

**SOUTH DAKOTA BOARD OF REGENTS**

**Academic and Student Affairs**  
**Consent**

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

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**SUBJECT**

**New Specialization Request – USD – Specialization in Sustainability – Master of Business Administration**

**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 specialization in Sustainability within the Master of Business Administration (MBA) program. A sustainability specialization, as proposed here, prepares graduates for careers in the areas of governmental, corporate and university sustainability offices; sustainability consulting; with policy making and regulatory agencies; and more. The specialization will teach business administration students how to identify needs, create long-term value, and improve stakeholder relationships across environmental, social, financial, and social practices of an agency.

**IMPACT AND RECOMMENDATION**

USD requests authorization to offer the specialization on campus and online. USD is not requesting additional state resources to offer the program. One new course will be required.

Board office staff recommends approval of the program.

**ATTACHMENTS**

Attachment I – New Specialization Request Form: USD – Sustainability – Master of Business Administration (MBA)

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**DRAFT MOTION 20230329\_5-D(2):**

I move to authorize USD to offer a specialization in Sustainability within the Master of Business Administration (MBA) program, as presented.



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

## New Specialization

<b>UNIVERSITY:</b>	<b>USD</b>
<b>TITLE OF PROPOSED SPECIALIZATION:</b>	<b>Sustainability</b>
<b>NAME OF DEGREE PROGRAM IN WHICH SPECIALIZATION IS OFFERED:</b>	<b>UMBA.BSA</b>
<b>INTENDED DATE OF IMPLEMENTATION:</b>	<b>Fall 2023</b>
<b>PROPOSED CIP CODE:</b>	<b>30.3301 Sustainability Studies</b>
<b>UNIVERSITY DEPARTMENT:</b>	<b>Entrepreneurship, Management, and Marketing</b>
<b>BANNER DEPARTMENT CODE:</b>	<b>UEMM</b>
<b>UNIVERSITY DIVISION:</b>	<b>Beacom School of Business</b>
<b>BANNER DIVISION CODE:</b>	<b>2B</b>

X	<p><b><u>Please check this box to confirm that</u> (place an “X” in the left box):</b></p> <ul style="list-style-type: none"> <li>• The individual preparing this request has read <a href="#">AAC Guideline 2.6</a>, which pertains to new specialization requests, and that this request meets the requirements outlined in the guidelines.</li> <li>• 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.</li> </ul>
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### 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*

Institutional Approval Signature

*President or Chief Academic Officer of the University*

1/19/2023

Date

### 1. Level of the Specialization (place an “X” before the specialization):

<input type="checkbox"/>	Baccalaureate	<input checked="" type="checkbox"/>	Master’s	<input type="checkbox"/>	Doctoral
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### 2. What is the nature/purpose of the proposed specialization? Please include a brief (1-2 sentence) description of the academic field in this specialization.

Sustainability is a framework through which to explore complex, interdisciplinary systems. The sustainability specialization will teach business administration students this framework to identify needs, create long-term value, and improve stakeholder relationships across environmental, social, financial, and social practices of an agency.

**3. Provide a justification for the specialization, 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.*

Sustainability is about finding solutions to challenges and exploring how to effect change that makes a positive impact on the world. A sustainability specialization, as proposed here, prepares graduates for careers in the areas of governmental, corporate and university sustainability offices; sustainability consulting; with policy making and regulatory agencies; and more.

Sustainability is a key driver for both business development and growth. High level consulting firms are sought out to identify areas where agencies could benefit from the implementation of sustainability-focused efforts, and they are doing so using current research models<sup>1</sup>. Companies therefore need prepared leaders who can predict, locate, enhance, and align sustainability in their strategic planning efforts. This proposed specialization in sustainability for the MBA program will prepare individuals to recognize the interconnectedness of business at the management and leadership level; the need for innovation; and the benefits of stakeholder assessments, each of which drives profitability when applied correctly. Preparing an individual for addressing sustainability efforts across an agency requires an enhanced knowledge level of overall business acumen. This specialization offers a very directed path to building the characteristics for understanding sustainability and the role it plays in business.

According to the South Dakota Department of Labor, there are 3 broad divisions of industry types: non-agricultural, agricultural, and nonfarm. Considering the overall nature of sustainable business education, each of these 3 types as well as federal, state, and local government can benefit from a specialization as proposed here. While some industry sub-divisions or sub-sectors in South Dakota are projected to experience a reduced need for workers moving from the year 2020 to 2030, other industries are expected to need upwards of 20% additional prepared workforce<sup>2</sup>. 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. Of importance is that business sustainability is needed across all of those sub-sectors. In consideration of the more urgent needs published in March 2022, the projection for the 551 classification expects a 4.3% increase from 2021 to 2023 or a need for an additional 221 persons. The NAICS classification system, which has 70 sub-sectors, plus 3 sectors designated for federal, state, and local government needs, still does not account for sub-sectors with less

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<sup>1</sup> Russell Reynolds Associates. (2022). Seize the Sustainability Opportunity. Retrieved from [https://www.russellreynolds.com/en/insights/campaigns/sustainability-opportunity?gclid=CjwKCAjw-rOaBhA9EiwAUkLV4gSIYdbEiAyF\\_iTF4Vj86S18bmQPq2T6qpIjnHJf\\_pn\\_NXO\\_eh04hRoCFzsQAvD\\_BwE](https://www.russellreynolds.com/en/insights/campaigns/sustainability-opportunity?gclid=CjwKCAjw-rOaBhA9EiwAUkLV4gSIYdbEiAyF_iTF4Vj86S18bmQPq2T6qpIjnHJf_pn_NXO_eh04hRoCFzsQAvD_BwE)

<sup>2</sup> 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 \(sd.gov\)](https://www.sddol.gov/industry-projections-2020-2030-statewide-south-dakota.pdf)

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 \(sd.gov\)](https://www.sddol.gov/short-term-industry-projections-2021-2023.pdf)

than 200 employees. The need among smaller agencies, rural based companies, family-owned businesses, entrepreneurs, and innovators which help shape South Dakota, are not clearly expressed in these statistics. This specialization will offer the skillset needed for leaders and managers for these industries.

**4. List the proposed curriculum for the specialization (including the requirements for completing the major – highlight courses in the specialization):**

Prefix	Number	Course Title	Credit Hours	New (yes, no)
Supportive Coursework: Required only for students with non-business baccalaureates				
BADM	501	Business Essentials I	3	
BADM	502	Business Essentials II	3	
Coursework for the Major				
ACCT	781	Managerial Accounting	3	
BADM	710	Managerial Finance	3	
BADM	720	Quantitative Analysis	3	
BADM	761	Leadership Development	3	
BADM	762	Business and its Environment	3	
BADM	770	Managerial Marketing	3	
BADM	780	Strategic Management	3	
ECON	782	Managerial Economics	3	
<b>BADM</b>	<b>760</b>	<b>Operations Management (counts for both the major and the specialization)</b>	<b>3</b>	no
Coursework for the Specialization				
<b>SUST</b>	<b>705</b>	<b>Sustainability &amp; Complexity</b>	<b>3</b>	no
<b>SUST</b>	<b>706</b>	<b>Sustainable Futures</b>	<b>3</b>	yes
Select 3 credits				
<b>SUST</b>	<b>707</b>	<b>Sustainability Innovations, Opportunities, and Challenges</b>	<b>3</b>	no
<b>SUST</b>	<b>715</b>	<b>Research for Sustainability</b>	<b>3</b>	no
<b>SUST</b>	<b>790</b>	<b>Seminar</b>	<b>1</b>	no
<b>SUST</b>	<b>794</b>	<b>Internship</b>	<b>1-3</b>	no

Total number of hours required for completion of specialization

12
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Total number of hours required for completion of major

33
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Total number of hours required for completion of degree

42-48
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**5. 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., UC Sioux Falls, Capital University Center, Black Hills State University-Rapid City, etc.) or deliver the entire specialization through distance technology (e.g., as an on-line program)?**

	Yes/No	Intended Start Date
<b>On campus</b>	Yes	Fall 2023

	Yes/No	If Yes, list location(s)	Intended Start Date
<b>Off campus</b>	No		

	Yes/No	If Yes, identify delivery methods <i>Delivery methods are defined in <a href="#">AAC Guideline 5.5</a>.</i>	Intended Start Date
<b>Distance Delivery (online/other distance delivery methods)</b>	Yes	015 Internet Asynchronous 018 Internet Synchronous	Fall 2023

**B. Complete the following chart to indicate if the university seeks authorization to deliver more than 50% but less than 100% of the specialization 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
<b>Distance Delivery (online/other distance delivery methods)</b>	Yes	015 Internet Asynchronous 018 Internet Synchronous	Fall 2023

## 6. Additional Information:

**Intended Audience:** The intended students for this graduate specialization program include business industry working professionals which covers a broad potential audience; and students considering a graduate degree in business.

**Value-Add:** Students completing the sustainability specialization will have additional competencies in sustainability topics that are not covered in the current MBA program. Students enrolled in the MBA would benefit from this specialization.

**Stackable:** Students completing the MBA with Sustainability Specialization may decide to use those credits to pursue an MS in Sustainability with USD, or additional specializations or certifications with the school of business or across campus.