

SOUTH DAKOTA BOARD OF REGENTS

Academic and Student Affairs

AGENDA ITEM: 9 – D (2)

DATE: June 27-29, 2017

SUBJECT: New Program: SDSU BS in Leadership and Management of Nonprofit Organizations

South Dakota State University (SDSU) requests authorization to offer a Bachelor of Science (BS) in Leadership and Management of Nonprofit Organizations. The program will provide education in marketing, public relations, fundraising, volunteer recruitment, program development, and other skills vital to success in the nonprofit sector. Graduates would gain employment in positions with local, national, and international nonprofit organizations as well as leadership positions in public and private employment. The Board approved the intent to plan at the March 2017 meeting.

University Mission and Priorities

The proposed major is within the statutory mission of SDSU as provided in SDCL 13-58-1 to provide “*undergraduate and graduate programs of instruction in the liberal arts and sciences and professional education in agriculture, education, engineering, home economics, nursing and pharmacy, and other courses or programs as the Board of Regents may determine.*” In addition, the proposed programs meets the university mission as designated in Board Policy 1:10:2 to provide service to the state and region.

System Strategic Goals

The proposed program supports goals stated in the South Dakota Board of Regents Strategic Plan 2014-2020, including increasing the number of undergraduate degrees awarded, growing opportunities for experiential learning, and contributing to the state’s economic development.

Workforce Need, Student Demand, Projected Graduates

SDSU cites surveys indicating over half of the nation’s nonprofits added staff in the last year and that South Dakota’s nonprofit sector has grown by 10% in recent years. The program will provide opportunities for students to pursue the National Certified Nonprofit Professional certification, the only credential that recognizes students prepared for nonprofit management positions. SDSU expects to enroll between 10-20 students in the program after approval.

(Continued)

DRAFT MOTION 20170627_9-D(2): I move to approve SDSU’s BS in Leadership and Management of Nonprofit Organizations as provided in Attachment I.

Development

SDSU developed the curriculum in alignment with the mission of the Nonprofit Leadership Alliance and after reviewing the curriculum at Arizona State University, University of Minnesota, and Washington University in St. Louis.

Board Policy

SDSU is not requesting any exceptions to Board policy.

Off Campus and Distance Delivery

SDSU is not requesting authorization to deliver the program online or at off campus.

Budget and Resources

SDSU does not request any new State resources to implement or maintain the proposed program.



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

New Undergraduate Degree Program

UNIVERSITY:	SDSU
MAJOR:	Leadership & Management of Nonprofit Organizations
EXISTING OR NEW MAJOR(S):	New
DEGREE:	Bachelor of Science (B.S.)
EXISTING OR NEW DEGREE(S):	Existing
INTENDED DATE OF IMPLEMENTATION:	8/15/2017
PROPOSED CIP CODE:	52.0213
SPECIALIZATIONS:¹	None
IS A SPECIALIZATION REQUIRED (Y/N):	No
DATE OF INTENT TO PLAN APPROVAL:	3/29/2017
UNIVERSITY DEPARTMENT:	Consumer Sciences
UNIVERSITY DIVISION:	Education & Human Sciences

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.

Barry H. Dunn

President of the University

5/12/2017

Date

1. What is the nature/purpose of the proposed program?

South Dakota State University (SDSU) requests authorization to offer an undergraduate degree program in leadership and management of nonprofit organizations (LMNO). Graduates with a major in Leadership and Management of Nonprofit Organizations obtain positions with local, national, and international nonprofit organizations. Examples of these positions include executive director of a nonprofit; marketing and public relations; fundraising and resource development; human resources director of a nonprofit; volunteer recruitment and management; community and economic development; program development, management and evaluation; and financial administration and management. The major is based on knowledge of the social context in which the professions are practiced, and stresses the skills and experiences needed to succeed in today's nonprofit environment. The program will contribute to workforce development by preparing students for South Dakota employers.

Through the Leadership and Management of Nonprofit Organizations program, students will be empowered to become successful professionals who work to advance the quality of life in

¹ If the proposed new program includes specific specializations within it, complete and submit a New Specialization Form for each proposed specialization and attach it to this form. Since specializations appear on transcripts, they require Board of Regents approval.

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communities. Philanthropy (voluntary action for the public good) is a hallmark of the nonprofit sector as individuals give their time, money, and know-how to causes about which they care. According to the Nonprofit Leadership Alliance:

the nonprofit sector in the United States is a major economic engine, employing 10% of our workforce and involving hundreds of millions of volunteers and donors. From serving youth and the aging to preserving wildlife and the arts, this network of social-impact organizations provides essential services that our government and for-profit sectors cannot or will not. The day-to-day activities of these more than 1 million organizations have a profound and transformative effect on our quality of life.²

The University does not request new state resources.

2. How does the proposed program relate to the university's mission and strategic plan, and to the current Board of Regents Strategic Plan 2014-2020?³

The proposed major in Leadership and Management of Nonprofit Organizations is within the statutory mission of SDSU as provided in SDCL 13-58-1: *Designated as South Dakota's land grant university, South Dakota State University, formerly the state college of agriculture and mechanical arts, shall be under the control of the Board of Regents and shall provide undergraduate and graduate programs of instruction in the liberal arts and sciences and professional education in agriculture, education, engineering, home economics, nursing and pharmacy, and other courses or programs as the Board of Regents may determine.*

Board Policy 1:10:2 South Dakota State University Mission Statement provides: *The legislature established South Dakota State University as the Comprehensive Land Grant University to meet the needs of the State and region by providing undergraduate and graduate programs of instruction in the liberal arts and sciences and professional education in agriculture, education, engineering, human sciences, nursing, pharmacy, and other courses or programs as the Board of Regents may determine (SDCL 13-58-1).*

As the state's land-grant institution, SDSU champions the public good through engaged learning, bold and innovative research and creative activities, and stewardship within a global society. SDSU offers a rich academic experience in an environment of inclusion and access through inspired, student-centered education, creative activities and research, innovation and engagement that improve the quality of life in South Dakota, the region, the nation, and the world. The B.S. in Leadership and Management of Nonprofit Organizations will support that mission by preparing graduates to lead and strengthen nonprofit organizations, along with positively impacting the communities in which they work.

The proposed program supports the goals stated in the South Dakota Board of Regents Strategic Plan 2014-2020:

Goal 1 – Student Success

- Increase total undergraduate degrees awarded.

² Nonprofit Leadership Alliance, "About Nonprofit Careers," www.nonprofitleadershipalliance.org (28 December 2016).

³ South Dakota statutes regarding university mission are located in SDCL 13-57 through 13-60; Board of Regents policies regarding university mission are located in Board Policies 1:10:1 through 1:10:6. The Strategic Plan 2014-2020 is available from https://www.sdbor.edu/the-board/agendaitems/Documents/2014/October/16_BOR1014.pdf.

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Goal 2 – Academic Quality and Performance

- Grow the number of students participating in experiential learning.

Goal 3 – Research and Economic Development

- Contribute to the state’s workforce and economic development.

3. Describe the workforce demand for graduates of the program, including national demand and demand within South Dakota. *Provide data and examples; data sources may include but are not limited to the South Dakota Department of Labor, the US Bureau of Labor Statistics, Regental system dashboards, etc.*

According to the 2016 Nonprofit Employment Practices Survey Results, “this year’s survey reflects continued growth in the nonprofit sector over the past year and moving forward. The percentage of nonprofits that reported increasing staff size rose by 2 points, from 49% in 2014 to 51% in 2015. In 2016, education/community outreach moved into the top three areas of anticipated job growth, as 40% of organizations see it as a growth area (compared to 30% in 2015). As educational fundraisers predict that charitable giving in this area will continue to increase in 2016, education-related nonprofit positions will continue to be a source of opportunities for job seekers and organizations. Fundraising moved from the third highest area of anticipated growth to the top spot (33% in 2015 results versus 44% this year). This jump indicates that nonprofits are more optimistic about the improving economy and charitable giving climate, and therefore plan to focus on fundraising efforts in the coming year. Nonprofits that have met fundraising goals in recent years attribute this success to a number of factors, including a positive change in donors choosing to make charitable gifts, more organized internal efforts, (assigned staff, focused plans, communications, budgeting) and the improving economy. Over one-third of nonprofit believe the following five areas will experience the most job growth in the coming year: fundraising/development, direct services, education/community outreach, program management/support, and marketing/communications/public relations. Since 2014, the second biggest challenge for nonprofit employers has been finding qualified staff. This indicates a shift from an employers’ market to a jobseekers’ market, as qualified candidates have more options in where they choose to work and are able to be more selective.”⁴

Per the U.S. Department of Labor (USDOL), national employment in the nonprofit sector has grown across the country, with nonprofit employment within the state of South Dakota being at 10% or higher. New jobs will be created as the economy expands and generates more non-profit entities. This is particularly true for those with a college degree in LMNO. As of 2014 data, nonprofits account for 11.4 million jobs, 10.3 percent of all private sector employment.⁵

The nonprofit sector in the United States is unique in form and function. This sector includes institutions and individuals situated between government, public, business, and commerce sectors. It is this sector, with more than 1.6 million organizations in the US, that employs more people than the finance, insurance, and real estate industries combined.

Types of nonprofits include:

- Arts and Culture (museums, theaters, cultural organizations)
- Religion-Related (religion-focused)

⁴ Nonprofit HR, “2016 Nonprofit Employment Practices Survey Results,” www.nonprofithr.com/wp-content/uploads/2016/04/2016NEPSurvey-final.pdf (28 December 2016).

⁵ U.S. Bureau of Labor Statistics, “TED: The Economics Daily,” 21 October 2014, https://www.bls.gov/opub/ted/2014/ted_20141021.htm (28 December 2016).

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- Public, Social Benefit (civil rights, advocacy, foundations)
- International (serving causes outside the US)
- Education (colleges, universities, private schools, financial aid groups)
- Environment (conservation, zoos)
- Healthcare (hospitals, mental health organizations)
- Human Services (food banks, homeless shelters, youth sports, family or legal services)

Increasing opportunities in the nonprofit sector include careers across the spectrum of community issues such as the arts, environment, health care, and others. Typical positions include such roles as:

- Chief Executives
- Community and Social Service Specialists
- Compliance Managers
- Field Executives
- Fund Development Directors,
- General and Operations Managers
- Program Directors
- Program Officers for Grant-Making Organizations
- Public Relations and Fundraising Managers
- Regulatory Affairs Managers
- Social and Community Service Managers
- Volunteer Program Managers
- Programming
- Volunteer coordinator
- Marketing coordinator
- Finance manager
- Membership coordinator
- Development coordinator
- Fundraising coordinator

Depending on their interests, graduates seek work in various areas of the nonprofit sector. They find employment in diverse settings that include a wide range of missions, including arts and culture, environmental, health, youth development, etc. Some graduates work for local, grassroots, direct service nonprofits, for grant-making foundations, and many work in affiliates of well-known national organizations such as:

- American Red Cross
- America's Second Harvest
- Humane Society of the United States
- March of Dimes
- National Urban League
- United Way
- Youth-serving entities such as Big Brothers Big Sisters, Boys and Girls Club, Boy Scouts of America, Girl Scouts of the USA, Camp Fire USA and the YMCA of the USA.

4. How will the proposed program benefit students?

The course of study is designed to provide preparation for jobs in the nonprofit arena. A major in Leadership and Management of Nonprofit Organizations prepares students with opportunities to increase their abilities and skills in the work of leadership to enhance nonprofit organizations. The

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curriculum will help students develop a basic understanding of the nonprofit sector, the role of philanthropy in the United States, and introduce the history, philosophy, ethics, and organization of nonprofit and social service agencies. Students will apply fundraising techniques, the roles of human service professionals in the nonprofit field, and leadership and team development in organizational structures. In addition, students will study organizations and teams through the lens of leadership to apply theory to practice in different organizations including nonprofit organizations. Topics will consist of leadership intelligence, organizational alignment and vision, leadership values creating a civil work climate, leading teams, organizational culture, conflict resolution techniques, follower engagement, personality and skills performance management, and leading change. The program will offer service-learning experiences focused on planning, service interaction with community, and reflection.

Students may also choose to pursue the National Certified Nonprofit Professional credential through SDSU's affiliation with the Nonprofit Leadership Alliance. The Certified Nonprofit Professional (CNP) credential is the only national nonprofit credential preparing students (undergraduate, graduate and professionals) for careers in nonprofit management. Students who complete a leadership development program at one of the Nonprofit Leadership Alliance's affiliated colleges or universities are awarded the credential and gain access to a network of nonprofit career resources, including the CNP network. The training for the Alliance's CNP credential is based on the 10 core competencies that hiring managers are looking for in prospective employees, including:

- marketing and public relations
- cultural competency and diversity
- financial resource development and management
- foundations and management of the nonprofit sector
- governance, leadership, and advocacy
- legal and ethical decision making
- personal and professional development
- program development
- volunteer and human resource management
- future of the nonprofit sector

5. Program Proposal Rationale:

A. If a new degree is proposed, what is the rationale?⁶

This is not a new degree.

B. What is the rationale for the curriculum?

The Nonprofit Leadership Alliance conducted a survey that resulted in 10 competencies employers want students to be knowledgeable of and proficient in. Over 3,200 large and small nonprofits participated in the survey. The coursework within the discipline will aid students in becoming a Certified Nonprofit Professional with the Nonprofit Leadership Alliance organization. This certification requires students to have knowledge and experiences in 10 different competency areas. Those competency areas are: Communication, Marketing, and Public Relations; Culture and Diversity; Financial

⁶ This question refers to the type of degree, not the program. For example, if your university has authorization to offer the Bachelor of Science and the program requested is a Bachelor of Science, then the request is not for a new degree.

Resource Development and Management; Foundations and Management of Nonprofit Sector; Governance, Leadership, and Advocacy; Legal and Ethical Decision Making; Personal and Professional Development; Program Development; Volunteer and Human Resource Management; and Future of the Nonprofit Sector. In addition to becoming a Certified Nonprofit Professional, the curriculum will make graduates of the program attractive to employers outside of the nonprofit sector. Students graduating with the LMNO major may be employed by for-profits in their public affairs, community relations, or corporate responsibility departments or in the consultant industry.

C. Demonstrate/provide evidence that the curriculum is consistent with current national standards. *Complete the tables below and explain any unusual aspects of the proposed curriculum?*

The Leadership and Management of Nonprofit Organizations (LMNO) program is designed with the primary purpose “of strengthening the social sector with a talented and prepared workforce,” which is the mission and focus of the Nonprofit Leadership Alliance organization.

The Nonprofit Leadership Alliance surveyed over 3,200 large and small nonprofits seeking insight on the desired nonprofit competencies recent graduates should be knowledgeable and proficient in. This research, as well as a review of curriculum at Arizona State University, University of Minnesota, and Washington University in St. Louis were models for the curriculum design. The Nonprofit Leadership and Management (B.S.)⁷ offered by Arizona State University requires 60 credit hours focused on nonprofit leadership and management (NLM), community resources and development (CRD), and additional NLM related coursework.

A significant commitment to management and leadership development is needed by nonprofit sector organizations. Therefore, this program includes 36 credit hours focused on management and leadership skill development.

In addition to the management and leadership core focus, the proposed LMNO curriculum draws upon the ten core competencies the Nonprofit Leadership Alliance identified as areas employers want students to be knowledgeable and proficient in. Below you will find a list of each competencies, the description of the competency, and the courses in the proposed LMNO curriculum that will help students become knowledgeable and proficient in each area.

Competency 1: Communication, Marketing and Public Relations

Highlights the knowledge, attitudes and activities that nonprofit organizations use to understand, inform, and influence their various constituencies.

Courses meeting competency: ADV 314, ADV 370, BADM 370, CA 321, HDFS 255, PUBR 243, SPCM 215

Competency 2: Cultural Competency and Diversity

Highlights the development of cultural competency preparation for professional practice in culturally diverse settings.

Courses meeting competency: CA/CS 230, CA 340, LMNO 201, LMNO 435, LMNO 487, LMNO 494

⁷ <https://webapp4.asu.edu/programs/t5/roadmaps/ASU00/PPNLMBS/null/ALL/2017>

Competency 3: Financial Resource Development & Management

Highlights financial resource acquisition, budgeting, financial management, control and transparency in nonprofit organizations.

Courses meeting competency: ACCT 210, ACCT 211, CA 321, HDFS 255, LMNO 301, LMNO 315, MGMT 310

Competency 4: Foundations and Management of Nonprofit Sector

Highlights the history, contributions, and unique characteristic of the nonprofit sector and its management.

Courses meeting competency: ENTR 320, LMNO 201, LMNO 487, LMNO 494

Competency 5: Governance, Leadership, and Advocacy

Highlights the stewardship and advocacy roles, responsibilities, and leadership of the board of directors, staff and volunteers in the development of policies, procedures, and processes by which nonprofits operate and are held accountable.

Courses meeting competency: BADM 334, CA 340, LEAD 210, LEAD 310, LEAD/LMNO 410, LMNO 201, LMNO 305, LMNO 435

Competency 6: Legal and Ethical Decision Making

Highlights basic laws, regulations and professional standards that govern the nonprofit sector operations, including basic knowledge of risk and crisis management, ethics, and decision making.

Courses meeting competency: BADM 334, LMNO 201, LMNO 301, LMNO 315, LEAD/LMNO 410, LMNO 435, LMNO 487, LMNO 494

Competency 7: Personal & Professional Development

Highlights the nature of employment in the nonprofit sector, from researching career opportunities, applying and interviewing for a job, to continuing professional development.

Courses meeting competency: CS 377, CS 381, LEAD/LMNO 496, LMNO 201, LMNO 435, LMNO 487, LMNO 494

Competency 8: Program Development

Highlights program design, implementation, and evaluation strategies applicable to all nonprofits.

Courses meeting competency: BADM 334, CA 321, CA 360, ENTR 320, HDFS 255, LMNO 201, LEAD/LMNO 496

Competency 9: Volunteer and Human Resource Management

Highlights the knowledge, skills, and techniques for managing volunteer and paid staff.

Courses meeting competency: LEAD 210, LEAD 310, LMNO 201, LMNO 305, LMNO 435, LMNO 494, MGMT 360, MGMT 460

Competency 10: Future of the Nonprofit Sector

Highlights the dynamic nature of the nonprofit sector, the importance of continuous improvement, emerging trends and innovations, and the critical role research plays in shaping best practices.

Courses meeting competency: CA 360, ENTR 320, LEAD/LMNO 410, LMNO 201, MGMT 325

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D. Summary of the degree program (complete the following tables):

Leadership & Management of Nonprofit Organizations (B.S.)	Credit Hours	Credit Hours	Percent
System General Education Requirements	30		
Subtotal, Degree Requirements		30	25%
Major Requirements	57		
Subtotal, Program Requirements		57	48%
College of Education and Human Sciences Requirements		4	3%
Consumer Sciences Department Requirements		7	6%
Electives		22	18%
Degree Total ⁸		120	100%

System General Education Requirements

Prefix	Number	Course Title	Credit Hours	New (yes, no)
ENGL	101	Composition I (SGR #1)	3	No
ENGL	201	Composition II (SGR #1)	3	No
SPCM	215	Public Speaking (SGR #2)	3	No
		Student Choice (SGR #3)	3	No
		Student Choice (SGR #3)	3	No
PHIL	220	Introduction to Ethics (SGR #4)	3	No
		Student Choice (SGR #4)	3	No
		Student Choice (SGR #5)	3	No
		Student Choice (SGR #6)	3	No
		Student Choice (SGR #6)	3	No
Subtotal			30	

College of Education and Human Sciences Requirements

Prefix	Number	Course Title	Credit Hours	New (yes, no)
EHS	119	EHS Seminar	2	No
EHS	309	Interdisciplinary Group Processing	2	No
Subtotal			4	

Consumer Sciences Department Requirements

Prefix	Number	Course Title	Credit Hours	New (yes, no)
CS	377	Professional Documents	1	No
CS	381	Professional Behavior at Work (3)	3	No
OR CA/CS	230	Consumer Behavior (3)		
LEAD	210	Foundations of Leadership	3	No
Subtotal			7	

⁸ Board Policy 2:29 requires each baccalaureate level degree program to require 120 credit hours and each associate degree program to require 60 credit hours. Exceptions to this policy require documentation that programs must comply with specific standards established by external accreditation, licensure, or regulatory bodies or for other compelling reasons and must receive approval by the Executive Director in consultation the President of the Board of Regents.

Major Requirements

Prefix	Number	Course Title	Credit Hours	New (yes, no)
ACCT	210	Principles in Accounting I	3	No
ACCT	211	Principles in Accounting II	3	No
ADV OR ADV OR MKTG ⁹ OR PUBR	314 370 370 243	Sales, Promotion, and Marketing (3) Advertising Principles (3) Marketing (3) Public Relations Principles (3)	3	No
CA OR ENTR OR HDFS OR MGMT ¹⁰	321 320 255 334	Consumer Needs & Program Funding (3) Social Entrepreneurship Principles & Practices (3) Program Design, Implementation, & Evaluation (3) Small Business Management (3)	3	No
CA	340	Work Family Interface	3	No
CA	360-360L	Quantitative Research Methods in Consumer Affairs and Lab	4	No
FIN ¹¹	310	Business Finance	3	No
HRM ¹²	460	Human Resource Management	3	No
LEAD	310	Leadership in Context	3	No
LEAD/ LMNO	410	Leadership Senior Seminar	1	No
LEAD/ LMNO	496	Field Experience (Section: Leadership in Action)	2	No
LMNO	201	Introduction to LMNO	3	No
LMNO	301	Fundraising and Resource Development	3	Yes
LMNO	305	Volunteer Management	3	Yes
LMNO	315	Financial Management of Nonprofit Organizations	3	Yes
LMNO	435	Organizational Leadership and Team Development	3	No
LMNO	487	Preparing for Internship and Career	2	Yes
LMNO	494	Internship	3	Yes
MGMT	325	Management Information Systems	3	No
MGMT	360	Organization and Management	3	No
Subtotal			57	

⁹ Currently BADM 370 Marketing. Minor course modification will cross-list and equate the course to MKTG prefix effective fall 2017.

¹⁰ Currently BADM 334 Small Business Management. Minor course modification will cross-list and equate the course to MGMT prefix effective fall 2017.

¹¹ Currently MGMT 310 Business Finance. Minor course modification will cross-list and equate the course to FIN prefix effective fall 2017.

¹² Currently MGMT 460 Human Resource Management. Minor course modification will cross-list and equate the course to HRM prefix effective fall 2017.

6. Student Outcomes and Demonstration of Individual Achievement

- 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. Complete Appendix A – Outcomes using the system form. Outcomes discussed below should be the same as those in Appendix A. The knowledge and competencies specific to the program must relate to the proposed assessments in B and C below.*

Leadership & Management of Nonprofit Organizations graduates will:

1. Understand and apply fundamental nonprofit management terms, concepts, and skills.
2. Understand and apply the positive outcomes diversity brings to the classroom, workplace, team dynamics, problem solving processes and decision-making.
3. Develop and apply necessary skills (clear communication, teamwork, ethical decision-making, problem-solving, advocacy, and financial management) to be an effective leader and nonprofit professional
4. Demonstrate the ability to design, implement, and evaluate services that facilitate targeted human experiences and that embrace personal and cultural dimensions of diversity.
5. Demonstrate, through a comprehensive internship and field experience the potential to succeed as professionals at supervisory or higher levels in nonprofit and/or related fields.
6. Demonstrate the ability to use diverse, structured ways of thinking to solve problems related to different facets professional practice, engage in advocacy, and stimulate innovation.

See Appendix A for specific courses that meet these outcomes.

- B. Are national instruments (i.e., examinations) available to measure individual student achievement in this field? If so, list them.**

No.

- C. How will individual students demonstrate mastery? Describe the specific examinations and/or processes used, including any external measures.¹³ What are the consequences for students who do not demonstrate mastery?**

While there are no national instruments to measure individual student learning, the 10 competencies measure individual student achievement in the field of leadership and management of nonprofit organizations. Students will complete all LMNO coursework with a C or better. Other means of assessment include instructor evaluation of student work, and internship supervisor and field experience evaluation. Students will be monitored using Starfish and the Student Success Collaborative platforms for progress. Students failing to meet minimum standards may be required to retake course work.

- 7. What instructional approaches and technologies will instructors use to teach courses in the program?** *This refers to the instructional technologies and approaches used to teach courses and NOT the technology applications and approaches expected of students.*

¹³ What national examination, externally evaluated portfolio or student activity, etc., will verify that individuals have attained a high level of competence and identify those who need additional work?

The following approaches and technologies will be used:

- Lecture
- Seminar
- Experiential learning
- Desire2Learn classroom management software
- Online and hybrid course delivery

8. Did the University engage any developmental consultants to assist with the development of the curriculum?¹⁴ Did the University consult any professional or accrediting associations during the development of the curriculum? What were the contributions of the consultants and associations to the development of curriculum?

No.

9. Are students enrolling in the program expected to be new to the university or redirected from other existing programs at the university? Complete the table below and explain the methodology used in developing the estimates (replace “XX” in the table with the appropriate year). If question 12 includes a request for authorization for off-campus or distance delivery, add lines to the table for off-campus/distance students, credit hours, and graduates.

It is expected that students will be both new to the University and redirected from other programs. As noted, there are few undergraduate degree programs for students interested in careers related to the proposed LMNO major. Organizations in the state and region have a need for graduates with the knowledge and skills provided by the LMNO major, thus students will be attracted to the University and this particular major so as to successfully pursue positions in the non-profit sector.

As an academic discipline, LMNO has been taught on college campuses for decades. Today, many major colleges and universities offering LMNO programs have set enrollment caps because student demand exceeds the program capacity for the major. In the SDSU College of Education and Human Sciences (EHS), LEAD (Leadership) and LMNO courses are in high demand. In the fall of 2016, 30 students currently enrolled designated LMNO as their choice of minor. A conservative estimate of program growth has the program beginning with three students and steadily climbing from this base per academic year. By the end of the fourth year, it should have approximately nineteen majors. These numbers are based in part on the already high profile of the LMNO minor that has produced 56 graduates over the last five years.¹⁵ Common majors that earn the LMNO minor include: Agricultural Education, Communication, and Leadership, Consumer Affairs, Entrepreneurial Studies, Global Studies, Human Development and Family Studies, History, Hospitality Management, Journalism, Spanish, and Sociology. An 80% retention rate has been applied to the enrollment estimates.

	Fiscal Years*			
	1 st	2 nd	3 rd	4 th
<i>Estimates</i>	FY 17	FY 18	FY 19	FY 20
Students new to the university	1	4	5	7
Students from other university programs	2	2	2	2
Continuing students	0	2	6	10

¹⁴ Developmental consultants are experts in the discipline hired by the university to assist with the development of a new program (content, courses, experiences, etc.). Universities are encouraged to discuss the selection of developmental consultants with Board staff.

¹⁵ SDBOR Graduate Production Dashboard, <https://www.sdbor.edu/dashboards/Pages/Graduate-Production.aspx>.

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=Total students in the program (fall)	3	8	13	19
Program credit hours (major courses)**	18	24	78	114
Graduates	0	0	0	2

*Do not include current fiscal year.

**This is the total number of credit hours generated by students in the program in the required or elective program courses. Use the same numbers in Appendix B – Budget.

10. Is program accreditation available? If so, identify the accrediting organization and explain whether accreditation is required or optional, the resources required, and the University's plans concerning the accreditation of this program.

No.

11. Does the University request any exceptions to any Board policy for this program? Explain any requests for exceptions to Board Policy. If not requesting any exceptions, enter "None."

None.

12. On-line and Off-campus Delivery. ¹⁶

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

	Yes/No	If Yes, list location(s), including the physical address	Intended Start Date
Off-campus	No		

	Yes/No	If Yes, identify delivery methods	Intended Start Date
Distance Delivery	No		

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

	Yes/No	If Yes, identify delivery methods	Intended Start Date
Distance Delivery	Yes		8/15/2017
Delivery Method (if applicable)?		Online	

75% of the LMNO program is expected to be available online.

13. Cost, Budget, and Resources: Explain the amount and source(s) of any one-time and continuing investments in personnel, professional development, release time, time redirected from other assignments, instructional technology & software, other operations

¹⁶ The accreditation requirements of the Higher Learning Commission (HLC) require Board approval for a university to offer programs off-campus and through distance delivery.

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and maintenance, facilities, etc., needed to implement the proposed major. Address off-campus or distance delivery separately. Complete Appendix B – Budget and briefly summarize to support Board staff analysis.

A program budget is provided in Appendix B. The University does not request new State resources or new or increased student fees.

14. Is the university requesting or intending to request permission for a new fee or to attach an existing fee to the program (place an “X” in the appropriate box)? If yes, explain.

Yes No

Explanation (if applicable):

15. New Course Approval: New courses required to implement the new undergraduate degree program may receive approval in conjunction with program approval or receive approval separately. Please check the appropriate statement:

- YES,
the university is seeking approval of new courses related to the proposed program in conjunction with program approval. All New Course Request forms are included as Appendix C and match those described in section 5D.
- NO,
the university is not seeking approval of all new courses related to the proposed program in conjunction with program approval; the institution will submit new course approval requests separately or at a later date in accordance with Academic Affairs Guidelines.

Appendix A
Individual Student Outcomes and Program Courses

Individual Student Outcome	Program Courses that Address the Outcomes																																
	ACCT 210	ACCT 211	ADV 314	ADV 370	BADM 334	BADM 370	CA 321	CA 340	CA 360-360L	CA/CS 230	CS 377	CS 381	ENTR 320	LEAD 210	LEAD 310	LEAD/LMNO 410	LEAD 496	LMNO 201	LMNO 301	LMNO 305	LMNO 315	LMNO 435	LMNO 487	LMNO 494	MGMT 310	MGMT 325	MGMT 360	MGMT 460	PHIL 220	PUBR 243	SPCM 215		
Students will understand and apply fundamental nonprofit management terms, concepts, and skills.	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Students will understand and apply the positive outcomes diversity brings to the classroom, workplace, team dynamics, problem-solving processes and decision-making.						X	X							X	X	X		X		X		X	X	X			X	X					
Students will develop and apply necessary skills (clear communication, teamwork, ethical decision-making, problem-solving, advocacy, and financial management to be an effective leader and nonprofit professional.	X	X	X		X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X
Students will demonstrate the ability to design, implement, and evaluate services that facilitate targeted human experiences and that embrace personal and cultural dimensions of diversity.						X							X		X		X	X	X	X	X	X		X									

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Students will demonstrate, through a comprehensive internship and field experience the potential to succeed as professionals at supervisory or higher levels in nonprofit and/or related fields.																			X																							
Students will demonstrate the ability to use diverse, structured ways of thinking to solve problems related to different facets professional practice, engage in advocacy, and stimulate innovation.			X		X	X	X							X					X		X	X		X																	X	

Nonprofit Leadership Alliance 10 Competencies	ACCT 210	ACCT 211	ADV 314	ADV 370	BADM 334	BADM 370	CA 321	CA 340	CA 360-360L	CA/CS 230	CS 377	CS 381	ENTR 320	HDFS 255	LEAD 210	LEAD 310	LEAD/LMNO 410	LEAD 496 or LMNO 496	LMNO 201	LMNO 301	LMNO 305	LMNO 315	LMNO 435	LMNO 487	LMNO 494	MGMT 310	MGMT 325	MGMT 360	MGMT 460	PHIL 220	PUBR 243	SPCM 215	
Competency 1: Communication, Marketing and Public Relations Highlights the knowledge, attitudes and activities that nonprofit organizations use to understand, inform, and influence their various constituencies.			X	X		X	X							X																		X	X

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Competency 2: Cultural Competency and Diversity Highlights the development of cultural competency preparation for professional practice in culturally diverse settings.							X		X							X			X	X	X							
Competency 3: Financial Resource Development & Management Highlights financial resource acquisition, budgeting, financial management, control and transparency in nonprofit organizations.	X	X					X									X		X										
Competency 4: Foundations and Management of Nonprofit Sector Highlights the history, contributions, and unique characteristic of the nonprofit sector and its management.											X					X				X	X							
Competency 5: Governance, Leadership, and Advocacy Highlights the stewardship and advocacy roles, responsibilities, and leadership of the board of directors, staff and volunteers in the development of policies, procedures, and processes by which nonprofits operate and are held accountable.				X			X						X	X	X	X		X										

<p>Competency 6: Legal and Ethical Decision Making Highlights basic laws, regulations and professional standards that govern the nonprofit sector operations, including basic knowledge of risk and crisis management, ethics, and decision making.</p>					X										X		X	X		X	X	X	X								
<p>Competency 7: Personal & Professional Development Highlights the nature of employment in the nonprofit sector, from researching career opportunities, applying and interviewing for a job, to continuing professional development.</p>									X	X					X	X				X	X	X									
<p>Competency 8: Program Development Highlights program design, implementation, and evaluation strategies applicable to all nonprofits.</p>				X		X				X	X			X	X																
<p>Competency 9: Volunteer and Human Resource Management Highlights the knowledge, skills, and techniques for managing volunteer and paid staff.</p>										X	X			X		X		X		X		X		X		X	X				

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Competency 10: Future of the Nonprofit Sector Highlights the dynamic nature of the nonprofit sector, the importance of continuous improvement, emerging trends and innovations, and the critical role research plays in shaping best practices.								X					X					X													X									
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**Appendix B
Budget and Resources**

South Dakota State University, B.S. in Leadership & Management of Nonprofit Organizations

1. Assumptions

Headcount & hours from proposal

Fall headcount (see table in proposal)

Program FY cr hrs, On-Campus

Program FY cr hrs, Off-Campus

	1st FY18	2nd FY19	3rd FY20	4th FY21
Fall headcount (see table in proposal)	3	8	13	19
Program FY cr hrs, On-Campus	18	48	78	114
Program FY cr hrs, Off-Campus	0	0	0	0

Faculty, Regular FTE

See p. 3

Faculty Salary & Benefits, average

See p. 3

Faculty, Regular FTE	0.00	0.00	0.00	0.00
Faculty Salary & Benefits, average	\$8,387	\$8,387	\$8,387	\$8,387

Faculty, Adjunct - number of courses

See p. 3

Faculty, Adjunct - per course

See p. 3

Faculty, Adjunct - number of courses	2	2	2	2
Faculty, Adjunct - per course	\$4,097	\$4,097	\$4,097	\$4,097

Other FTE (see next page)

See p. 3

Other Salary & Benefits, average

See p. 3

Other FTE (see next page)	0.00	0.00	0.00	0.00
Other Salary & Benefits, average	\$62,382	\$62,382	\$62,382	\$62,382

2. Budget

Salary & Benefits

Faculty, Regular

Faculty, Adjunct (rate x number of courses)

Other FTE

S&B Subtotal

Faculty, Regular	\$0	\$0	\$0	\$0
Faculty, Adjunct (rate x number of courses)	\$8,194	\$8,194	\$8,194	\$8,194
Other FTE	\$0	\$0	\$0	\$0
S&B Subtotal	\$8,194	\$8,194	\$8,194	\$8,194

Operating Expenses

Travel

Contractual Services

Supplies & materials

Capital equipment

OE Subtotal

Total

Travel	\$0	\$0	\$0	\$0
Contractual Services	\$0	\$0	\$0	\$0
Supplies & materials	\$500	\$500	\$500	\$500
Capital equipment	\$0	\$0	\$0	\$0
OE Subtotal	\$500	\$500	\$500	\$500
Total	\$8,694	\$8,694	\$8,694	\$8,694

3. Program Resources

Off-campus support tuition/hr, net of HEF

Off-campus tuition revenue

UG	\$295.01
----	----------

hrs x amt	\$0
-----------	-----

\$295.01	\$295.01	\$295.01	\$295.01
\$0	\$0	\$0	\$0

On-campus support tuition/hr, net of HEFF

On-campus tuition revenue

UG	\$211.07
----	----------

hrs x amt	\$3,799
-----------	---------

\$211.07	\$211.07	\$211.07	\$211.07
\$10,131	\$16,464	\$24,062	\$24,062

Program fee, per cr hr (if any)

Delivery fee, per cr hr (if any)

University redirections

Community/Employers

Grants/Donations/Other

\$0.00
\$0.00

\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0

Total Resources **\$3,799** **\$10,131** **\$16,464** **\$24,062**

Resources Over (Under) Budget **(\$4,895)** **\$1,437** **\$7,770** **\$15,368**

Provide a summary of the program costs and resources in the new program proposal.

Estimated Salary & Benefits per FTE	Faculty	Other
Estimated salary (average) - explain below	\$0	\$47,352
University's variable benefits rate (see below)	0.1403	0.1403
Variable benefits	\$0	\$6,643
Health insurance/FTE, FY17	\$8,387	\$8,387
<i>Average S&B</i>	\$8,387	\$62,382

Explain faculty used to develop the average salary & fiscal year salaries used. Enter amount above.

Explain adjunct faculty costs used in table:

2 courses per year to be taught by adjuncts at \$4,097 per course. \$3,788.00 base pay \$309.00 benefits.

Explain other [for example, CSA or exempt] salary & benefits. Enter amount above.

Summarize the operating expenses shown in the table:

Office supplies/copies

Summarize resources available to support the new program (redirection, donations, grants, etc).

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State-support: Change cell on page 1 to use the UG or GR net amount.

Off-Campus Tuition, HEFF & Net	FY17 Rate	HEFF	Net	
Undergraduate	\$333.35	\$38.34	\$295.01	<i>Change cell on page 1</i>
Graduate	\$442.05	\$50.84	\$391.21	
Externally Supported	\$40.00			

State-support: Change cell on page 1 to use the UG or GR net amount for your university.

On-Campus Tuition, HEFF & Net	FY17 Rate	HEFF	Net	
UG Resident - BHSU, DSU, NSU	\$232.80	\$26.77	\$206.03	<i>Change cell on page 1</i>
UG Resident - SDSU, USD	\$238.50	\$27.43	\$211.07	<i>to point to your net</i>
UG Resident SDSMT	\$244.80	\$28.15	\$216.65	
GR Resident - BHSU, DSU, NSU	\$304.60	\$35.03	\$269.57	<i>Change cell on page 1</i>
GR Resident - SDSU, USD	\$313.15	\$36.01	\$277.14	<i>to point to your net</i>
GR Resident - SDSMT	\$318.45	\$36.62	\$281.83	
UG Nonresident - BHSU, DSU, NSU	\$330.00	\$37.95	\$292.05	<i>Change cell on page 1</i>
UG Nonresident - SDSU, USD	\$346.20	\$39.81	\$306.39	<i>to point to your net</i>
UG Nonresident SDSMT	\$383.40	\$44.09	\$339.31	
GR Nonresident - BHSU, DSU, NSU	\$576.00	\$66.24	\$509.76	<i>Change cell on page 1</i>
GR Nonresident - SDSU, USD	\$602.05	\$69.24	\$532.81	<i>to point to your net</i>
GR Nonresident - SDSMT	\$639.15	\$73.50	\$565.65	
UG Sioux Falls Associate Degree	\$270.00	\$31.05	\$238.95	<i>Change cell on page 1</i>

Variable Benefits Rates

University	FY17	
BHSU	14.33%	<i>Change the benefits rate cell in the table on page 2 to point to the rate for your university.</i>
DSU	13.96%	
NSU	13.99%	
SDSM&T	13.86%	
SDSU	14.03%	
USD	13.99%	

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Appendix C

New Courses

LMNO 301 Fundraising and Resource Development (3 cr.)

Theory and practice of philanthropy, resource acquisition methods through ethical fundraising, and earned income approaches for nonprofit organizations.

LMNO 305 Volunteer Management (3 cr.)

Administration of volunteer service programs. Study and analysis of volunteer personnel process.

LMNO 315 Financial Management of Nonprofit Organizations (3 cr.)

Financial management specific to nonprofits including accounting, budgeting, reporting, and analysis.

LMNO 487 Preparing for Internship and Career (2 cr.)

Students acquire personal and professional skills necessary for success in the nonprofit environment. Students will secure an internship and address internship expectations related to the certified nonprofit professional requirements.