

Use this form to request authorization to plan a new baccalaureate major, associate degree program, or graduate program; formal approval or waiver of an Intent to Plan is required before a university may submit a related full proposal request for a new program. The Executive Director and/or their designees may request additional information. After the university President approves the Intent to Plan, submit a signed copy to the Executive Director through the System Academic Officer through the proper process. Only post the Intent to Plan to the university website for review by other universities after approval by the Executive Director, System Academic Officer or designee. This form is meant to capture critical elements for stakeholders to review prior to a full proposal.

**University** NSU - Northern State University

**Degree** MS : Master of Science

**Name of Major** X999 : New Major Requested

Strategic Innovation and Leadership

No

**Specialization  
Required?**

Note: If the new proposed 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 approval.

**College/Department** 5B : NSU School of Business/NMAM : Management and Marketing

**Intended Date of Full  
Proposal** Spring 2023

**Planned CIP Code** 52.0213

## Program Description

1. Provide the working program description that may appear in the university catalog.

The Master of Science in Strategic Innovation and Leadership prepares students to analyze and lead an organization's ability to innovate. In this program, students will study dynamics of innovation, leadership theories, design thinking, creativity, decision making, communications, and team dynamics. Graduates will be prepared to lead organizational change, drive business growth, add customer value, and create competitive advantage through innovation.

## Strategic Impact

2. Describe how the program fits in with the institutional mission, strategic plan, existing institutional program array, and academic priorities.

Northern State University has a key partnership with the Northern Innovation and Startup Center. The MS in Strategic Innovation and Leadership supports building a digital economy ecosystem in northeastern South Dakota by shaping organizational and business leaders who think creatively and who are focused on continued innovation.

If the program does not align to the strategic plan, provide a compelling rationale for the institution to offer the program.

The mission of Northern State University is to “provide diverse academic, civic, social and cultural opportunities that prepare students through the liberal arts, professional education and E-learning for their future endeavors, while also enriching the local and regional community.” The NSU strategic plan further emphasizes the university’s aspiration to be recognized regionally for its performance in four key thematic areas. The Master of Science in Strategic Innovation and Leadership program is closely aligned with the Distinctive Learning (innovation is a central focus of the program, and the intended learning outcomes for graduates are relevant to the leadership needs of contemporary organizations) and Distinctive Partnerships (the majority of program graduates will complete an entrepreneurial project or collaborative internship with a community organization, several of which have already indicated that they are supportive of the development of this program) Strategic Planning Themes.

Along similar lines, the Master of Science in Strategic Innovation and Leadership program promotes the university’s Strategic Priority #1 (“Build a growth strategy to expand student access, success and educational attainment to increase students’ socioeconomic mobility while serving the public good”) and Strategic Priority #3 (“Build sustainable collaborative public/private partnerships to advance academic, cultural, health, recreational, and economic opportunities that serve the public good and produce value for NSU, Aberdeen and the region”).

The mission of NSU’s graduate programs are to: 1) provide a climate in which candidates in graduate programs can expand their knowledge; 2) encourage development of critical and independent thinking skills; 3) enhance graduate students’ abilities to analyze problems objectively; 4) promote the investigation and interpretation of current research; 5) provide a wide range of courses that will prepare graduate students for the demands of their professions; and 6) maintain flexible program guidelines to prepare graduate students for a wide range of employment opportunities. The Master of Science in Strategic Innovation and Leadership program aligns with NSU’s graduate program mission. Students who complete the proposed program will have expanded knowledge in the field of management and will possess enhanced critical thinking skills to handle varied situations in industry. The proposed program will incorporate research assignments to ensure that graduates are current on recent trends in both management and industry research. Students who complete the proposed program will have many career options and will be prepared with tools and critical thinking skills to be able to manage an array of workplace situations.

Finally, the Master of Science in Strategic Innovation and Leadership program will be housed in the School of Business and fits well in relation to the existing array of NSU graduate programs. The program’s focus is recognizably different from those of the existing Master’s degree programs within the School of Business, both of which are industry specific: Accounting Analytics and Banking & Financial Services. Additionally, while there are two other NSU graduate programs that address some facet of leadership (i.e., the Leadership and Administration M.S.Ed. program and the Sports Performance and Leadership M.S.Ed. program), this program is clearly distinct given that those programs are designed to prepare leaders in different types of organizational contexts (i.e., K-12 school administration and coaching/athletic directing). As such, the Master of Science in Strategic Innovation and Leadership program is an appropriate complement to existing NSU graduate programs and will appeal to an additional, broader number of prospective graduate students.

### 3. How does the program connect to the Board of Regent’s Strategic Plan?

The proposed program supports the current Board of Regents’ Strategic Plan. Goal 2, Access and Affordability, is supported by providing an affordable option for students and accountability through efficiency. The dual-listed 400/500 level courses in the program will allow current faculty to teach these courses without the need to hire additional faculty. Additionally, the dual-listed courses will potentially increase revenue from the undergraduate students who wish to continue their education and pursue the MS degree from NSU, and incentivize these students to complete the master’s program, thus providing additional graduate revenue at NSU that would not have been recognized without the existence of the proposed program.

This master’s program supports Goal 3, Academic Excellence, Student Outcomes, Educational Attainment with a curriculum of quality, rigor, and relevance to South Dakota and the region’s economy. All courses will be taught by qualified faculty and the School of Business will seek ACBPS accreditation for this proposed program. The proposed program includes the opportunity for a student to engage in an internship or experiential learning project, beneficial in adding real-life learning experiences and opportunities for growth in innovation and leadership.

Goal 4, Workforce and Economic Development, is supported by the potential for greater earnings for the graduates from this proposed program. According to the U.S. Bureau of Labor Statistics, the median 2021 yearly earnings for managers was \$102,450.00. Additionally, the ability for upward mobility in both for-profit and non-profit organizations will also attract students to the proposed program. The U.S. Bureau of Labor Statistics reports between 2021-2031 positions in management are expected to grow by 8 percent. (<https://www.bls.gov/ooh/management/home.htm>)

Faculty can incorporate research projects with individual companies into their course, or the student can choose the thesis or research project option for their capstone. Working with individual companies on projects, faculty and students will develop implementable recommendations as part of a class or an individual capstone research project. Students pursuing the thesis capstone option can choose either an applied or traditional approach to their research. The interaction between faculty and business organizations will also serve as a basis for faculty research, whether it be the collection of data, theory development, or applied pedagogical research such as the development of a case study teaching tool.

This proposed program also supports Goal 5, Financial Health and Competitiveness, by the anticipated growth in the number of undergraduate and graduate degrees awarded. The proposed program will attract both traditional and non-traditional students who look to further their education and advance their careers.

## Program Summary

### 4. If a new degree is proposed, what is the rationale?

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.

N/A

### 5. What modality/modalities will be used to offer the new program?

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

	Yes/No	Intended Start Date
On Campus	Yes	2024

	Yes/No	Location(s)	Intended Start Date
Off Campus Location	No		

	Yes/No	Delivery Method(s)	Intended Start Date
Distance Delivery	Yes		Fall 2024

	Yes/No	Identify Institutions
Does another BOR institution already have authorization to offer the program online?	No	N/A

### 6. If the program will be offered through distance delivery, identify the planned instructional modality:

Both / HyFlex

## Academic Quality

### 7. What peer institutions and current national standards will be referenced to develop the curriculum for this program? Include links to at least 3 comparable programs at peer institutions and links to national or accreditation standards, if any.

To cultivate our students skills in strategic planning, entrepreneurship, and change leadership, this program sought guidance from the following comparable offerings across AACSB, ACBSP, and IACBE accredited business programs:

\* University College at University of Denver (AACSB)

\* Rochester Institute of Technology (AACSB) <https://www.rit.edu/study/organizational-leadership-and-innovation-ms>

\* Montana State University (AACSB) <https://www.montana.edu/business/ms-innovation-management/requirements.html#courses>

\* Regent University (VA) (ACBSP) <https://www.regent.edu/program/mba-innovation-management/#features-courses/core-courses>

\* Ottawa University (KS) (ACBSP) <https://www.regent.edu/program/mba-innovation-management/#features-courses/core-courses>

\* Salve Regina University (RI) (IACBE) <https://salve.edu/document/ms-innovation-and-strategic-management>

### 8. What program accreditation is available, if any?

ACBSP

### 9. Will the proposed program pursue accreditation or certifications?

Yes

If no, why has the department elected not to pursue accreditation for the program?

N/A

## Duplication and Competition

### 10. Do any related programs exist at other public universities in South Dakota?

A list of existing programs is available through the university websites and the RIS Reporting: Academic Reports Database. If there are no related programs within the Regental system, indicate none.

**BHSU ONLINE MASTER OF SCIENCE IN STRATEGIC LEADERSHIP**

CIP Code: 52.1003

Completers 2020-2021: 13

BHSU's MS in Strategic Leadership requires 33 hours of coursework (24 credit hours of core courses and 9 credit hours of elective courses).

The online MS in Strategic Leadership at BHSU is more focused on traditional leadership while Northern's MS in Strategic Innovation and Leadership require more courses related to innovation, group dynamics, business intelligence, and design thinking and creativity. Also, the MS in Strategic Innovation and Leadership at NSU is offered both online and face-to-face.

**NSU MEd in LEADERSHIP AND ADMINISTRATION**

CIP Code: 13.0499

Completers 2020-2021: 13

Northern's MEd in Leadership and Administration is entirely online and is a state-approved program for principal preparation, complying with SDCL 24:53:08:02. Students who complete the program are prepared to serve as principals at the P-12 level.

Northern's MS in Strategic Innovation and Leadership and Northern's MEd in Leadership and Administration will attract two different sets of students. Students looking to become building principals will pursue the MEd in Leadership and Administration because it prepares them for the Praxis and licensure.

**USD MASTERS PROGRAM IN PUBLIC ADMINISTRATION WITH LEADERSHIP IN PUBLIC MANAGEMENT CERTIFICATE**

CIP Code: 44.0000

Completers 2020-2021: 20

USD's Master's in Public Administration with the Leadership in Public Management certificate is focused on innovative leadership techniques. USD's program conveys leadership principles from a political science disciplinary perspective (i.e., almost all course offerings are offered within the political science department), which reflects the program's intended audience of public and nonprofit sector employees.

NSU's MS in Strategic Innovation and Leadership is set in the Business discipline and designed primarily for students working in industry.

**USD M.S. ADMINISTRATION WITH ORGANIZATIONAL LEADERSHIP**

CIP Code: 44.0401

Completers 2020-2021: 30

USD's MS in Administration with Organizational Leadership includes eight areas of specialization. USD's MS in Administration with Organizational Leadership is designed for early- and mid-career professionals working in governmental agencies, nonprofit and social service organizations, health care and education-or any organization that provides public services.

Northern's M.S. in Strategic Innovation and Leadership is fundamentally different because our graduates will be prepared to lead organizational change in for-profit organizations, drive business growth, add customer value, and create competitive advantage through innovation.

None at DSU

None at SDSU

None at SDSMT

A. If yes, defend the need for an additional program within the state, Include IPEDS enrollment data and additional data as needed.

IPEDS data for existing programs are listed in question 10, above.

Northern's MS in Strategic Innovation and Leadership program offers a Business-discipline based, well-balanced approach to innovation complemented with leadership that will prepare graduates to lead innovation and change in organizations for intrapreneurs and entrepreneurs. Northern worked with the Center on Rural Innovation (CORI) to envision a pathway from the AS in Digital Entrepreneurship to a BS in Business Management or Management Information Systems (MIS) to a MS in Strategic Innovation and Leadership.

There is demand in northeastern South Dakota for a Business-discipline based program that is broader than a specific industry (existing Northern master's degree programs in Business are specific to accounting and banking) and that is open to students who did not complete bachelor's degrees in Business. Both Northern's MS in Banking and Financial Services and MS in Accounting Analytics have several undergraduate pre-requisites commonly found in bachelor's degrees in Business.

Northern's MS in Strategic Innovation and Leadership will be attractive to recent NSU graduates from non-business fields. The three pools of recent graduates will include:

1. Northern graduates who earned non-Business bachelor's degrees and wish to hold a Graduate Assistantship on campus and pursue a master's in Business with a broad, rather than specific industry, focus.
2. Northern student athletes, current or through the transfer portal, who wish to pursue a master's in Business with a broad, rather than specific industry, focus while completing their athletic eligibility.
3. Relatively recent Northern graduates working in Aberdeen-area industries who earned bachelor's degrees in fields like music education or history, and who would like to develop their knowledge and skills in industry with a Business-based master's degree instead of taking additional undergraduate coursework.

Students from the first two pools are required to pursue graduate degrees at Northern, not a USD or BHSU. Students in the third pool are not likely to enroll in other leadership programs at USD or BHSU due to the distance of Vermillion and Spearfish. These students will choose Northern because of their familiarity with and allegiance to Northern State University.

A thorough spatial analysis of Northern's master's degree graduates reveals that the vast majority of Northern's graduate students since 2000 come from northeastern South Dakota or southeastern North Dakota, and the majority are graduates of Northern's bachelor's programs. We expect the same to hold true with Northern's MS In Strategic Innovation and Leadership. Students will be recruited from among the graduates of Northern's bachelor's programs and from the workforce in northeastern South Dakota and southeastern North Dakota.

Northern's existing graduate programs are housed in the School of Business (currently offering master's degrees in Banking and Financial Services and Accounting Analytics), School of Fine Arts (both master's degrees in this school are education focused – Art Education and Music Education), and Millicent Atkins School of Education (all master's degrees in this school are education or counseling focused). The two existing master's degrees in the School of Business

In the letters of support from employers, they recognized that the needs of industry are evolving quickly with the shift to a knowledge ecosystem and the widespread adoption of artificial intelligence (AI). It is difficult for employers to find qualified candidates for leadership positions who are poised to be nimble leaders of ever-changing industry due to the lack of post-graduate leadership programs that equip graduates with innovative leadership skills such as design thinking, data modeling, and creativity.

Northern's MS In Strategic Innovation and Leadership students will be integrated into the Thunder Labs – the Northern Innovation and Startup Center. Students in Northern's MS in Strategic Innovation and Leadership will benefit from access to programming funded by the EDA Build to Scale grant, including \$50,000 in funds to attract national, international, and regional tech innovation speakers and experts to campus each year for the next 3 years.

Northern's MS in Strategic Innovation and Leadership will be the only BOR program to support students on campus at Northern as well as online and to focus specifically on innovation as a major part of leadership. Northern's MS in Strategic Innovation and Leadership is the graduate level culminating credential to foundational programs including the AS in Digital Entrepreneurship and the BS degrees in Management or Management Information Systems (with a minor or certificate in Entrepreneurship or Biotechnology Entrepreneurship).

## **B. If yes, would this program be a candidate for Regental system collaboration?**

No. Northern's MS in Strategic Innovation and Leadership program is unique in that it offers a complementary mix of innovation and the leadership courses in the Business discipline that are necessary to foster change as noted in the letters of support from regional employers. NSU boasts the faculty with expertise in applied leadership and management, industry experience, and relevant research needed to offer this program in-house without Regental system collaboration.

## **11. Do any related programs exist at any non-Regental college or university within 100 miles of the university?**

List those programs here:

Trinity Bible College M.A. Missional Leadership  
CIP Code: 39.0699  
Completers 2021-2022: 18

Trinity's MA in Missional Leadership is a theology-focused degree designed to equip the student with both a theological and practical framework for leadership and ministry in a complex cultural context through leadership development, organizational development, and strategic planning.

University of Jamestown, MA in Leadership  
CIP Code: 39.0699  
Completers 2021-2022: 21

University of Jamestown's MA in Leadership is a general leadership degree with no focus on strategy or innovation. The degree program is 100% online.

#### A. If yes, use IPEDS to identify the enrollment in those programs.

IPEDS data for existing programs are listed in question 11, above.

Trinity Bible's program is heavily focused on church/religious administration, while the NSU MS in Strategic Innovation and Leadership focuses on organizational change in industry – to drive business growth, customer value, and competitive advantage through innovation.

The University of Jamestown's program is a very broad leadership master's degree tied to a general Leadership prefix and not tied specifically to the Business discipline.

#### B. What evidence suggests there is unmet student demand for the proposed program, or that the proposed program would attract students away from the existing program?

The focus of Trinity Bible College's graduate program is on church/religious administration, while Northern's MS in Strategic Innovation and Leadership focuses on organizational change in industry (for-profit entities), business growth, customer value, and competitive advantage through innovation. NSU School of Business is accredited by the Accreditation Council for Business Schools and Programs while Trinity Bible College is accredited by the Association of Biblical Higher Education (ABHE), which specializes in biblical ministry formation and lacks comprehensive business application.

The focus of the University of Jamestown's graduate program in leadership is on leadership generally, not within the context of the Business discipline. The University of Jamestown's MA in Leadership is not accredited by any Business accreditation, as the University of Jamestown is not listed as a member by:

- The International Assembly for Collegiate Business Education (IACBE) <https://iacbe.org/accreditation/member-status-information/results/>
- The Accreditation Council for Business Schools and Programs (ACBSP) [https://acbsp.org/page/membership\\_list](https://acbsp.org/page/membership_list)
- Association to Advance Collegiate Schools of Business (AACSB) <https://www.aacsb.edu/>

The University of Jamestown's program cannot be categorized as a Business degree because all courses are in Leadership (using a leadership prefix), and neither the Business program nor the MA in Leadership is accredited by any major Business accreditor.

Northern State University's Business programs are accredited by ACBSP, and Northern's MS in Strategic Innovation and Leadership is flexible so that students can start at any point in the year and can pace themselves according to work and home demands. On the other hand, the University of Jamestown's MA in Leadership is based on a cohort model; so, students are paced through the program together (<https://www.uj.edu/academics/programs/leadership/>).

The input from regional employers indicates an unmet need for this type of program in northeastern South Dakota.

### Market Demand

This section establishes the market demand for the proposed program (eg Regental system need, institutional need, workforce need). Use the following sources for your data:

- [South Dakota Department of Labor & Regulation](#)
- [O-Net](#)
- [US Department of Labor Projections Central](#)
- SDBOR Workforce and Degree Gap Analysis Report

12. What is the expected growth of the industry or occupation in South Dakota and nationally?

Include the number of openings, as well as the percentage of growth when possible.

According to the South Dakota Department of Labor & Regulation, the "Management" occupation is projected to grow by 11.76% during the period from 2020-2030 in South Dakota (<https://www.southdakotaworks.org/vosnet/analyzer/resultsNew.aspx?session=indproj&qlink=1&plang=E>)

According to the Bureau of Labor Statistics, the "Management Analysts" occupation is projected to grow by 11.4% (a total increase of 108,400 openings) nationally during the period from 2021-2031 and by 13.7% (a total increase of 450 jobs) in South Dakota during the period from 2020-2030. (<https://money.usnews.com/careers/best-jobs/management-analyst>)

According to the EMSI SDBOR Program Demand Gap Analysis Report, the "Professional, Scientific, & Technical Services" occupation is projected to grow by 20.7% (a total increase of 3,508 openings) in South Dakota during the period from 2020-2030. Similarly, the "Management of Companies & Enterprises" occupation is projected to grow by 9.9% (a total increase of 522 openings) in South Dakota during the period from 2020-2030.

### 13. What evidence, if any, suggests there are unfilled openings in South Dakota or nationally?

The SDBOR Program Demand Gap Analysis completed in August 2021 by EMSI indicated that business administration and management was an area in which there was a significant gap between the number of annual job openings and annual degree completions. This area showed the biggest gap among all areas studied by EMSI. The gap was 64 at the master's degree level and 494 at the bachelor's degree level.

According to the 20-2028 employment projections by the South Dakota Department of Labor, Sioux Falls MSA occupational employment projections for all management occupations have a predicted growth rate of 11.5% and an increase of 492 jobs in the Sioux Falls MSA alone. (Labor Market Information Center, South Dakota Department of Labor and Regulation, July 2021 [https://dlr.sd.gov/lmic/menu\\_projections\\_occupation.aspx](https://dlr.sd.gov/lmic/menu_projections_occupation.aspx))

North Dakota's Labor Market Information Center provides similar long-term projections through 2026 for all management occupations in that state. Typical entry-level management occupations needing a Master's degree is projected to grow by 7%; hence, increasing management occupation job openings by approximately 834 jobs by 2026. ([https://www.ndlmi.com/admin/gsipub/htmlarea/uploads/lmi\\_LTedutrnproj2026.pdf](https://www.ndlmi.com/admin/gsipub/htmlarea/uploads/lmi_LTedutrnproj2026.pdf))

As previously mentioned, employment in managerial occupations is projected to grow 7% from 2018 to 2028, faster than the average for all occupations, which will result in approximately 706,000 new jobs nationally. (<https://www.bls.gov/ooh/management/home.htm>)

Within South Dakota specifically, the South Dakota Labor Market Information Center (SDLMIC) lists general and operations managers on their "hot careers" list with high wages and high demand within the state. According to the SDLMIC, the State projects an 8.9% annual average growth in demand, or 380 new general and operations managers annually through 2026. ([https://dlr.sd.gov/lmic/lb/2018/lbarticles/lbart\\_nov2018\\_hotcareers.aspx](https://dlr.sd.gov/lmic/lb/2018/lbarticles/lbart_nov2018_hotcareers.aspx))

CNBC.com, in a recent report, found that "64% of employers expected to step-up interest in diversity and inclusion (management) in the coming months." The same report indicated a broad and lucrative range of national salaries for diversity managers with master's degrees, with a range of \$84,400 to \$126,000. (<https://www.cnbc.com/2020/01/02/demand-for-diversity-and-inclusion-professionals-set-to-rise-in-2020.html>)

In the upper range of annual salaries, Salary.com reports that plant general managers with master's degrees can expect to earn \$174,577 to \$191,470 annually, with job growth rates near 7% through 2029. (<https://salary.com>)

### 14. What salaries can program graduates expect to earn in South Dakota and nationally?

Typical job titles that are associated with a Master's in Management, Leadership, Innovation, and Strategy include Training and Development Manager, Human Resources Manager, Sales Manager, Executives, and Principals.

Managers - Training & Development  
 SD - \$102,330  
 Nationally - \$120,130

Managers - Operations  
 SD - \$129,370  
 Nationally - \$97,970

Managers - Human Resource  
 SD - \$102,590  
 Nationally - \$126,230

Managers - Sales  
 SD - \$133,660  
 Nationally - \$127,490

Managers - Analysts  
 SD - \$82,760  
 Nationally - \$93,000

Chief Executives  
 SD - \$272,280  
 Nationally - \$98,420

\*Numbers are reflective of 2021 from the U.S. Bureau of Labor Statistics. <https://www.bls.gov/ooh/>

**15. Optional: Provide any additional evidence of regional demand for the program.**

e.g. prospective student interest survey data, letters of support from employers, community needs...

See attached letters of support from Mike Bockorny, CEO of Aberdeen Development Corporation and Kelly Weaver, Regional Director for the Small Business Development Center.

**Student Demand**

**16. Provide evidence of student enrollment at peer institutions that offer the same/similar program using data obtained from IPEDS.**

Choose programs not already listed in question 11. Use the most recent year available.

University Name	State	Program Name	Number of Degrees Conferred in Program	Total Number of Conferrals at Level (Undergrad or Grad)
Regent University	VA : Virginia	MBA in Innovation Management	114	114
Ottawa University	KS : Kansas	MS in Innovation and Management	52	52
Salve Regina	RI : Rhode Island	MS in Innovation and Strategic Management	60	60

**17. What evidence suggests there is interest from prospective students for this program at the university?**

\*Ottawa University offers the MS in Innovation and Management on campus in Kansas (39) and online (13). Both the on campus and online graduates are presented here (total 52).

In a preliminary study, a total of 59% of business students at NSU slightly agreed (18%), agreed (18%), or strongly agreed (23%) with the statement, I am interested in earning a master's degree. When responding to the statement, I would enroll in a Strategic Innovation and Leadership master's degree at NSU, a total of 41% of students slightly agreed (23%) or agreed (18%).

Additionally, an average of 8 potential NSU student athletes contact Graduate Studies each year about pursuing a master's at Northern State University while completing their Athletic eligibility express concern that the two master's programs in the School of Business are too industry-specific and not broad enough for their interests in business. These student athletes typically choose a different institution or choose to earn a second bachelor's degree instead of pursuing a master's at Northern.



## Enrollment

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

Include the number of openings, as well as the percentage of growth when possible.

All students entering this program are expected to be new to NSU/program. We do not expect students to be redirected from any other program at NSU. Many of the students enrolling in this program may be recently graduated NSU students who have completed their undergraduate degree; hence these students are not new to NSU, but will be new to the proposed program. The proposed program will also be attractive to NSU alumni, members of the Aberdeen community, and the surrounding area who seek graduate education linked with the possibility of career advancement in a setting that is convenient to their home or business.

19. Narrative Description of the preliminary estimates on annual enrollment in this program by year six

Include all students within the program, not just those new to the program.

Using first year enrollments from the new MS-Accounting Analytics program as a basis for determining initial enrollments and anticipated graduation rates, we expect the enrollment/graduation pattern for the first five years of the MS-Strategic Leadership and Innovation will grow from 8 students to 30.