interactive Media Design
- Entrepreneurship and Entrepreneurial Studies



## BHSU-RAPID CITY

# Certificates: Development Opportunities

- Computer Systems Networking and Telecommunications
- Aesthetician/Esthetician and Skin Care Specialist
- Nail Technician/Specialist
- Welding Technology
- Business Administration and Management



## BHSU-RAPID CITY

### Project 1: Environmental Scan of Programmatic Opportunities

- **Methodology:**
  - Hanover Research discovered potential opportunities regarding programmatic offerings through a high-level assessment of student demand trends as measured by degree conferral rates, and labor market trends as measured by economic forecasts.
  
- **ROI:**
  - TBD



## BHSU-RAPID CITY

### Projects 2 and 4: Market Assessments

- **Methodology:**
  - Hanover Research will assess the viability of a new program by analyzing three critical elements: student demand as measured by degree conferral trends; labor market demand as measured by economic forecasts for related jobs in the industry; and market saturation as measured by the density and homogeneity of the competitive landscape.
  
- **ROI:**
  - Increased Student Enrollment
  - Strategic allocation of human and financial resources for program optimization



## BHSU-RAPID CITY

### Project 3: Student Decision and Perception Survey

- **Methodology:**

- Hanover Research will design and implement a survey, geared towards understanding students' decisions and perceptions.

- **ROI:**

- Increased yield and retention of students
- Strategic reallocation of resources to maximize value in recruitment and save procedures, marketing materials, and enrollment procedures



## BHSU-RAPID CITY

### Project 5: Enrollment Funnel and Financial Aid Analysis

- **Methodology:**

- Hanover Research will perform an assessment of Black Hills State University - Rapid City's enrollment trends from the past several years to understand the demographic characteristics that are typically associated with students who end up matriculating and succeeding. This analysis can be performed at either the school or department/program level (contingent upon data availability).

- **ROI:**

- Strategic allocation of resources to acquire high-value students
- Increased student yield



## BHSU-RAPID CITY

### Project 6: Marketing Assessment

- **Methodology:**

- Hanover Research will perform a comparative review of marketing materials related to both Black Hills State University - Rapid City and the competition. Specifically, Hanover will assess messaging, audiences targeted, and channels utilized. This will allow BHSU-Rapid City to understand how they might differentiate themselves and reach audiences of interest effectively.

- **ROI:**

- Strategic allocation of marketing budget
- Increased number of inquiries, applicants, and matriculating students



## BHSU-RAPID CITY

### Western Dakota Tech

- Articulation Agreement - BS in Human Services
- In progress - Articulation Agreement into BS in Corporate Communication
- Recent Discussion - Development of a BAS in Technical Studies to uniquely serve AAS transfer students



# BHSU-RAPID CITY

## Program Alignment

- Concern...“Are we serving our RC students with degrees that are useful?”
- Conducting a comprehensive evaluation to determine the best array of degrees for RC
- Plans to better utilize DDN technology to optimize deployment



Black Hills State University - Rapid City  
Operating Statement for Fiscal Year Ended June 30

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Budget FY18
<b>Revenues</b>						
Tuition Revenue (after HEFF)	\$5,923,619	\$6,297,014	\$5,923,288	\$5,180,387	\$4,922,456	\$5,032,000
Rentals	\$0	\$0	\$9,788	\$13,272	\$24,707	\$25,000
Testing Services	\$8,571	\$7,148	\$10,769	\$9,398	\$8,209	\$9,000
Auxiliary Operations	\$0	\$0	\$965	\$496	\$1,214	\$500
<b>Total Revenues</b>	<b>\$5,932,190</b>	<b>\$6,304,162</b>	<b>\$5,944,810</b>	<b>\$5,203,553</b>	<b>\$4,956,586</b>	<b>\$5,066,500</b>
<b>Expenses</b>						
Instructional Costs	\$2,210,752	\$2,279,735	\$2,032,672	\$1,778,011	\$1,680,275	\$1,709,000
Center Operating Costs	\$1,099,530	\$1,275,337	\$1,415,771	\$1,435,940	\$1,468,257	\$1,490,000
<b>Total Expenses</b>	<b>\$3,310,282</b>	<b>\$3,555,072</b>	<b>\$3,448,443</b>	<b>\$3,213,951</b>	<b>\$3,148,532</b>	<b>\$3,196,500</b>
Contribution to Campus Support Costs	\$2,621,908	\$2,749,090	\$2,496,367	\$1,989,602	\$1,808,054	\$1,870,000
<b>Total Expenses Plus Contribution</b>	<b>\$5,932,190</b>	<b>\$6,304,162</b>	<b>\$5,944,811</b>	<b>\$5,203,553</b>	<b>\$4,956,586</b>	<b>\$5,066,500</b>

Footnotes:

1) Basis of Accounting: Cash basis.

2) Explanation and Uses of Campus Support Costs:

The main campus provides additional support through a variety of instructional, supervisory, and accounting functions. The revenue generated above the noted direct expense is retained on campus to fund the additional support the center requires.

3) Explanation of Why No Statement of Financial Position is Provided:

A statement of financial position isn't provided as the Rapid City Center isn't a standalone operation. The revenues above the direct expenditures flow to the main campus to cover center support in all the areas of operation. BHSU-RC can be viewed as simply another department within Black Hills State University. Black Hills State University maintains a single financial position.

Source: As reported by Black Hills State University.

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## BHSU-RAPID CITY

### Student Life/Clubs

#### Current:

- He'Sapa Oyate (Native American Club)
- InterVarsity Christian Fellowship
- Sociology and Human Services Collective
- Speech and Debate Club
- Student Advisory Board
- Veterans Club

#### Potential:

- LGBTQ Club
- Rotaract
- Students with Kids



## BHSU-RAPID CITY

### Outreach

1. Onsite monthly staff presence in Rapid City area high schools
2. Advanced Services, Inc. (ASI), Synchrony Financial, Assurant, Regional Hospital, West River Electric, and Black Hills Corporation
3. Veteran's Upward Bound
4. Participated in Black Hills Regional Job Fair
5. Participated in Business to Business Expo

### Sponsored Activities

1. Summer Nights and Main Street Square concert series in Rapid City
2. Young Professionals Group, Mixer, and staff involvement
3. Downtown Rapid City Pumpkin Festival
4. National Guard Appreciation BBQ
5. Black Hills Farmer's Market
6. Ellsworth Air Force Base Guide

## BHSU-RAPID CITY

### **BHRC Advisory Board and Personnel**

Gene Bilodeau, BHSU

Benjamin Snow, President, Rapid City Economic Development Partnership

Dawn Hemming-Rich, 28th Force Support Squadron Education Office, Ellsworth

Jafir Karim, Director of Corporate Affairs, Black Hills Corporation

JP Duniphan, former Senator, SD State Legislature

Linda Rabe, President and CEO, Rapid City Chamber of Commerce

Quentin Riggins, Attorney, Gunderson, Palmer, Nelson, and Ashmore

Sheri Zimmer, Director of Health Information Management, Regional Health

Craig Tieszen, SD House, District 34 Representative

Chris Gross, General Manager, KEVN Black Hills Fox News & KOTA Territory News

Larry Larson, Mayor, City of Box Elder

Melissa Miller Kincart, Director, Strategic Partnerships and College & Career Readiness,  
Rapid City Area Schools

Sean McPherson, SD House, District 32 Representative

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