

**SOUTH DAKOTA BOARD OF REGENTS**

**Academic and Student Affairs**

**AGENDA ITEM: 6 – D**

**DATE: March 28-30, 2017**

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**SUBJECT: Intent to Plan: SDSU BS in Leadership and Management of Nonprofit Organizations**

South Dakota State University (SDSU) has submitted an Intent to Plan requesting approval to develop a (BS) in Leadership and Management of Nonprofit Organizations. Approval or waiver of an Intent to Plan is required prior to submitting a formal program proposal. 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 qualify to obtain positions with local, national, and international nonprofit organizations.

**University Mission and System Strategic Goals**

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.

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.

**Related Programs in the System**

No directly related programs currently exist in the System.

**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

(Continued)

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**DRAFT MOTION 20170328\_6-D:** I move to authorize SDSU to develop a proposal for a B.S. in Leadership and Management of Nonprofit Organizations as described in Attachment I.

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.

**Board Policy**

SDSU is not requesting any exceptions to Board Policy.

**Off Campus and Distance Delivery**

SDSU does not currently intend to offer the program off campus or online.

**Budget and Resources**

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



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

**Intent to Plan for a New Program**

<b>UNIVERSITY:</b>	SDSU
<b>DEGREE(S) AND TITLE OF PROGRAM:</b>	<b>Leadership and Management of Nonprofit Organizations (B.S.)</b>
<b>INTENDED DATE OF IMPLEMENTATION:</b>	<b>Fall 2017</b>

**University Approval**

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

\_\_\_\_\_  
President of the University

2/6/2017

\_\_\_\_\_  
Date

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

South Dakota State University (SDSU) requests authorization to plan a B.S. in Leadership and Management of Nonprofit Organizations (LMNO). Graduates with a B.S. 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 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.<sup>1</sup>

The University does not request new state resources.

**2. What is the need for the proposed program (e.g., Regental system need, institutional need, workforce need, etc.)? What is the expected demand for graduates nationally and in 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 Nonprofit Employment Practices Survey Results, 2016 “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.”<sup>2</sup>

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.<sup>3</sup>

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.

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<sup>1</sup> Nonprofit Leadership Alliance, “About Nonprofit Careers,” [www.nonprofitleadershipalliance.org](http://www.nonprofitleadershipalliance.org) (28 December 2016).

<sup>2</sup> Nonprofit HR, “2016 Nonprofit Employment Practices Survey Results,” [www.nonprofithr.com/wp-content/uploads/2016/04/2016NEPSurvey-final.pdf](http://www.nonprofithr.com/wp-content/uploads/2016/04/2016NEPSurvey-final.pdf) (28 December 2016).

<sup>3</sup> U.S. Bureau of Labor Statistics, “TED: The Economics Daily,” 21 October 2014, [https://www.bls.gov/opub/ted/2014/ted\\_20141021.htm](https://www.bls.gov/opub/ted/2014/ted_20141021.htm) (28 December 2016).

Types of nonprofits include:

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

Types of nonprofit jobs include:

- 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.

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

### **3. How would 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 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

### **4. How does the proposed program relate to the university's mission as provided in South Dakota Statute and Board of Regents Policy, and to the current Board of Regents Strategic Plan 2014-2020?<sup>4</sup>**

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*

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<sup>4</sup> 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](https://www.sdbor.edu/the-board/agendaitems/Documents/2014/October/16_BOR1014.pdf).

South Dakota State University

Intent to Plan: Leadership and Management of Nonprofit Organizations (B.S.)

*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. South Dakota State University 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.

*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.

**5. Do any related programs exist at other public universities in South Dakota? If a related program already exists, explain the key differences between the existing programs and the proposed program, as well as the perceived need for adding the proposed new program. Would approval of the proposed new program create opportunities to collaborate with other South Dakota public universities?<sup>5</sup> If there are no related programs within the Regental system, enter "None."**

None.

**6. Do related programs exist at public colleges and universities in Minnesota, North Dakota, Montana, and/or Wyoming? If a related program exists, enter the name of the institution and the title of the program; if no related program exists, enter "None" for that state. Add additional lines if there are more than two such programs in a state listed.<sup>6</sup>**

<sup>5</sup> Lists of existing system programs are available through university websites and the RIS Reporting: Academic Reports database available from <http://apps.sdbor.edu/ris-reporting/AcademicProgramReports.htm>.

<sup>6</sup> This question addresses opportunities available through Minnesota Reciprocity and WICHE programs such as the Western Undergraduate Exchange and Western Regional Graduate Program in adjacent states. List only programs at the same degree level as the proposed program. For example, if the proposed program is a baccalaureate major, then list only related baccalaureate majors in the other states and do not include associate or graduate programs.

	<b>Institution</b>	<b>Program Title</b>
<b>Minnesota</b>	Minnesota State University, Mankato	Nonprofit Leadership Certificate Program
	University of Minnesota, Twin Cities	B.S. in Public and Nonprofit Management Nonprofit Management (Certificate) Master of Public Affairs (M.P.A.)
<b>North Dakota</b>	University of North Dakota	Nonprofit Leadership Program (Certificate and Minor)
<b>Montana</b>	University of Montana	Nonprofit Administration (Certificate)
<b>Wyoming</b>	None	None

**7. Are students enrolling in this program expected to be new to the university or redirected from other existing programs at the university?**

It is expected that students for this new major will be both new to the University and redirected from other programs. As noted, there are few undergraduate degree options 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.

**8. What are the university’s expectations/estimates for enrollment in the program through the first five years? What are the university’s expectations/estimates for the annual number of graduates from the program after the first five years? Provide an explanation of the methodology the university used in developing these estimates.**

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 South Dakota State University College of Education and Human Sciences (EHS), LEAD (Leadership) and LMNO courses are in high demand. In the fall of 2017, 30 students currently enrolled designated LMNO as their choice of minor. It is expected in the LMNO program between 10-20 students would be enrolled and graduate through the first 5 years. These numbers were arrived at because of the already high profile of the LMNO minor that has produced 56 graduates over the last five years.<sup>7</sup> Common majors that earn the LMNO minor include: Agricultural Education, Communication, & Leadership, Consumer Affairs, Entrepreneurial Studies, Global Studies, Human Development & Family Studies, History, Hospitality Management, Journalism, Spanish, and Sociology.

**9. Complete the following charts to indicate if the university intends to seek 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 intends to seek authorization to deliver the entire program through distance technology (e.g., as an on-line program)?<sup>8</sup>**

<b>Yes/No</b>	<b><i>If Yes, list location(s)</i></b>	<b><i>Intended Start Date</i></b>
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<sup>7</sup> SDBOR Graduate Production Dashboard, <https://www.sdbor.edu/dashboards/Pages/Graduate-Production.aspx>.

<sup>8</sup> The accreditation requirements of the Higher Learning Commission (HLC) require Board approval for a university to offer programs off-campus and through distance delivery.



<b>Off-campus</b>	No		
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	<b>Yes/No</b>	<b><i>If Yes, identify delivery methods</i></b>	<b><i>Intended Start Date</i></b>
<b>Distance Delivery</b>	No		

**10. What are the university’s plans for obtaining the resources needed to implement the program? Indicate “yes” or “no” in the columns below.**

	<b>Development/ Start-up</b>	<b>Long-term Operation</b>
Reallocate existing resources	Yes	Yes
Apply for external resources	No	No
Ask Board to seek new State resources <sup>9</sup>	No	No
Ask Board to approve a new or increased student fee	No	No

**11. Curriculum Example: Provide (as Appendix A) the curriculum of a similar program at another college or university. The Appendix should include required and elective courses in the program. Catalog pages or web materials are acceptable for inclusion. Identify the college or university and explain why the selected program is a model for the program under development.**

Arizona State University (ASU) is an example of a premier program that focuses on nonprofit leadership and management. Like SDSU, ASU participates in the national organization – Nonprofit Leadership Alliance. By pursuing a major or minor in Leadership and Management of Nonprofit Organizations at SDSU, students work toward excellence in the same competency areas as students pursuing minors or majors at ASU. For these reasons, ASU is given as an example of a good model to follow. (See Appendix A)

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<sup>9</sup> Note that requesting the Board to seek new State resources may require additional planning and is dependent upon the Board taking action to make the funding request part of their budget priorities. Universities intending to ask the Board for new State resources for a program should contact the Board office prior to submitting the intent to plan.

South Dakota State University  
Intent to Plan: Leadership and Management of Nonprofit Organizations (B.S.)

## Appendix A

### Curriculum Example: Arizona State University's B.S. in Nonprofit Leadership & Management

Additional information regarding the B.S. in Nonprofit Leadership & Management may be found at:  
<https://scrd.asu.edu/content/nonprofit-leadership-management-bs>

#### Term 1: 0-16 credits

NLM 160:	Voluntary Action and Community Leadership	3cr
SOC 101:	Introduction to Sociology	3cr
ASU 101-CPP:	The ASU Experience	1cr
ENG 101 or ENG 102:	First Year Composition	
	OR	
ENG 105:	Advanced First-Year Composition	3cr
	OR	
ENG 107 or 108:	First Year Composition	
MAT 142:	College Mathematics	3cr
Interdisciplinary Requirement		3cr
		Total: 16cr

#### Term 2: 17-32 credits

CRD 210:	Community Services and Professions	3cr
ENG 101 or ENG 102:	First Year Composition	
	OR	
ENG 105:	Advanced First-Year Composition	3cr
	OR	
ENG 107 or 108:	First Year Composition	
Humanities, Arts, and Design and Historical Awareness:		3cr
Natural Science – Quantitative:		4cr
Elective:		3cr
		Total: 16cr

#### Term 3: 33-48 credits

NLM 220:	Introduction to Nonprofit Organizations	3cr
Interdisciplinary Requirement:		3cr
Computer/Statistics/Quantitative Applications:		3cr
Humanities, Arts and Design and Global Awareness:		3cr
Natural Science Quantitative or Natural Science General:		4cr
		Total: 16cr

#### Term 4: 49-63 credits

COM 225:	Public Speaking	3cr
NLM Related Area:		3cr
Interdisciplinary Requirement:		3cr
2 Course Electives:		6cr
		Total: 15cr

#### Term 5: 64-78 credits

NLM 300:	Fund Raising and Resource Development	3cr
CRD 301:	Sustainable Communities	3cr
CRD 203:	Inclusive Community Development	3cr
NLM 310:	Volunteer Management	3cr
Upper Division Elective		3cr
		Total: 15cr

#### Term 6: 79-93 credits

NLM 380:	Financial Management for Nonprofit Organizations	3cr
NLM 410:	Social Entrepreneurship	3cr
2 Course in NLM Related Area		3cr
Upper Division Humanities, Arts, and Design OR Upper Division Social-Behavioral Sciences		3cr
		Total: 15cr

#### Term 7 94-108 credits

NLM 430:	Managing Nonprofit Organizations	3cr
CRD 403:	Leadership and Professional Development	3cr

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NLM 402:	Assessment and Evaluation of Community Services	3cr
NLM Related Area		3cr
Upper Division Elective		3cr
		Total: 15cr
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<b>Term 8: 109-120 credits</b>		
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NLM 463: Senior Internship		Total: 12cr
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