

Strategic Plan for Research, Scholarship and Creative Activity at Black Hills State University

Mission

Black Hills State University promotes a culture where all forms of research, scholarship and creative activity are valued and supported. BHSU will provide an environment that promotes discovery, innovation and the transmission of knowledge to help ensure the survival of future generations and improve the quality of life for all. BHSU provides opportunities for faculty and students to pursue their scholarly and creative ambitions while promoting ethical responsibility and integrity in all forms of research, scholarship and creative activity.

Legacy

Black Hills State University was founded in 1883 as the Dakota Territorial Normal School and has long been recognized for being a premier institution for teacher training. Throughout its history Black Hills State University has evolved and grown to meet the needs of its constituency. In 1989 the institution was officially renamed Black Hills State University and currently is the third largest comprehensive public university in South Dakota offering both undergraduate and graduate programs. The student population is represented by virtually every county in South Dakota, 44 states and 13 countries.

Over the last decade Black Hills State University has become increasingly recognized for the quality and quantity of research scholarship and creativity conducted by faculty and students. Research, Scholarship and creative expression are now embraced as part of the mission of the university and are integral to innovative learning and the identity of the BHSU.

Vision

As a public institution of higher learning, Black Hills State University will continue to be a primary source of cultural enrichment, economic development and scientific progress leading to a sustainable future for the people of South Dakota, our region and the world.

Values

Integrity: Black Hills State University adheres to the highest ethical standards and promotes a culture where scholars take full responsibility for the integrity of their work.

Inclusiveness: Black Hills State University is committed to fostering diversity by providing research and creative opportunities for people from all backgrounds and supporting research and creative work that creates new knowledge from all academic disciplines.

Creation and Dissemination of Knowledge: Black Hills State University will promote and support the creation and dissemination of knowledge in traditional academic media as well as non-academic outlets to expand the transmission of knowledge.

Collaboration: Collaboration and multidisciplinary research and creative activity will be cultivated through strategic engagement of external partners and promoting collaboration within the campus community.

Innovation and Relevance: Black Hills State University will contribute to future challenges and opportunities by aligning research and learning to create innovative solutions to societal needs by encouraging imagination, creativity and discovery. The research enterprise at Black Hills State University will be aligned with regional needs and priorities and will promote student success.

Student Focused: Black Hills State University will cultivate and grow a culture that values research, scholarship and creative activity within the historical context of the institution. New opportunities for students will be created from the research and creative work of the faculty that will inspire students and benefit society. Students will be engaged in the research enterprise of the institution.

Sustainability: Black Hills State University will foster a culture of sustainability by developing a sustainable university enterprise, employing and showcasing sustainable practices and growing research that contributes to a sustainable future.

Excellence: Black Hills State University aspires to be recognized for the significance of the research, scholarship and creative works on a national and international scale.

Goals, Action Steps, & Accountability

Goal	Action Steps	Accountability - Measurement	Target Date
Goal 1 Grow faculty involvement in research, scholarship and creative activity	a. Provide release time for faculty to engage in research <ul style="list-style-type: none"> ▪ Reactivate a seed grant program ▪ Dedicate university/college/departmental resources to buy out faculty for research projects ▪ Set a goal of providing a course release for research 	a. i) Number of total hours of release time based on grants and contracts. ii) Number of total hours of release time based on School/College/University related obligations or priorities.	2015-2016 & Ongoing
	b. Continue to support faculty travel to conduct and planning research <ul style="list-style-type: none"> ▪ Continue to fund travel grants ▪ Include travel funding in all grant proposals 	b. Amount of dollars spent on faculty travel for research related activities.	2015-2016 & Ongoing
	c. Increase the level of faculty research with international collaborators <ul style="list-style-type: none"> ▪ Provide funding support for international travel ▪ Provide a faculty research database to the international office ▪ Hire international students to work with faculty on research projects 	c. Number of foreign collaborations.	2015-2016 & Ongoing
	d. Increase availability of information needed to conduct research <ul style="list-style-type: none"> ▪ Create a clearinghouse for research opportunities in the research office ▪ Encourage the use of the SPIN database for locating grant opportunities ▪ Develop ways to expedite the processing of forms needed, university infrastructure, etc. 	d. Reporting of the number of grants, contracts and projects funded or otherwise.	2016 & Ongoing

	Action Steps	Accountability - Measurement	Target Date
Goal 1, cont'd. Grow faculty involvement in research, scholarship and creative activity	e. Pay attention to reward systems to enhance and encourage faculty research <ul style="list-style-type: none"> ▪ Invite faculty to the President's home on an annual basis for a recognition event ▪ Establish a \$1M or \$1/2M club for grants productivity ▪ Increase the level of publicity of faculty work in the campus and local press on a systematic basis ▪ Research and Creative Scholarship accomplishment should be reflected policy 		2015-2016 & Ongoing
	f. Develop incentives to encourage and reward faculty research <ul style="list-style-type: none"> ▪ Revise the standards documents ▪ Provide release time to work on grants ▪ Find ways to enhance the salaries of productivity faculty ▪ Allow faculty to retain a percentage of their generated IDC ▪ Provide release time for faculty writing major grants ▪ Provide support to write and review grants 		2016 & Ongoing
	g. Provide professional development opportunities for faculty to enhance their level of research <ul style="list-style-type: none"> ▪ Invite outside agency representatives to come to campus to inform faculty of opportunities ▪ Encourage faculty to serve on review panels at Federal and State agencies ▪ Take part in state, local and Federal professional development activities 	g. Number of in-house and external professional development program.	2016 & Ongoing 2016 & Ongoing

	Action Steps	Accountability - Measurement	Target Date
Goal 1, cont'd. Grow faculty involvement in research, scholarship and creative activity	h. Develop a structure for mentoring new faculty in the area of research <ul style="list-style-type: none"> ▪ Routinely assign new faculty a mentor ▪ Provide an orientation for research as a break-out session during Welcome Week 		2016 & Ongoing
	i. Make research a higher priority when hiring new faculty <ul style="list-style-type: none"> ▪ Include questions about research interests in the interview process ▪ Include a line item in all faculty job descriptions ▪ Dedicate university resources to research (e.g., time, finances, facilities, studio space, equipment, etc.) Rethink the distribution of grant IDC funds ▪ Provide start up packages for new faculty ▪ Include research as a key component in the BOR's 7 year review process 		2016 & Ongoing
	j. Increase level of research, scholarship and creative activity, which are State of South Dakota priority or initiative, which contributes to entrepreneurship, STEM Education and technology based workforce.	j. Number of grants and contracts that support State priority.	2016 & Ongoing
	k. Increase research, scholarship and creative activity that contributes to all areas, which is recognized locally, statewide, regionally and globally.	k. Number of publications, fine arts performances, displays or expositions, grants and contracts that provides overall enrichment of the academic environment of the Institution.	2016 & Ongoing

Goal	Action Steps	Accountability - Measurement	Target Date
<p>Goal 2 Grow student involvement in research, scholarship and creative activity</p>	<p>a. Develop summer scholars program. [Supported by the University, College or Schools]</p>	<p>a. Number of student summer research programs.</p>	<p>2015-2016 & Ongoing</p>
	<p>b. Engage University Advancement in securing funding for student research and creative activities.</p>	<p>b. Writing grants related to student research. Grant money received and applied for.</p>	<p>2016 & Ongoing</p>
	<p>c. Develop Office or Committee for Undergraduate Student Research to co-ordinate opportunities.</p>	<p>c. URC, BHRS and Honors Council.</p>	<p>2015-2016 & Ongoing</p>
	<p>d. Develop a BHSU Undergraduate Scholars program that provides funded undergraduate research and creative funding in collaboration with the BHSU Honors program.</p>	<p>d. Grant money received and applied for.</p>	<p>2015-2016 & Ongoing</p>
	<p>e. Pursue extramurally funded REU opportunities driven by faculty.</p>	<p>e. Same as a-d</p>	<p>2016 & Ongoing</p>
	<p>f. Develop and offer a competitive program that offers fee waivers for research credits.</p>	<p>f. Research Council</p>	<p>2016 & Ongoing</p>
	<p>g. Develop a web-based inventory of research opportunities for students.</p>	<p>g. Campus research coordinator/ URC/ Grants office</p>	<p>2015-2016 & Ongoing</p>
	<p>h. Join Council for Undergraduate Research.</p>		<p>2016 & Ongoing</p>
	<p>i. Provide travel funds for students to present their works.</p>	<p>i. Campus Research coordinator/ University/ Departments</p>	<p>2016 & Ongoing</p>

	j. Engage the Grants Office to provide information to students about scholarship and other funding opportunities.	j. Campus Research Coordinator/URC/ Grants Office	2016 & Ongoing
Goal	Action Steps	Accountability - Measurement	Target Date
Goal 2, cont'd. Grow student involvement in research, scholarship and creative activity	k. Create facilities (labs, studios, offices etc.) for student research, scholarship and creative activity.	k. BHRS/ NCUR/ Department	2016 & Ongoing
	l. Develop an international undergraduate student research program		2016 & Ongoing
	m. Educate about opportunities: <ul style="list-style-type: none"> ▪ Faculty engagement opportunities. ▪ Presentation opportunities. ▪ Funding opportunities. 	m. Campus Research Coordinator/ URC/ departments/ facilities/ IRB	2016 & Ongoing
	n. Incentives to participate: <ul style="list-style-type: none"> ▪ Faculty: Release time, summer support and travel. ▪ Students: Course Credit, financial support (ex. Scholarship) 	n. ISO/ URC/ Campus Research Coordinator (i-iii) Marketing/ Grants; (i-ii)Administration/URC	2016 & Ongoing
	o. Increase the opportunities to showcase research: <ul style="list-style-type: none"> ▪ Create a newsletter, table-talkers for dining area, and a permanent display area for research. 	o. ISO/ URC/ Campus Research Coordinator (i-iii) Marketing/ Grants; (i-ii)Administration/URC	2016 & Ongoing
Goal	Action Steps	Accountability - Measurement	Target Date
	a. Increase opportunities for faculty release time for research, scholarship and creativity and grant activity	Number of faculty FTE that have funded academic release time for research [Chairs]	2016 & Ongoing
	b. Provide seed grant funds strategically to support university research priorities.	Total dollars in seed grants awarded, and the number considered to be a "priority". [Grants office]	2016 & Ongoing

<p>Goal 3: Build campus-wide infrastructure for research, scholarship and creative activity</p>	<p>c. Expand professional development opportunities for faculty.</p>	<p>Number of in house professional development opportunities by format (seminar, webinar offered at BHSU). <i>[Grants office and faculty]</i> Number of external training offerings attended. <i>[Grants office and faculty]</i></p>	<p>2016 & Ongoing</p>
	<p>d. Review the organization of research administration at BHSU and provide recommendations for research organization structure.</p>	<p>Completed benchmark study of other BOR schools research administration. <i>[URC]</i></p>	<p>2016 & Ongoing</p>
	<p>e. Maintain and up-to-date list of infrastructure needs from all schools.</p>	<p>Make 6 school prioritized lists. <i>[Chairs]</i></p>	<p>2015-2016 & Ongoing</p>
	<p>f. Develop mentorship program for new faculty.</p>	<p>Do we have this in place? <i>[URC or Chairs]</i></p>	<p>2016 & Ongoing</p>
	<p>g. Conduct a needs assessment to determine space and facilities needs and develop a prioritize list of research infrastructure needs.</p>	<p>Make 6 school prioritized lists. <i>[Chairs]</i></p>	<p>2015-2016 & Ongoing</p>
	<p>h. Formalize strategic hiring plan for faculty.</p>	<p>Number of tenure track hires in the year. <i>[Chairs or academic affairs office]</i> Number of position hires that specifically prioritized research. <i>[Chairs or academic affairs office]</i></p>	<p>2016 & Ongoing</p>
	<p>i. Disseminate funding opportunities to faculty.</p>	<p>Add research opportunity announcements to weekly newsletter. <i>[Grants office (fed) and Chief Research Officer (state)]</i> <i>Number of announcements sent out.</i></p>	<p>2016 & Ongoing</p>

		<i>[Grants office (fed) and Chief Research Officer (state)]</i>	
	j. Develop workload policies and procedures to accommodate more research, scholarship and creative expression.	Propose changes to next COHE contract, or school standards document <i>[Chairs and Faculty]</i>	2016 & Ongoing
Goal	Action Steps	Accountability - Measurement	Target Date
Goal 4: Increase collaboration	a. Identify existing collaborations and evaluate how those collaborations are functioning. Accountability: School Chairs gather and report to University Research Council.	a. School Chairs gather information about collaborations. <ul style="list-style-type: none"> • Publications & presentations • Coursework • Mentorship of students • Workshops • Other Administration (URC) disseminate information to University about collaborations.	2015-2016 & Ongoing
	b. Identify <i>emerging</i> collaborative opportunities <ul style="list-style-type: none"> ▪ On Campus – Accountability: Individual Faculty, Centers, Program Leaders/Center Directors, School Chairs, etc. ▪ Off Campus, Domestic – Accountability: Individual Faculty, Program Leaders/Center Directors, Research Office, Provost <ul style="list-style-type: none"> ○ Participate in discipline specific professional societies, academies, organizations, etc. (Literary, Historical, Business, Scientific, etc.) 	b. Individual Faculty, Program Leaders/Center Directors, School Chairs, Administrators <ul style="list-style-type: none"> • Number of memberships (obtain from cvs and annual reviews) • Number of community events participated in • Review the level of engagement with local, state and regional businesses and industries and South Dakota Governor’s Office of Economic Development 	2015-2016 & Ongoing

Goal 4, cont'd. Increase collaboration	<ul style="list-style-type: none"> ○ Explore needs of local, state and regional businesses ○ Identify emerging needs in various industries ○ Participate in community events to bring discipline specific expertise as appropriate – Local, state, and regional, including K-12 schools and youth organizations ○ Interact with the South Dakota Governor’s Office of Economic Development making intentional efforts to identify opportunities associated with the state’s Vision 2020 goals, and the South Dakota Science and Technology Plan 		
	Action Steps	Accountability - Measurement	Target Date
	<p>c. Off Campus, International</p> <ul style="list-style-type: none"> ○ Provide faculty with current information about the international universities businesses, organizations, etc. with which BHSU administration and/or Office of International Affairs has partnered with or is exploring partnership with. ○ Use the University Research Council, with members from all disciplines, as a potential means of disseminating emerging opportunities to the appropriate disciplines. 	<p>c. Evaluate the list of international emerging opportunities</p>	<p>2015- 2016 & Ongoing</p>

	<ul style="list-style-type: none"> ○ Evaluate BHSU's current international partnerships to identify hidden opportunities that may lie in partner institution contacts. 		
	<p>d. Regularly direct intramural funds for collaborative scholarly and research activities through seed grants.</p> <ul style="list-style-type: none"> ▪ Earmark at least one from the existing pool of funds available. 	d. Number of awards supporting collaboration	2015-2016 & Ongoing
Goal	Action Steps	Accountability - Measurement	Target Date
Goal 5a: Increase the dissemination and impact of research, scholarship, and creative activity	<p>a. For basic research: Increase quantity, quality, and visibility of research presentations and publications (primarily within the discipline).</p>	Number of publications and presentations and quality/impact of venues - to be gathered through annual review process	2015-2016 & Ongoing
	<p>b. For applied research: Increase the application of research findings to improve programs and communities.</p>	Same as above	2016 & Ongoing
	<p>c. Continue to support faculty travel to disseminate research</p> <ul style="list-style-type: none"> ▪ Continue to fund travel grants ▪ Include travel funding in all grant proposals 	Same as above	2015-2016 & Ongoing
Goal 5b: Enhance visibility and awareness of BHSU research, scholarship, and	<p>d. For the Arts: Increase creative displays and/or audience numbers.</p>	Dollars spent on travel for the purpose of dissemination. [Not sure who should aggregate this data. Business office when processing travel reimbursement?]	2015-2016 & Ongoing
	<p>e. Increase venues for sharing research, scholarship, and creative activity with diverse audiences (e.g., public lectures, campus-wide colloquia, and presentations to service clubs).</p>	Number of events and attendance at events. [Accountability: Faculty apprise chairs, chairs track and report in aggregate to URC.]	2016 & Ongoing

creative activity across campus and within broader communities.	f. Develop/enhance communication plan related to research, scholarship, and creative activity (e.g., news media, social media, web pages).		2016 & Ongoing
	g. Develop mechanisms to recognize achievements in research, scholarship, and creative activity (e.g., president's reception for recipients of extramural funding, merit awards, celebrations).	Number of events and attendance at events [Accountability: Research Coordinator?]	2015-2016 & Ongoing
	h. Offer professional development for communicating with public audiences.	Number and magnitude of offerings [Accountability: BHSU Marketing & Communications - or Research Coordinator?]	2016 & Ongoing