

SOUTH DAKOTA BOARD OF REGENTS

Academic and Student Affairs
Consent

AGENDA ITEM: 5 – C (2)
DATE: March 29-30, 2023

SUBJECT

New Undergraduate Certificate Request – NSU – Leadership

CONTROLLING STATUTE, RULE, OR POLICY

[BOR Policy 2:23](#) – New Programs, Program Modifications, Curricular Requests, and Inactivation/Termination

BACKGROUND / DISCUSSION

Northern State University (NSU) requests authorization to offer a Leadership undergraduate certificate. The proposed certificate is designed to equip students with the knowledge and capabilities to lead evolving organizations in an increasingly complex work environment. The intended audience for this certificate is aspiring and existing leaders, including non-business students from across NSU’s campus, as well as community members.

IMPACT AND RECOMMENDATION

NSU plans to offer the certificate in Leadership on campus and online. NSU does not request new state resources. No new courses will be required.

Board office staff recommends approval.

ATTACHMENTS

Attachment I – New Certificate Request Form: NSU – Leadership

DRAFT MOTION 20230329_5-C(2):

I move to authorize NSU to offer a Leadership undergraduate certificate, as presented.



**SOUTH DAKOTA BOARD OF REGENTS
ACADEMIC AFFAIRS FORMS**

New Certificate

Use this form to propose a certificate program at either the undergraduate or graduate level. A certificate program is a sequence, pattern, or group of academic credit courses that focus upon an area of specialized knowledge or information and develop a specific skill set. Certificate programs typically are a subset of the curriculum offered in degree programs, include previously approved courses, and involve 9-12 credit hours including prerequisites. In some cases, standards for licensure will state explicit requirements leading to certificate programs requiring more than 12 credit hours (in such cases, exceptions to course or credit requirements must be justified and approved). The Board of Regents, Executive Director, and/or their designees may request additional information about the proposal. After the university President approves the proposal, submit a signed copy to the Executive Director through the system Chief Academic Officer. Only post the New Certificate Form to the university website for review by other universities after approval by the Executive Director and Chief Academic Officer.

UNIVERSITY:	NSU
TITLE OF PROPOSED CERTIFICATE:	Leadership Certificate
INTENDED DATE OF IMPLEMENTATION:	Fall 2023
PROPOSED CIP CODE:	52.0213
UNIVERSITY DEPARTMENT:	Management, Marketing, MIS
BANNER DEPARTMENT CODE:	NMAM
UNIVERSITY DIVISION:	School of Business
BANNER DIVISION CODE:	5B

Please check this box to confirm that:

- The individual preparing this request has read [AAC Guideline 2.7](#), which pertains to new certificate requests, and that this request meets the requirements outlined in the guidelines.
- This request will not be posted to the university website for review of the Academic Affairs Committee until it is approved by the Executive Director and Chief Academic Officer.

University Approval

To the Board of Regents and the Executive Director: I certify that I have read this proposal, that I believe it to be accurate, and that it has been evaluated and approved as provided by university policy.

Michael Waroux

Institutional Approval Signature

President or Chief Academic Officer of the University

2/2/2023

Date

Note: In the responses below, references to external sources, including data sources, should be documented with a footnote (including web addresses where applicable).

1. Is this a graduate-level certificate or undergraduate-level certificate (place an "X" in the appropriate box)?

Undergraduate Certificate Graduate Certificate

- 2. What is the nature/ purpose of the proposed certificate? Please include a brief (1-2 sentence) description of the academic field in this certificate.**

Today's work environment is increasingly complex, and the Leadership certificate equips students with the knowledge and capabilities to lead evolving organizations.

- 3. If you do not have a major in this field, explain how the proposed certificate relates to your university mission and strategic plan, and to the current Board of Regents Strategic Plan 2014-2020.**

Links to the applicable State statute, Board Policy, and the Board of Regents Strategic Plan are listed below for each campus.

BHSU:	SDCL § 13-59	BOR Policy 1:10:4
DSU:	SDCL § 13-59	BOR Policy 1:10:5
NSU:	SDCL § 13-59	BOR Policy 1:10:6
SDSMT:	SDCL § 13-60	BOR Policy 1:10:3
SDSU:	SDCL § 13-58	BOR Policy 1:10:2
USD:	SDCL § 13-57	BOR Policy 1:10:1

[Board of Regents Strategic Plan 2014-2020](#)

Not applicable. NSU offers a Management degree.

- 4. Provide a justification for the certificate program, including the potential benefits to students and potential workforce demand for those who graduate with the credential. For workforce related information, please provide data and examples. Data may include, but are not limited to the South Dakota Department of Labor, the US Bureau of Labor Statistics, Regental system dashboards, etc. Please cite any sources in a footnote.**

NSU's mission is to serve the region, and leadership is a 21st century skill students need to gain regardless of their major or chosen career path.

A recent survey from Gartner¹ polled more than 800 HR leaders across 60 countries and all major industries to identify their priorities and challenges for 2023. The report posits that "...the human-to-human dynamic in the workplace pushes leaders to display human-centric leadership, defined as leading with authenticity, empathy and adaptivity. These traits have been listed for some time among the key qualities of great leaders — but they were considered nice to have. Employees today demand them (p.5)."¹ Students who complete this certificate will develop knowledge and skills to enable them to lead more effectively in a 21st century workplace.

- 5. Who is the intended audience for the certificate program (including but not limited to the majors/degree programs from which students are expected)?**

The intended audience is aspiring and existing leaders, including non-business students from across campus, as well as community members (non-degree seeking).

¹ Gartner (2022). Top 5 Priorities for HR Leaders in 2023. <https://www.gartner.com/en/human-resources/trends/top-priorities-for-hr-leaders>

6. Certificate Design

- A. Is the certificate designed as a stand-alone education credential option for students not seeking additional credentials (i.e., a bachelor's or master's degree)? If so, what areas of high workforce demand or specialized body of knowledge will be addressed through this certificate?**

Yes, the certificate designed as a stand-alone education credential option for students not seeking additional credentials.

The past few years have reshaped how we work and have increased the expectations of leaders. A study by Deloitte² uncovered that 80% of respondents believed 21st-century leaders face “unique and new requirements,” highlighting the need to advance current leadership skills and develop new leaders.²

- B. Is the certificate a value added credential that supplements a student's major field of study? If so, list the majors/programs from which students would most benefit from adding the certificate.**

Yes. All business majors excluding Management. Students in a variety of majors could benefit from adding this certificate, particularly students in the following majors offered at Northern State University:

Communication Studies
 Digital Media
 Education
 Environmental Science
 Government
 Human Performance and Fitness
 Psychology
 Sociology
 Sport Marketing and Administration

- C. Is the certificate a stackable credential with credits that apply to a higher level credential (i.e., associate, bachelor's, or master's degree)? If so, indicate the program(s) to which the certificate stacks and the number of credits from the certificate that can be applied to the program.**

Yes. This certificate stacks with the B.S. in Management. All 12 credits from the certificate could be applied to the program.

- 7. List the courses required for completion of the certificate in the table below (if any new courses are proposed for the certificate, please attach the new course requests to this form). Certificate programs by design are limited in the number of credit hours required for completion. Certificate programs consist of nine (9) to twelve (12) credit hours, including prerequisite courses. In addition, certificates typically involve existing courses. If the**

² Deloitte (2019). *Leadership for the 21st Century: The intersection of the traditional and the new.* <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2019/21st-century-leadership-challenges-and-development.html>

curriculum consists of more than twelve (12) credit hours (including prerequisites) or includes new courses, please provide explanation and justification below.

Prefix	Number	Course Title (add or delete rows as needed)	Prerequisites for Course Include credits for prerequisites in subtotal below.	Credit Hours	New (yes, no)
BADM	360	Organization & Management	N/A	3	No
BADM	450	Business Leadership	BADM360	3	No
BADM	451	Organizational Development	BADM360	3	No
BADM	462	Diversity in Management	BADM360	3	No
Subtotal				12	

8. Student Outcome and Demonstration of Individual Achievement.

Board Policy 2:23 requires certificate programs to “have specifically defined student learning outcomes.

A. What specific knowledge and competencies, including technology competencies, will all students demonstrate before graduation? The knowledge and competencies should be specific to the program and not routinely expected of all university graduates.

Upon completing this Leadership Certificate, students will have gained the knowledge and competencies to:

- Analyze key facets of inter-organizational behavior
- Demonstrate the ability to apply learned leadership knowledge and skills in practical settings for the purpose of creating positive change.
- Gain a greater understanding of their leadership related strengths and areas of improvement.
- Be able to practice consistent and effective self-reflection when engaging in leadership activities.
- Apply or adapt their leadership style to meet specific challenges

B. Complete the table below to list specific learning outcomes – knowledge and competencies – for courses in the proposed program in each row. Label each column heading with a course prefix and number. Indicate required courses with an asterisk (*). Indicate with an X in the corresponding table cell for any student outcomes that will be met by the courses included. All students should acquire the program knowledge and competencies regardless of the electives selected. Modify the table as necessary to provide the requested information for the proposed program.

Individual Student Outcome (Same as in the text of the proposal)	BADM 360	BADM 450	BADM 451	BADM 462
Analyze key facets of inter-organizational behavior.	X			
Demonstrate the ability to apply learned leadership knowledge and skills in practical settings for the purpose of creating positive change.		X		
Gain a greater understanding of their leadership related strengths and areas of improvement.		X		

Be able to practice consistent and effective self-reflection when engaging in leadership activities.			X	
Apply or adapt their leadership style to meet specific and diverse challenges.				X

9. Delivery Location.

Note: The accreditation requirements of the Higher Learning Commission (HLC) require Board approval for a university to offer programs off-campus and through distance delivery.

A. Complete the following charts to indicate if the university seeks authorization to deliver the entire program on campus, at any off campus location (e.g., USD Community College for Sioux Falls, Black Hills State University-Rapid City, Capital City Campus, etc.) or deliver the entire program through distance technology (e.g., as an on-line program)?

	Yes/No	Intended Start Date
On campus	Yes	Fall 2023

	Yes/No	If Yes, list location(s)	Intended Start Date
Off campus	No		Choose an item. Choose an item.

	Yes/No	If Yes, identify delivery methods <i>Delivery methods are defined in AAC Guideline 5.5.</i>	Intended Start Date
Distance Delivery (online/other distance delivery methods)	Yes	015: Internet Asynchronous – Term Based Instruction	Fall 2023
Does another BOR institution already have authorization to offer the program online?	No	If yes, identify institutions:	

B. Complete the following chart to indicate if the university seeks authorization to deliver more than 50% but less than 100% of the certificate through distance learning (e.g., as an on-line program)? This question responds to HLC definitions for distance delivery.

	Yes/No	If Yes, identify delivery methods	Intended Start Date
Distance Delivery (online/other distance delivery methods)	Yes	Online	Fall 2023

10. Additional Information: *Additional information is optional. Use this space to provide pertinent information not requested above. Limit the number and length of additional attachments. Identify all attachments with capital letters. Letters of support are not necessary and are rarely included with Board materials. The University may include responses to questions from the Board or the Executive Director as appendices to the original proposal where applicable. Delete this item if not used.*