

SOUTH DAKOTA BOARD OF REGENTS

Academic and Student Affairs

AGENDA ITEM: 6 – G

DATE: March 28-30, 2017

SUBJECT: University Center – Sioux Falls Update

The Board of Regents adopted a new governance, funding, and operations model for the University Center – Sioux Falls (UC-SF) through a [Memorandum of Understanding](#) (MOU) at the 2016 March-April Board meeting. The attached report summarizes efforts and accomplishments in implementing the MOU over the past year. A summary of the attached report is as follows:

Approved Academic Programs

The MOU included a directive to provide stackable, workforce ready associate and certificate programs for Sioux Falls. In the past year, six new associate degree programs received approval (DSU-Web Development, DSU-Software Development, SDSU-Human Development & Family Services, SDSU-Manufacturing Technology, USD-Integrated Science, USD-Graphic & Web Design). These programs join four pre-existing programs (DSU-Business Management, DSU-Network and System Administration, DSU-Respiratory Care, USD-General Studies). In addition, four undergraduate certificates stackable to available associate degree programs have received approval.

There are early signs of success with the new “community college” model. As one example, USD established a modest goal of 25 new students for the AA in General Studies for the Fall 2016 cohort. Successful collaborations with local high schools to promote the program resulted in 56 students enrolling in the program with an average credit load of 10 credits per student.

Expedited Program Approval Process

In response to Board requests for an expedited approval process for associate degree programs, revisions to [BOR Policy 2:23](#) are under Board consideration. The revisions would eliminate a time-consuming step in approving new associate degree programs for UC-SF.

Advisory Council

The MOU directed UC-SF leadership to create an Advisory Council. The Advisory Council, consisting of representatives from the Sioux Falls business and civic community and partner universities met four times during 2016. The Council met again in March of 2017 to discuss programs under consideration as well as a preliminary report from FutureWorks consultants. The

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intent of the Advisory Council is to provide community leaders with direct communication and input to UC-SF and to allow UC-SF leaders to hear directly from local business interests.

UC-SF Strategic Planning & Assessment Project

UC-SF and the consulting firm FutureWorks are currently engaged in a strategic planning and assessment project. The project calls for 1) refining the UC-SF vision, mission and values; 2) preparing a market and needs assessment of the Sioux Falls region; and 3) preparing a 3-year strategic plan and business plan for UC-SF. FutureWorks consultants interviewed over 25 stakeholders from the university system and the local community. Consultants presented preliminary information to various UC-SF committees in March of 2017.

Presentations to the Legislature

UC-SF participated in two presentations to legislators during 2016. In August, staff presented information at the request of the legislature's Government Operations and Audit Committee. In September, staff presented to a special legislative task force charged with reviewing compliance with [SDCL 13-51-1.3](#) and [SDCL 13-51-1.4](#).

New Student Success Initiatives

UC-SF has implemented a number of initiatives to increase student success. A new Student Support Center has opened, providing tutoring in a variety of subjects (over 160 visits to the Center reported in the first six weeks of the spring semester). A monthly Math 095 Bootcamp provides tutoring for Math 095 (Pre College Algebra). A recurring finals week event focusing on health, wellness, and stress release has begun.

Marketing Initiatives

UC-SF hired a Marketing and Communications Coordinator in October 2016. A marketing plan for 2017 has been created, including billboard, radio, print media, and social media. Staff have increased involvement with community organizations on behalf of UC. Promotion of new academic programs is occurring through promotional videos and outreach to the newspapers and television news.



University Center – Sioux Falls Progress Report

March 2017

The Board of Regents adopted a new governance, funding, and operations model for the University Center – Sioux Falls (UC-SF) through a [Memorandum of Understanding](#) (MOU) at the 2016 March - April Board meeting. The MOU emerged after several months of discussion between a committee of Board members, UC-SF leadership, Board office staff, and partner universities (USD, SDSU, and DSU). The discussions resulted in setting goals for the UC-SF, including but not limited to providing academic programming in line with workforce needs in Sioux Falls, direct community involvement with UC-SF success, and leveraging the strengths of participating universities. In addition, the resulting MOU designated USD as the lead institution, required an Advisory Council from local business and civic interests, and emphasized new associate degree programs and improved academic success programs for students.

UC-SF has undertaken a variety of initiatives to implement the MOU and the goals of the Board. This report summarizes those initiatives and the substantial progress made during the last year.

1. Approved Academic Programs

The MOU established a goal of providing stackable, workforce ready programs for Sioux Falls. The focus on associate degree and certificate programs will provide graduates with employment options as well as provide opportunities to apply those credentials to bachelor's programs. Four associate degree programs in place prior to April 2016 remain in place at UC-SF:

- DSU, AS in Business Management
- DSU, AS in Network and System Administration
- DSU, AS in Respiratory Care
- USD, AA in General Studies

During the last year, partner universities have worked diligently to add additional programming options. This includes an additional six associate degree programs and four certificate programs approved in the last twelve months (including programs anticipating approval at the March 2017 Board meeting):

- DSU, AS in [Web Development](#) (December 6-8, 2016)
- DSU, AS in Software Development (March Board approval expected)
- SDSU, AS in [Human Development & Family Services](#) (May 11-12, 2016)
- SDSU, AS in [Manufacturing Technology](#) (May 11-12, 2016)
- USD, AS in [Integrated Science](#) (December 6-8, 2016)
- USD, AA in Graphic and Web Design (March Board approval expected)

- USD, Undergraduate Certificate in [Graphic Design](#) (December 6-8, 2016)
- USD, Undergraduate Certificate in [Laboratory Science](#) (March 30-April 1, 2016)
- USD, Undergraduate Certificate in [Regulatory Affairs](#) (March 30-April 1, 2016)
- USD, Undergraduate Certificate in [Web Design](#) (December 6-8, 2016)

2. Reduced Tuition Approved Academic Programs

In order to fulfill the Board’s call for UC-SF to “improve ‘on-ramps’ for place bound and non-traditional students,” UC-SF implemented a reduced tuition program. The reduced tuition rate of \$270/per credit hour (reduced from \$333.35/per credit hour) applies to students enrolled in undergraduate certificate programs and associate degree programs, although exceptions may apply to some courses in high cost programs with Board approval. The reduced tuition rate of \$270/per credit hour is competitive with the tuition at Southeast Technical Institute, currently set at [\\$230/per credit hour for face-to-face courses and \\$280/per credit hour for online courses](#).

3. Expedited Program Approval Process

New programs at the associate, bachelor’s, and graduate degree typically require a two part approval process – approval of an intent to plan followed by approval of a formal program proposal. Board discussions during the MOU development process indicated a desire to create an expedited program approval process so that UC-SF could respond quickly to market demands. In response to the Board, UC-SF leadership, the Academic Affairs Council (AAC), and Board staff drafted an expedited approval process for associate degree programs. The expedited process includes waiving the intent to plan for associate degree programs that relate to existing four-year programs or that address a documented workforce shortage. This revision should cut in half the approval time for new programs at UC-SF, positioning UC-SF to respond quickly to the postsecondary educational needs of the Sioux Falls area. The Board of Regents approved the first reading of the expedited program approval process through [BOR Policy 2:23](#) at December 6-8, 2016 meeting first reading.

4. Advisory Council

The MOU clearly indicates that UC-SF should engage the Sioux Falls community. As such, the appointment of an Advisory Council has provided regular counsel to UC-SF leadership. The Advisory Council consists of representatives from the Sioux Falls business and civic community and partner universities. The Council met four times in the last year, providing community leaders with direct communication and input. Local industry experts review new program proposals and share results of their review with the Advisory Council, providing opportunities for additional feedback. The Advisory Council met on December 9, 2016, to review presentations from consultants considered for the UC-SF Strategic Planning & Assessment Project; Advisory Council feedback was an important part of the selection process in hiring the consultant currently in place. In addition, the Council met on March 16, 2017, to receive a progress report on the status of the strategic planning project.

5. UC-SF Strategic Planning & Assessment Project

UC-SF has launched a strategic plan process with the assistance of consultants experienced in postsecondary education and workforce development. USD selected the organization FutureWorks after receiving input from members of the Sioux Falls community, partner universities and the Advisory Council. FutureWorks is assisting UC-SF in:

- Refining the UC-SF vision, mission and values
- Preparing a market and needs assessment of the Sioux Falls region
- Preparing a 3-year strategic plan and business plan for UC-SF

A UC-SF Planning Group with membership from UC-SF staff, provosts from participating universities, Board staff, representatives from the Advisory Council, and community members is assisting the efforts of FutureWorks. Consultants met with Planning Group members in February of 2017 to launch the effort. In addition, a Steering Committee made up of community leaders, one Regent, and USD and UC-SF representatives is guiding the work of FutureWorks.

6. Presentations to the Legislature

UC-SF participated in two presentations to legislators during 2016. On August 23, UC-SF staff presented information at the request of the legislature’s Government Operations and Audit Committee. On September 19, UC-SF, USD and Board office staff presented to a special legislative task force charged with reviewing the ten-year implementation of [SDCL 13-51-1.3](#) and [SDCL 13-51-1.4](#) (the 2006 legislation required a report after ten years to ensure compliance with funding stipulations).

The legislature passed [HB 1005](#) in 2017, requiring an annual report to the Government Operations and Audit Committee that includes financial reports on each of the three university centers.

7. New Student Success Initiatives

UC-SF has implemented a number of initiatives to increase student success, assist “at risk” students, and improve retention. Those initiatives include:

- The UC Student Support Center opened on September 6, 2016, in Administrative Building Room 205. The hours of operation are Monday-Thursday 9 am – 6 pm and Friday 8 am – 5 pm. The space, originally housing the UC Testing Center, opened its doors staffed by one senior secretary. Services offered during the fall semester included tutoring for math and writing, resume writing workshops, and library services. In the fall 2016 semester, there were 328 student visits to the center (duplicated headcount):
 - ▶ 46 for tutoring services
 - ▶ 7 for library services
 - ▶ 15 for disability services
 - ▶ 260 for “other” services such as studying, test reviews, group projects or peer reviews
- UC held a mid-term “boot camp” for students enrolled in Math 095 for the first time; the boot camp encouraged students to engage tutors by providing pizza and support services for students, resulting in 58 attendees. The Math 095 Bootcamp has continued with plans to offer it for one week each month to provide intensive math tutoring. In January, 38 students participated in the boot camp. The spring tutoring services have increased by adding a Chemistry tutor and another English/Writing tutor.

- UC conducted a weeklong event to encourage health, wellness and support during finals. This event allowed students to enjoy coffee, breakfast and lunch snacks, as well as activities to alleviate stress including chair massages, arts, and crafts.
- In December 2016, the Student Support Center added two full-time personnel: a First-Year Student Success Advisor as the manager of the Center and a mid-level Program Assistant II support position.
- Starting Spring 2017 with a full team in the Support Center, there have already been 168 student visits to the Center (duplicated headcount) in the first six weeks of the semester.
 - ▶ 82 for tutoring services
 - ▶ 24 for advising
 - ▶ 9 for disability services
 - ▶ 53 for “other” services
- Various clubs are in the process of getting started; two meetings for military veterans at UC have already this spring.
- Staff are also currently researching and visiting other college campuses to explore their first year advising and student services to consider how “best practices” in other settings might be applied to UC-SF.

8. Marketing Initiatives (October 2016-February 2017)

UC hired a Marketing and Communications Coordinator in October 2016, giving UC a staff person focused on marketing and recruiting for the first time in three years. Over the past four months, the following marketing projects have occurred:

- Created working Marketing Plan and Budget for 2017.
- Secured contracts with billboard and radio partners for marketing with a dual focus: educating the community about the UC-SF mission and site, and promoting academic programs offered at UC-SF.
- Initiated a digital marketing campaign to promote the UC-SF brand and individual USD, SDSU & DSU programs.
- Established a contract with an email marketing platform for internal and external communications of events, promotion of brand, and academic programs.
- Re-negotiated an existing partnership with *605 Magazine*, including sponsorship of their Summer Classic event.
- Initiated one-on-one meetings with UC Faculty to establish a working relationship for exchange of ideas and feedback on UC-SF students’ needs, goals, obstacles, etc. in order to aid marketing & recruiting efforts and improve staff and faculty relations.

- Initiated an active presence for UC-SF in the community in the following groups: Sales and Marketing Executives of Sioux Falls, Sioux Falls Chamber of Commerce, SD Higher Education Association, Junior Achievement of Sioux Falls, Sioux Empire United Way, Citizens Advisory Committee Member for Metropolitan Planning Organization, Sioux Empire Development Foundation and Lutheran Social Services.
- Increased attention to social media posts on Facebook, Twitter and Instagram about UC-SF brand, events, programs, etc.
- Increased presence of flyers and displays throughout UC-SF for communication of events, programs, etc.
- Improvements made in the UC website, with planning in process to build a new, fully responsive UC-SF website to go live by the end of 2017/beginning of 2018.
- Creation of new videos to promote USD's AA in General Studies, Biomedical Engineering programs & UC Brand for use in various social/digital media, promotions, presentations, etc.
- Created an Internal Marketing Insight Group of UC staff and faculty allowing for feedback from various groups within UC-SF about marketing decisions.
- Developed a working partnership with the UC recruiting and admissions team to plan monthly recruitment and retention activities for January - August 2017.
- Took responsibility for all print production for UC-SF staff (i.e., new student orientation postcards and mailing, academic calendar Inserts, recruitment/admission folders, etc.).
- Initiated ongoing grassroots marketing effort to local businesses to develop relationships and promote the UC-SF brand and individual academic programs.
- Promoted new certificate and associate degree programs to news media, resulting in local news coverage in February 2017 (Eye on KELOLAND, KSFY & *Argus Leader*).
- Participated events promoting UC-SF brand and academic programs in area high schools.
- Promoted UC recruitment and student events, including fall '16 recruitment open house "College to Career" night, Financial Aid Event, spring '17 orientation and February '17 "How to Fund Your Future" event.
 - ▶ As one example of marketing success, USD established a modest goal of 25 new students for the AA in General Studies for the Fall 2016 cohort. Successful collaborations with local high schools to promote the program resulted in 56 students enrolling in the program with an average credit load of 10 credits per student.

9. Financial Summary FY12-FY16

A summary of revenues and expenses at UC-SF for the FY12-FY16 is attached.

10. Next steps

As UC-SF staff and partner institutions continue to refine their efforts, additional effort is expected in the following areas:

- Explore further partnerships with Southeast Technical Institute
- Explore further partnerships with local K-12 schools
- Add and revise programming to match local needs based on FutureWorks report
- Explore additional marketing and branding strategies for UC-SF

**University Center - Sioux Falls
DSU, SDSU, USD Summary**

	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>
Revenues					
Tuition Revenue (after HEFF)	\$7,675,018	\$6,372,514	\$6,113,654	\$6,187,677	\$5,342,418
Rentals	\$201,168	\$272,529	\$254,975	\$273,702	\$263,505
Testing Services	\$6,405	\$7,621	\$6,411	\$5,328	\$85,559
Auxiliary Operations	\$180,153	\$177,955	\$147,721	\$74,629	\$45,275
Total Revenues	\$8,062,744	\$6,830,619	\$6,522,761	\$6,541,336	\$5,736,757
Expenses					
Instructional Costs	\$3,162,609	\$3,008,780	\$2,932,751	\$2,593,047	\$2,389,951
UCSF Operating Costs	\$3,406,913	\$3,201,009	\$2,834,679	\$2,536,210	\$2,494,619
Total Expenses	\$6,569,522	\$6,209,789	\$5,767,430	\$5,129,256	\$4,884,570
Contribution to Campus Support Costs	\$1,493,222	\$620,830	\$755,331	\$1,412,080	\$852,187