Polytechnic
DONE RIGHT

STRATEGIC PLAN 2022-2027
It is a pleasure to be publishing our 2022-2027 Bismarck State College Strategic Plan. In the context of the COVID pandemic, every organization should review their strategic plan. BSC is no different. Informed by our collective experiences, we have assessed where we are as an institution and how we need to prepare for the future as North Dakota’s Polytechnic Institution. BSC’s expansion to a polytechnic has been years in the making. Our plan was crafted with input from faculty, students, administrators, alumni, the community and industry partners. Throughout this time, BSC has continued our focus as a student-centered institution.

As North Dakota’s Polytechnic Institution, BSC offers students academic and career pathways into high-demand, high-priority careers. We pioneered K-12 partnerships with our Bismarck Public Schools Career Academy and as a result high school seniors in our Dual Credit program can graduate with a diploma and an associate degree at the same time.

BSC’s Business and Industry Leadership Teams (BILT) are the foundation of our public-private partnerships, keeping us focused on providing academic and career pathways through workforce-relevant programs. We offer new stackable certificates and embedded industry-recognized credentials in several of our degree programs and will be launching new degrees in the coming years. These academic and career pathways allow students to earn degrees and workforce-relevant credentials while achieving their individual educational and career goals.

This plan is a concise summary of our mission, vision, values and goals as an institution. As we’ve learned through the pandemic, colleges need to remain student-centric and become increasingly nimble. We need to prepare students for the workforce or for further education. Students are changing and institutions must change with them. This plan provides the framework to serve students today and into the future. Everyone at BSC is committed to student success and we look forward to the coming years with anticipation.

Douglas J. Jensen
BSC President
Mission, Vision and Values

OUR MISSION STATEMENT GUIDES US
As North Dakota’s Polytechnic Institution, Bismarck State College focuses on student success through the delivery of affordable, flexible, high-quality, experiential learning enhanced by public-private partnerships.

OUR VISION STATEMENT INSPIRES US
Bismarck State College will be a leader in polytechnic education improving lives and building sustainable communities.

OUR VALUES STATEMENTS UNITE US
Student Success: We value all students and provide them with the support to achieve their goals.

Teamwork: We value collaboration in the pursuit of common goals.

Partnerships: We value interconnected and mutually beneficial relationships with local, state, national and international stakeholders.

Inclusion: We value authentic engagement with diverse people, beliefs and ideas.

Integrity: We value ethical and reliable practices.
The world is a complicated and complex place.

The minute you think you understand it, it changes… growing even more complex as technology shifts, and the world demands more.

In this changing world… there is no room for “good enough.”

Every job, every career, every employer, needs everything… DONE RIGHT.

**EDUCATION DONE RIGHT**

means students overcome obstacles and reach for knowledge as the way to build a better future for themselves and their families.

**TEACHING DONE RIGHT**

means faculty who are proudly committed to instructing—and inspiring—the next generation of innovators, from our state, and our nation.

**COMMUNITY DONE RIGHT**

drives the entire state forward with new industry, new businesses and new opportunities.

**WORKFORCE DONE RIGHT**

raises the bar everyday as we fulfill the promise of economic success.

**DONE RIGHT** means…

We expand our world… and explore new heights.

**DONE RIGHT** means…

We find our passion… to build a better life.

**DONE RIGHT** means…

We work together… to create a community that will flourish.

**DONE RIGHT** means…

Like our students who choose to rise to meet the future… whatever it brings, we rise to greet every new challenge and technology and make it our own.

WE ARE BISMARCK STATE COLLEGE.

WE ARE POLYTECHNIC DONE RIGHT.
K-12 Pathways
DONE RIGHT.

THE POLYTECHNIC ADVANTAGE
FLEXIBLE. AFFORDABLE. TRANSFERABLE.

ENTRY LEVEL
TECHNICIAN

SPECIALIST/
OPERATOR

SUPERVISOR/
INDUSTRY LEADER

MIDDLE SCHOOL/
ELEMENTARY SCHOOL

HIGH SCHOOL

BISMARCK STATE COLLEGE

Career Exploration
Intro Courses
General Education Courses
Elective Focus Area
Industry Certification (where applicable) Certificates
Associate in Arts
Associate in Science
Associate in Applied Science
Bachelor of Applied Science
As North Dakota’s Polytechnic Institution, Bismarck State College serves a variety of local, state and regional stakeholders. Through public and private partnerships with K-12, the North Dakota Department of Public Instruction, the North Dakota Department of Career and Technical Education, Job Service North Dakota, business and industries across the state, and chambers of commerce at various levels, BSC offers North Dakotan’s multiple academic and career pathways to achieve their goals.

**Academic & Career Pathways**

**DONE RIGHT.**

**High School Grads**
- Academic & Career Pathways
- Stackable Certificates
- Associate Degrees
- Baccalaureate Degrees

**Adult Students**
- Academic & Career Pathways
- Flexible Options
- Stackable Credentials
- Remote/Distance Learning
- Credit for Prior Learning

**Workforce**
- Academic & Career Pathways
- Non-Credit Courses
- Industry Training
- Industry-Recognized Certificates

**K-12**
- Career Academy CTE
- Dual Credit/Early Entry
- Associate Degree/Certificates
- Dual Degree

**Business & Industry**
- Public & Private Partnerships
- Business & Industry Leadership Teams (BILT)
- Business & Industry-Driven Curriculum
- Support a Growing Economy

**Military**
- Veterans Services
- Dedicated Counselors
- Remote/Distance Learning
- Credit for Prior Learning
Bismarck State College is a regional education leader granting stackable certificates, traditional associate in arts (AA) and associate in science (AS) degrees, and associate in applied science (AAS) degrees. Since 2008, students have been earning bachelor of applied science (BAS) degrees at BSC. Beyond our continued commitment to those degree programs, BSC is emphasizing six areas for investment and future growth.

**Cybersecurity**
Programs leading to stackable certificates, AAS and BAS degrees preparing students for high-demand occupations in cybersecurity.

**Manufacturing and Automation**
Programs leading to stackable certificates, AAS and BAS degrees preparing students for high-demand occupations in manufacturing, automation and automation management.

**Healthcare**
Programs leading to certificates, AAS and transfer degrees preparing students high-demand healthcare occupations or a bachelor's degree in a health science field.

**Energy**
Programs leading to stackable certificates, AAS and BAS degrees preparing students for careers in energy and energy management.

**Agriculture**
Programs leading to non-degree training, certificate of completion options, AAS and transfer degrees preparing students for high-demand ag careers or an ag-related bachelor's degree.

**Digital Economy**
Integrating robotics, cybersecurity, augmented reality, cloud storage and more into certificate and degree programs.

**DONE RIGHT.**
Ensuring students have the academic and career pathways to achieve their educational and career goals.

Student success drives the institution and is the foundation of our strategic plan. BSC’s student-centric approach means success can take many forms. Our students are successful when they have flexible academic and career pathways to achieve their goals. Earning stackable certificates or embedded industry-recognized credentials alone or within their degree programs are some of the ways our students achieve success.

BSC is committed to improving the student experience by expanding, strengthening and diversifying academic programs, expanding student services and activities, increasing access and affordability, increasing retention, and improving program completion and graduation. This includes enhancing services, programs and activities that serve diverse, underrepresented, underprepared, part- and full-time, and adult student populations.

**Objective:** Increase retention, completion, graduation and job placement

**Objective:** Increase adult learner(s) credential attainment and degree completion

**Objective:** Increase certificates, industry-recognized credentials and degrees awarded to Pell recipients

**Objective:** Increase access and address the needs of diverse, underrepresented and underprepared student populations

**Objective:** Increase scholarship and aid opportunities for students
GOAL #2

Linking Talent with Opportunity

Creating sustainable communities through workforce development, economic development and community development.

BSC is committed to offering academic and career pathways to high-priority occupations through stackable certificates, embedded industry-recognized credentials, and associate and bachelor’s degrees. Driven by direction from our Business and Industry Leadership Teams (BILT), our educational programs and services closely align with current and future labor market needs. BSC links talent with career opportunities in high-demand high-priority occupations that enrich the communities our graduates serve.

BSC’s BILT participants are more than advisors. They set the direction for future program expansion and current program alignment with business and industry needs. BILTs help set the requirements for experiential learning via internships, externships, apprenticeships and co-ops. They also connect us to the community. Building on the success of our Bismarck Public Schools Career Academy partnership, BSC Dual Credit students can now graduate from high school with an associate degree.

Objective: Increase and expand academic and career pathways

Objective: Increase public-private partnerships

Objective: Increase Business and Industry Leadership Teams (BILT)

Objective: Create applied research opportunities with BILTs and other private partners

Objective: Create new pathways from K-12 to BAS and into the workforce

Objective: Expand workforce-ready stackable certificates and industry-recognized credentials

Objective: Increase experiential learning opportunities through internships, externships, co-ops and apprenticeships

Objective: Increase job placement
Efficiently serving our students and public and private partners.

Executing our mission and achieving student success through academic and career pathways requires thoughtful management of our college's financial resources. Public and private investments are sought to build the infrastructure—personnel, facilities, services and equipment—needed to prepare students for the high-demand, high-priority occupations of today and into the future. Simultaneously, BSC seeks operational efficiencies from within.

In essence, BSC has two bottom lines – a mission bottom line and a fiscal bottom line. Our mission bottom line keeps us focused on our community's needs and serves the needs of our community, state and region through career-relevant education. Programmatic growth is balanced against conservative financial management and prudent expenditure practices. Our mission informs our finances, and our finances propel our mission.

**Objective:** Increase credit hour and headcount enrollment

**Objective:** Maintain a Composite Financial Index (CFI) of 1.1 or higher

**Objective:** Improve fiscal efficiency via lowered unit cost and improved program vitality

**Objective:** Increase grants and investments from public and private partnerships

**Objective:** Optimize student affordability while maintaining campus financial health

**Objective:** Increase access via in-state tuition for students outside of ND
Staying connected with students and our communities.

Communication is an integral part of executing our mission. As North Dakota’s Polytechnic Institution, BSC is at the crossroads of the community. Executing economic, workforce and community development requires BSC to stay connected with our students and with the communities we serve. We’ve made communication a strategic focus within our Business and Industry Leadership Teams (BILT) and with all public and private partners. BSC seeks insight into workforce needs and how our programs can meet them from a variety of sources. Internal working groups, councils and briefings keep our colleagues up-to-date on the initiatives occurring on campus and within our community. Various formal instruments such as the Community College Survey of Student Engagement and our student end-of-course surveys provide insight and information for our academic and student services.

**Objective:** Increase student input on academic and career pathways

**Objective:** Increase student satisfaction feedback

**Objective:** Increase feedback from public and private partners

**Objective:** Increase communication with K-12 and CTE partners

**Objective:** Increase usage of internal communication channels, providing continuity of information across campus
Strategic Plan Overview

- Strategic Enrollment Management
- Strategic Plan
- State Board of Higher Education
- Linking Talent to Opportunity
- Student Success
- Fiscal Stability
- Communication

- Changing Workforce Needs
- Declining Enrollment Trends
- Competitive Higher Education Environment

BISMARCK STATE COLLEGE | NORTH DAKOTA'S POLYTECHNIC INSTITUTION