Academic and Student Affairs
Consent

AGENDA ITEM: 5 – C (4)
DATE: March 29-30, 2023

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SUBJECT
New Graduate Certificate Request – USD – Business Leadership

CONTROLLING STATUTE, RULE, OR POLICY
BOR Policy 2:23 – New Programs, Program Modifications, Curricular Requests, and Inactivation/Termination

BACKGROUND / DISCUSSION
The University of South Dakota (USD) requests authorization to offer a Business Leadership graduate certificate. The proposed certificate is designed for working professionals to expand leadership capacity in the application of strategic planning, enhance their skillset to better navigate business complexities with improved decision-making, move into leadership and coaching positions, and maximize organizational performance. This certificate would also be ideal for prospective students looking to grow in these areas, but who are not yet ready to pursue a full graduate-level degree such as an MBA.

IMPACT AND RECOMMENDATION
USD plans to offer the certificate in Business Leadership on campus and online. USD does not request new state resources. No new courses will be required.

Board office staff recommends approval.

ATTACHMENTS
Attachment I – New Certificate Request Form: USD – Business Leadership

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DRAFT MOTION 20230329_5-C(4):
I move to authorize USD to offer a Business Leadership graduate certificate, as presented.

SOUTH DAKOTA BOARD OF REGENTS
ACADEMIC AFFAIRS FORMS

New Certificate

UNIVERSITY:	**USD**
TITLE OF PROPOSED CERTIFICATE:	**Business Leadership**
INTENDED DATE OF IMPLEMENTATION:	**Fall 2023**
PROPOSED CIP CODE:	**52.0213**
UNIVERSITY DEPARTMENT:	**Entrepreneurship, Management, and Marketing**
BANNER DEPARTMENT CODE:	**UEMM**
UNIVERSITY DIVISION:	**School of Business**
BANNER DIVISION CODE:	**2B**

X	**Please check this box to confirm that** (place an "X" in the left box): • 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.

Elizabeth M. Freeburg	1/19/2023
Institutional Approval Signature	Date
President or Chief Academic Officer of the University	

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" before the graduate type)**

	Undergraduate Certificate	X	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.**

The Business Leadership Certificate is designed for working professionals to expand leadership capacity in the application of strategic planning; enhance skillset to better navigate business complexities with improved decision-making; move into leadership and coaching positions; and maximize organizational performance.

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

   N/A; we are proposing a specialization to the major for this field.

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.*

   While several of our successful certificate graduates pursued the current three certificate programs, our industry partners are seeking graduates who aspire to leadership-focused positions to work in consulting or management advisory services area. This certificate will help those aspirants. There is also the potential to recruit an additional market of industry professionals seeking a variety of key operational, financial, and strategic issues/projects but perhaps not yet ready to pursue a full graduate-level degree such as a Master of Business Administration (MBA). This certificate also helps those aspirants.

   The full Master of Business Administration Degree in the school of business does provide a path to leadership expertise. The MBA has experienced significant growth over the past two years. To maintain that growth, studies were conducted to identify and reduce barriers. With this process, additional potential student groups were identified with varying needs. Following the South Dakota legislature's directives, the BOR policies and strategic plans, as well as USD's strategic plans, this certificate will help to meet the needs of mainly working professionals who wish to pursue a narrowly targeted supplemental program in a limited time period due to career trajectory, employer needs, innovative projects, limited funding, and the like.

   The South Dakota legislature has established the University of South Dakota's mission, which includes that it is *to provide professional education in business*. The BOR has recognized USD as *the comprehensive university of the South Dakota System of Higher Education*. The BOR's strategic plan for 2014-2020 seeks *to expand educational access as one of the action steps for student success goals*. USD's strategic theme six, which seeks to *provide access to a first-class education efficiently and effectively*, is a focus of this proposed leadership certificate.   Potential students who do not have access to the financial means, employment support, time, and other resources to pursue a full graduate-level degree will have access to this specialized certificate program.

Today's competitive market demands that agencies maximize opportunities. To do so, they must pivot quickly to improve resource management and growth. To succeed, they need trained leadership. Exceptional leaders engage, guide, promote change, and employ decision-making strategies that maintain gains. Employers look to educators to provide the training that purposeful leaders need to remain ahead of the competitive curve. Skillsets in competitive advantage, challenge anticipation, and data-driven decision-making are rooted in methodologies trained business educators can teach. The Leadership Certificate enables the realization of that goal.

According to the South Dakota Department of Labor, there are three broad divisions of industry types: non-agricultural, agricultural, and nonfarm. Considering the nature of business education, each of these three types, as well as state and local government, can benefit from a specialized certificate as proposed here. While some industry sub-divisions or sub-sectors here in the State of Dakota are projected to experience a reduced need for workers moving from 2020 to 2030, other industries are expected to need upwards of 20% additional prepared workforce[1]. For instance, the North American Industry Classification System (NAICS) code assigned to *Management of Companies and Enterprises* is 551. This sub-sector's needs will grow by 11.8% between 2020 and 2030, or an additional 605 persons, according to this report published in 2016. Exceptional business leadership is needed across all of those sub-sectors.   The urgency of these needs is exemplified by the March 2022 551-classification projection of a 4.3% increase from 2021 to 2023. That increase will result in the need for an additional 221 managers. The NAICS classification system, which has 70 sub-sectors plus three sectors designated for federal, state, and local government needs, still does not account for sub-sectors with less than 200 employees. Therefore, these statistics do not describe the need among smaller agencies, rural-based companies, family-owned businesses, entrepreneurs, and innovators.

This Business Leadership Certificate will offer the skillset needed for leaders and managers for these industries.

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 students for this graduate certificate program include business industry working professionals, which covers a broad potential audience. Additionally, this certificate program could be open to all students across different majors seeking academic enhancement to their completed undergraduate degrees. This includes but is not limited to all undergraduate majors with a completed baccalaureate degree in the school of business; all students with completed graduate degrees such as the MSBA and the MBA; as well as across the Regental System.

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[1] Statewide South Dakota Employment Projections by Industry. (2016). Labor Market Information Center. South Dakota Department of Labor and Regulation. Retrieved from: industry_projections_2020_2030_statewide_south_dakota.pdf (sd.gov)

Statewide South Dakota Employment Projections by Industry. (2022). Labor Market Information Center. South Dakota Department of Labor and Regulation. Retrieved from: short_term_industry_projections_2021_2023.pdf (sd.gov)

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?**

   The Graduate Certificate in Business Leadership is a stand-alone credential. This leadership certificate will offer the skillset needed for leaders and managers for these industries. The intended students for this graduate certificate program include business industry working professionals which covers a broad potential audience as well as students with a completed undergraduate degree; and students with other graduate degree programs, both in business and outside the business discipline. Students completing the leadership certification will have an added value to their in process graduate degree program, to their educational preparation, and to their professional development.

   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.**

   Value-Add: Students completing the leadership certificate will have an added value to their completed undergraduate and graduate degree programs as well as be able to complete this certificate without completing a full graduate degree program across the business curriculum.

   The Graduate Certificate in Business Leadership would benefit students from all of the eleven undergraduate BBA majors, students from the Master of Business Administration major, students in the Master of Science in Business Analytics, and students in the Contemporary Media and Sports Management programs.

   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, the certificate is stackable. Students may use those credits to pursue the Master of Business Administration. Nine credits of the certificate program can be used to satisfy one core course and two elective courses for the MBA general; one course may be used toward the pursuit of the MBA Business Analytics or Marketing specialization; two courses (one core and one selected course) may be used toward the MBA OSCM specialization or certificate.

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 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	Prerequisites for Course	Credit Hours	New (yes, no)
BADM	761	Leadership Development	None	3	No
HRM	560	Human Resource Management	None	3	No
CMST	754	Managerial Communication	None	3	No
Select one:					
BLAW	557	Business Ethics	None	3	No
MGMT	568	Negotiation / Dispute Resolution	None	3	No
DSCI	541	Project Management	None	3	No
CMST	585	Communication and Conflict Resolution	None	3	No
LDR	501	Advanced Leadership Theory and Practice	None	3	No
POLS	723	Public Personnel Management	None	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.*

   - Graduates will demonstrate knowledge of the basic business disciplines and strategic integration in business in a global environment.
   - Graduates will employ analytical and critical thinking skills to make business decisions in a dynamic environment.
   - Graduates will communicate effectively and professionally.
   - Graduates will recognize the importance of ethics and social responsibility in business.
   - Graduates will demonstrate competency in their proposed specialization.

   B. **Complete the table below to list specific learning outcomes – knowledge and competencies – for courses in the proposed program in each row.** <u>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.</u>

	Program Courses that Address the Outcomes								
Individual Student Outcome	*BADM 761*	HRM 560	CMST 754	BLAW 557	MGMT 568	CMST 585	DSCI 541	LDR 501	POLS 723
Goal: Graduates will demonstrate knowledge of the basic business environments. Outcome: Graduates will demonstrate knowledge of core concepts in business disciplines.	X								

Individual Student Outcome	Program Courses that Address the Outcomes								
	BADM 761	HRM 560	CMST 754	BLAW 557	MGMT 568	CMST 585	DSCI 541	LDR 501	POLS 723
Goal: Graduates will communicate effectively and professionally. Outcome: Graduates will demonstrate strong oral presentation skills.	X								
Goal: Graduates will employ analytical and critical thinking skills to make business decisions in a dynamic environment. Outcome: Graduates will employ analytical skills to perform systematic business analysis, identify problems, and suggest solutions.	X								
Goal: Graduates will understand managerial practices with respect to the management of the human resource function and an introduction to the topic of human resource management as an occupational choice. Outcome: Graduates will apply managerial practices to the major areas of recruitment and selection, training and development, compensation and benefits administration and work force integration and maintenance.		X							
Goal: Graduates will understand the implications of communication as it relates to management contexts, processes, and activities. Outcome: Graduates will develop communication expertise in the functions necessary for effective organizational administration, management, and leadership.			X						
Goal: Graduates will demonstrate an additional competency in a specialized area. Outcome: Graduates will have a working knowledge of ethics; negotiation and dispute resolution; project management; communication and Conflict Resolution; Advanced Leadership Theory and Practice; or Public Personnel Management.				X	X	X	X	X	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		

	Yes/No	*If Yes, identify delivery methods* Delivery methods are defined in *AAC Guideline 5.5*.	*Intended Start Date*
Distance Delivery (online/other distance delivery methods)	Yes	015, 018,	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	015, 018,	**Fall 2023**