

**New Academic Degree Program
Full Proposal Application
South Dakota Board of Regents
Academic Affairs Forms**

Internal Ticket ID: 5522

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Use this form to propose a new degree program. The Board of Regents, Executive Director, and/or their designees may request additional information about the proposal. After the university President approves the proposal, submit a signed copy to the Executive Director through the System Academic Officer (through the online submission process).

Note: Within the proposal, all references to external sources should be documented with a footnote (including web addresses where applicable).

University NSU - Northern State University

Degree MS : Master of Science

Name of Major X999 : New Major Requested **Strategic Innovation and Leadership**

Specialization Required? No

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

Planned CIP Code 52.0213

WICHE WRRGP Eligibility Yes

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.

2. 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, indicate "None."

None.

Strategic Impact

3. 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.

4. 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

5. 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

6. 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	Fall 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

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

Both / HyFlex

8. What are the student learning outcomes for this program?

1. Students will analyze the dynamics of innovation capabilities, resources, and preferences.
2. Evaluate team and group dynamics in the workplace.
3. Demonstrate critical thinking skills through the use of data analysis/business intelligence to assist top management in the strategic decision making process.
4. Analyze one’s leadership skills and develop a plan on how to develop as a leader.
5. Apply creative and design thinking to solve business problems.

9. For associate’s and bachelor’s degree proposals, identify the 3-5 AAC&U Essential Learning Outcomes that have been selected for this program.

Use the chart below to indicate the student learning outcomes that align to the selected ELOs (See BOR Policy 2.11 and Guideline 8.5).

Essential Learning Outcomes (AAC&U)	Student Learning Outcomes
Inquiry and Analysis	
Critical and Creative Thinking	
Information Literacy	
Teamwork	
Problem Solving	
Civic Knowledge and Engagement	
Intercultural Knowledge	
Ethical Reasoning	
Foundational Lifelong Learning Skills	
Integrative Learning	

10. Enter the number of credit hours required to graduate

Credit Hours

30

11. Complete the following tables to provide a degree program curriculum summary.

A. Table 1 – Total Program Degree Credit Hours

	Credit Hours In Program	
	Hours Per Requirement	% Total Hours
System General Education Requirements		
<i>Subtotal - Gen Ed Requirements</i>		%
Program Requirements		
Required Support Courses		
Major Requirements	18	
Major Electives	12	
<i>Subtotal - Program Requirements</i>	30	%
Free Electives	0	
<i>Subtotal - Free Electives</i>	0	%
Degree Total	30	%

**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 with the President of the Board of Regents.*

B. Table 2 – Insert Required Program Support Courses Impacting Other Programs (outside department). Do not include General Education courses.

*The individual curriculum tables should be included as a word document **attached** to the TDX ticket.*

C. Table 3 – Insert Major Requirements (within department)

*The individual curriculum tables should be included as a word document **attached** to the TDX ticket.*

D. Table 4 – Insert Major Electives

*The individual curriculum tables should be included as a word document **attached** to the TDX ticket.*

12. New Course Approval

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

Yes

Academic Quality

13. What peer institutions and current national standards will be referenced to develop the curriculum for this program?

Peer Institution: Regional and Competitive institutions. 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>

14. What program accreditation is available, if any?

ACBSP

15. 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

16. Did the university engage any developmental consultants to assist with the development of the curriculum? 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 the curriculum?

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

Northern State University faculty in the School of Business met with Jim Cramer Hon AIA, Hon IIDA, CAE, a specialist in design intelligence at Georgia Institute of Technology. Mr. Cramer is an alum of Northern State University ('69) who also serves as Distinguished Professor of the Savannah College of Architecture and Design. Mr. Cramer has authored four books including Design+Enterprise, now in its 3rd Edition. He has written over 220 articles and book chapters for numerous publications and was the founding publisher of both Architectural Technology and Design Intelligence. Mr. Cramer discussed and shared syllabi of courses at Georgia Tech that focus on innovation, creative thinking, and design with Northern faculty.

Northern State University did not consult a professional or accrediting association during the development of this curriculum.

17. Inclusion of High Impact Practices (HIP) across all undergraduate programs is a strategic priority of the Board of Regents to enhance academic quality and increase student engagement. For associate's and bachelor's degree proposals, which HIPs will faculty embed into the program?

Mark all that apply. To be considered as a HIP program, two or more should be selected and required in the program.

High Impact Practices	Included
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- Capstone courses and projects
- Collaborative assignments and projects
- Common intellectual experiences
- Diversity/global learning
- ePortfolios
- First year experiences
- Internships
- Learning communities
- Service learning, community-based learning
- Writing intensive courses
- Undergraduate research

18. For associate's and bachelor's degree proposals, discuss how HIPs will be embedded into the program

Your discussion should provide examples and include whether the HIP is required or an optional component. It should also indicate at what point the experience is offered or required. (eg "students will be required to participate in an internship during their third year of enrollment in order to develop skills in...").

Student Success

This section outlines the university's plan to assess student achievement of the program learning outcomes.

19. Complete the table below to provide evidence of a preliminary assessment plan. Place an asterisk next to assessments that are national or state-level instruments.

Note: It is only necessary to indicate the summative assessment for each outcome, not the formative assessments used throughout the program.

Program Learning Outcome	Course	Summative Assessment
Students will analyze the dynamics of innovation capabilities, resources, and preferences.	BADM741 Dynamics of Innovation	Analyze an organization's innovation, capabilities, resources and preferences.
Evaluate team and group dynamics in the workplace.	BFS/BADM 740 Communication and Team Dynamics	Final paper/project.
Demonstrate critical thinking skills through the use of data analysis/business intelligence to assist top management in the strategic decision-making process.	ACCT/BADM 730 Managerial Accounting and Business Intelligence	Complete an individual project.
Analyze one's leadership skills and develop a plan on how to develop as a leader.	BADM 450/550 Business Leadership	Complete an individual assessment.
Apply creative and design thinking to solve business problems.	BADM 742 Creative Thinking and Design	Develop a case study.

20. How will outcomes for graduates of the program be assessed?

Outcomes may include employment and placement rates, licensure examination pass rates, acceptance rates to graduate school, student or employer surveys, or other assessments of graduate outcomes.

Students will complete a survey in the capstone course. The graduate faculty coordinator will work with the the Career Services Coordinator to track employment and career trajectory outcomes of graduates of the program. The program will be evaluated on a regular cycle following ACBSP guidelines and BOR policy, and employer focus groups or surveys will be included as part of the regular cycle of evaluation.

Duplication and Competition

21. 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 21, 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.

22. Do any related programs exist at any non-Regental college or university within 150 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 22, 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
- 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

23. 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.

24. 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)

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_LTedutrproj2026.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)

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>)

25. 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/>

26. 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

27. Provide evidence of student completers/graduates at that degree level at peer institutions that offer the same/similar program using data obtained from IPEDS.

Peer Institution: Regional and Competitive institutions. 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

28. 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

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

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.

30. Complete the enrollment worksheet to provide an enrollment projection for the next six academic years

Worksheet Completed

Yes

31. What is the minimum number of students required in this program to break even, with respect to the budget?

The breakeven point is 12 students.

32. Discuss the assumptions informing your enrollment estimates.

(e.g. current enrollment and trends in similar programs, IPEDS data, recruitment strategies, partnerships)

Enrollment projections are based on the following data/information:

* Current enrollment in other NSU MS programs in the School of Business were used in determining the estimated enrollment. The 5-year average number of graduates from the MS in Accounting Analytics and MS in Banking and Financial Services is 10. Both the Accounting Analytics and Banking and Financial Services programs are specialized degree programs; so, using their average graduates creates a conservative estimate for the more general MS in Strategic Innovation and Leadership program.

*NSU began using Slate to track inquiries and applications starting in late 2019. Filtering for graduate applications and students who applied to a graduate business program, an average of 61 students applied each year since we began tracking in Slate. During this same time frame, the average number of students accepted into our MS in Accounting Analytics and Banking and Financial Services programs (not the accelerated programs) is 17. The difference between the average number applied (61) and the number accepted (17) is 44 students. According to the Office of Graduate Studies, several of the 44 students who did not complete their applications and/or were not accepted were international students who want to come to the United States for an on-campus program. Northern's MS in Banking and Financial Services is online only. This limits the program fit for international students to Accounting Analytics. However, most international students interested in studying business at Northern do not have the prerequisites to be admitted to the MS in Accounting Analytics, which is a specialized master's degree program. These international students, and other domestic students who have not completed the business pre-requisites, are likely candidates for Northern's MS in Strategic Innovation and Leadership.

*Among the average of 44 students who do not complete their application or who are not accepted into either of Northern's specialized Business master's degree programs each year, are domestic students who also face the hurdle of pre-requirements. Northern's MS in Strategic Innovation and Leadership will also attract domestic students who earned non-business undergraduate majors. Students who are interested in a master's degree through NSU but do not want a specialized business degree like the MS in Accounting Analytics and MS in Banking and Financial Services, will be interested in this degree.

* In the most recent Outcomes Survey generated by Symplicity (2021-22), 30% of the students who completed the survey and graduated with a business degree from NSU indicated they were planning to continue their education after graduation. The 5-year average number of NSU business graduates is 55. Using the most recent Outcome Survey, 17 graduates of NSU's business programs will pursue master's degrees each year.

*Using the data from Slate and the outcome survey, we are estimating a total of 8 students enrolling in the program in Year 1, of which 3 students will be off campus or distance.

*We have taken a conservative approach in our numbers and have assumed a 5% growth rate in the number of entering students each year.

33. If projected program enrollment is not realized in year two, what actions is the university prepared to take?

Possible tools to grow program enrollment include:

- Expand already strong partnerships with area employers to develop scholarships and tuition support for employees earning their MS in Strategic Innovation and Leadership.
- Engage Northern's Business Advisory Committee to develop leads for possible students in the program and to spread the word/marketing materials about the program.
- Solicit feedback from students in the program to develop testimonials for marketing materials and drip campaigns.
- Purchase names to grow the funnel of potential students.

34. Discuss the marketing and recruitment plan for the program

Include information on partnerships and pipelines (e.g. articulation agreements with BOTE, collaboration with partner university, community partnerships).

The School of Business has marketing funds that will be used to create awareness of this new program. The funds can also be used to target social media advertising to prospective program candidates.

The department will work with the NSU Graduate Office, Athletics, and our current NSU undergraduate students to promote the program on campus.

The School of Business will also work with the NSU Foundation to reach out to our School of Business graduates within the last ten years.

The Northern Innovation and Startup Center could also be a place of contact to reach out to entrepreneurs.

Financial Health

35. Complete the budget worksheet to provide a budget projection for the next six academic years.

Worksheet Completed		Yes					
Financial Health Summary							
	1st FYxx	2nd FYxx	3rd FYxx	4th FYxx	5th FYxx	6th FYxx	
Tuition & Fee Revenues	41931	78621	83862	89104	94345	104828	
Program Expenses	68432	68432	68432	68432	68432	68432	
NET	-26501	10189	15430	20672	25913	36396	
Other Supporting Revenues							
NET (Other)	-26501	10189	15430	20672	25913	36396	

36. 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 and software, other operation and maintenance expenses, facilities, etc., needed to implement the proposed major.

Address off-campus or distance delivery separately.

Initial costs are incurred during FY 24 and coincide with the beginning of student enrollment. Department chairs have already assessed faculty workloads and allotted courses to current faculty, assuming a fall 2024 start for the program. After the required number of students graduate from the program, Northern will submit final documents for the program to be approved for ACBSP accreditation. The workload for this will be absorbed by the administrator ultimately responsible for the ACBSP accreditation, the Dean of the School of Business.

37. If new faculty are not requested, describe how existing faculty will be utilized and indicate whether this action will impact other existing programs.

Existing faculty will be utilized in teaching. Northern State University is budgeting one-quarter of each of four faculty member's workload to the program, equating to 1.0 FTE. One adjunct faculty member will be needed to support the program, as well. The 400/500 level courses are currently being offered, and seats are available in the courses; therefore, not creating a need for additional faculty for those courses. As the program grows, multiple sections of courses may need to be offered, and at that time, workloads will shift or adjunct faculty will need to be added.

38. Is the university requesting or intending to request permission for a new fee or to attach an existing fee to the program?.

Requesting Permission for Fee?	Yes, existing fee
Explanation	Existing fee for graduate level courses in business prefixes will be attached to courses.

39. Use the table below to describe potential risks to the program's implementation over the next four years.

For each risk, identify the severity (low, medium, high), probability of occurrence (low, medium, high) and the institution's mitigation strategy for each risk.

Risk	Severity	Probability	Mitigation Strategy
Enrollment	Low	Low	Marketing and Recruitment
Entry into 4+1 program	Low	Low	Faculty and Professional Advisors

External Review

40. If this proposal is for a graduate program, provide information below for at least five potential consultants who may be considered to conduct the external review.

Reviewer Name	Title	Institution
Brian A. Vander Schee, PhD, vandersb@iu.edu/812-855-8878	Clinical Professor of Marketing	Indiana University
Rachel Lundbohm, DBA rlundboh@crk.umn.edu/218-281-8190	Assistant Professor of Management	The University of Minnesota Crookston
Hannah Sunderman, PhD hsunderman@vt.edu/540-231-1002	Assistant Professor of Adaptive and Organization Leadership	Virginia Tech
Michael Wardlaw michaelwardlaw@creighton.edu/901-491-4602	Course Director and Adjunct Instructor	Creighton University
Eric Fretz ebfretz@umich.edu/313-492-5964	Senior Lecturer	University of Michigan

Additional Information

41. (Optional) Use this space to provide pertinent information not requested above that may assist the Board in understanding the proposal.

Letters of support attached.

Approvals

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.*

President of the University

Date

1/1/0001

Academic Affairs, Provost

Date

1/1/0001

Finance and Administration, Vice President

Date

11/7/2023

Veronica Paulson

Enrollment Management, Vice President

Date

11/6/2023

Marcus Garstecki



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

Proposed Curriculum Summary

UNIVERSITY:	Northern State University
PROPOSED PROGRAM:	MS in Strategic Innovation and Leadership

Required General Education Courses Specific to Major

(Please list if any general education courses are required for the proposed major. If not, leave blank.)

Prefix	Number	Course Title <i>(add or delete rows as needed)</i>	General Education Goal

Required Support Courses Outside the Major

(Not general education requirements)

Prefix	Number	Course Title <i>(add or delete rows as needed)</i>	Credit Hours	New (yes, no)
				Choose an item.
				Choose an item.
Subtotal				

Major Requirements

Prefix	Number	Course Title <i>(add or delete rows as needed)</i>	Credit Hours	New (yes, no)
ACCT	730	Managerial Accounting and Business Intelligence	3	No
BADM	550	Business Leadership	3	No

BADM	740	Communication and Team Dynamics	3	No.
BADM	741	Dynamics of Innovation	3	Yes
BADM	742	Creative Thinking and Design	3	Yes
BADM	785	Capstone Project/Course	3	Yes

Subtotal

18

Major Electives: List courses available as electives in the program. Indicate any proposed new courses added specifically for the major.

Prefix	Number	Course Title <i>(add or delete rows as needed)</i>	Credit Hours	New (yes, no)
ACCT	715	Data Modeling and Visualization	3	No
BADM	501	Business Essentials I (Required for non-business undergraduate majors)	3	No
BADM	538	Entrepreneurship II	3	No
BADM	539	Quality Management	3	No
BADM	551	Organizational Development	3	No
BADM	559	Analytics	3	No
BADM	560	Human Resource Management	3	No
BADM	562	Diversity in Management	3	No
BADM	569	Project Management	3	No
BADM	578	Marketing Research	3	No
BADM	792	Advanced Topics	3	No
BADM	794	Internship or Entrepreneurship Project	3	No

Subtotal

12

New Program Request – Curriculum Summary

ESTIMATES	FISCAL YEARS*					
	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Students new to the university	5	5	6	6	6	6
Students from other university programs						
Students off-campus or distance continuing students	3	3 7	3 7	3 8	4 8	5 9
Total students in the program (fall)	8	15	16	17	18	20
Program credit hours (major Courses)**	120	225	240	255	270	300
Graduates		7	7	8	8	9
*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.						

NORTHERN STATE UNIVERSITY, MS IN STRATEGIC INNOVATION AND LEADERSHIP

FINANCIAL HEALTH SUMMARY						
	1st	2nd	3rd	4th	5th	6th
	FY24	FY25	FY26	FY27	FY28	FY29
TUITION & FEE REVENUES	41,931	78,621	83,862	89,104	94,345	104,828
PROGRAM EXPENSES	68,432	68,432	68,432	68,432	68,432	68,432
NET (T&F REVENUES LESS PROGRAM EXPENSES)	(26,501)	10,189	15,430	20,672	25,913	36,396
OTHER SUPPORTING REVENUES	-	-	-	-	-	-
NET AFTER OTHER SUPPORTING REVENUES	(26,501)	10,189	15,430	20,672	25,913	36,396

DATA ENTRY SHOULD BE COMPLETED IN WORKSHEETS

1. Tuition and Fee Revenue Projections
2. Expenses Detail - Personal Services
3. Expense Detail - Operating Expenses (OE)
4. Other Resource Consideration

FINANCIAL HEALTH SUMMARY IS POPULATED WITH DATA FROM SUBSEQUENT WORKSHEETS (1, 2 and 3).

FINANCIAL HEALTH SUMMARY - EXPANDED

	1st	2nd	3rd	4th	5th	6th
	FY24	FY25	FY26	FY27	FY28	FY29
PROGRAM TUITION AND FEE REVENUES						
<i>Estimated # of Students Enrolled</i>	8	15	16	17	18	20
Tuition (Net of HEFF)	35,391	66,358	70,782	75,206	79,630	88,478
Program Fees	6,540	12,263	13,080	13,898	14,715	16,350
Total Program Tuition and Fee Revenues	41,931	78,621	83,862	89,104	94,345	104,828

Notes:

PROGRAM EXPENSES

Personal Services						
FTE - Faculty	0.50	0.50	0.50	0.50	0.50	0.50
FTE - NFE / CSA	0.00	0.00	0.00	0.00	0.00	0.00
# of Adjunct Course	1	1	1	1	1	1
# of GA's	0	0	0	0	0	0
Salary	55,450	55,450	55,450	55,450	55,450	55,450
Benefits	12,982	12,982	12,982	12,982	12,982	12,982
Sub-Total Personal Services	68,432	68,432	68,432	68,432	68,432	68,432
Chk	-	-	-	-	-	-

Notes:

Operating Expenses (OE)

Travel	-	-	-	-	-	-
Contractual Services	-	-	-	-	-	-
Supplies and Materials	-	-	-	-	-	-
Grants and Contracts	-	-	-	-	-	-
Capital Assets	-	-	-	-	-	-
Faculty Start-Up	-	-	-	-	-	-
Sub-Total Personal Services	-	-	-	-	-	-
Chk	-	-	-	-	-	-
Total Program Expenses	68,432	68,432	68,432	68,432	68,432	68,432
Chk	-	-	-	-	-	-

Notes:

NET (T&F Revenues less Program Expenses) (26,501) 10,189 15,430 20,672 25,913 36,396

OTHER SUPPORTING REVENUES

General Funds - New	-	-	-	-	-	-
General Funds - Redirect	-	-	-	-	-	-
Institutional Support	-	-	-	-	-	-
Private / Gifts	-	-	-	-	-	-
Industry Support	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Other Supporting Revenues	-	-	-	-	-	-
Chk	-	-	-	-	-	-
NET AFTER OTHER SUPPORT REVENUES	(26,501)	10,189	15,430	20,672	25,913	36,396
Chk	-	-	-	-	-	-

Notes:

NORTHERN STATE UNIVERSITY, MS IN STRATEGIC INNOVATION AND LEADERSHIP

NEW TUITION AND FEE REVENUE PROJECTIONS

1st 2nd 3rd 4th 5th 6th
FY24 FY25 FY26 FY27 FY28 FY29

ENROLLMENT PROJECTIONS

	1st FY24	2nd FY25	3rd FY26	4th FY27	5th FY28	6th FY29
Full-Time						
Year 1	8	8	9	9	10	11
Year 2	-	7	7	8	8	9
Pgy 3	-	-	-	-	-	-
Pgy 4	-	-	-	-	-	-
Sub-Total	8	15	16	17	18	20
Part-Time						
Pgy 1	-	-	-	-	-	-
Pgy 2	-	-	-	-	-	-
Pgy 3	-	-	-	-	-	-
Pgy 4	-	-	-	-	-	-
Pgy 5	-	-	-	-	-	-
Sub-Total	-	-	-	-	-	-
Total	8	15	16	17	18	20

Notes:

PROGRAM CREDITS TAKEN (MAJOR, IN DISCIPLINE)

Full-Time						
Year 1	15	15	15	15	15	15
Year 2	-	15	15	15	15	15
Pgy 3	-	-	-	-	-	-
Pgy 4	-	-	-	-	-	-
Total	15	30	30	30	30	30
Part-Time						
Pgy 1	-	-	-	-	-	-
Pgy 2	-	-	-	-	-	-
Pgy 3	-	-	-	-	-	-
Pgy 4	-	-	-	-	-	-
Total	-	-	-	-	-	-

Notes:

TOTAL CREDIT HOURS GENERATED (MAJOR, IN DISCIPLINE)

Full-Time						
Pgy 1	120	120	135	135	150	165
Pgy 2	-	105	105	120	120	135
Pgy 3	-	-	-	-	-	-
Pgy 4	-	-	-	-	-	-
Sub-Total	120	225	240	255	270	300
Part-Time						
Pgy 1	-	-	-	-	-	-
Pgy 2	-	-	-	-	-	-
Pgy 3	-	-	-	-	-	-
Pgy 4	-	-	-	-	-	-
Sub-Total	-	-	-	-	-	-
Total	120	225	240	255	270	300

Notes:

APPLICABLE TUITION AND FEE RATES

Tuition - Per Credit	333.25
Program Fee Per Credit	54.50

<https://www.sdbor.edu/student-information/Pages/Tuition-and-Fees.aspx>

Notes: Applied Graduate, State Support Tuition, Resident + Allied Health Program Fee

TUITION AND FEE REVENUE PROJECTIONS

Tuition (Net HEFF)	35,391	66,358	70,782	75,206	79,630	88,478
Program Fee	6,540	12,263	13,080	13,898	14,715	16,350
TOTAL	41,931	78,621	83,862	89,104	94,345	104,828

NORTHERN STATE UNIVERSITY, MS IN STRATEGIC INNOVATION

PROGRAM EXPENDITURES - PERSONAL SERVICE

1st 2nd 3rd
FY24 FY25 FY26

FACULTY

Faculty / Administrator - 12 Mos	Annualized			
FTE	0.50	0.50	0.50	0.50
Salary	102,998	51,499	51,499	51,499
Benefits		12,666	12,666	12,666
Total		64,165	64,165	64,165

Faculty - 12 Mos	Annualized			
FTE	0.00	0.00	0.00	0.00
Salary	-	-	-	-
Benefits		-	-	-
Total		-	-	-

Faculty - 9 Mos	Annualized			
FTE	0.00	0.00	0.00	0.00
Salary	-	-	-	-
Benefits		-	-	-
Total		-	-	-

Adjunct	Avg Per Course			
# of Courses		1	1	1
Salary	3,951	3,951	3,951	3,951
Benefits		316	316	316
Total		4,267	4,267	4,267

Faculty Sub-Total				
FTE		0.50	0.50	0.50
Adjunct Course Count		1	1	1
Salary		55,450	55,450	55,450
Benefits		12,982	12,982	12,982
Total		68,432	68,432	68,432

NFE / CSA	Annualized			
Program Advisor				
FTE	0.00	0.00	0.00	0.00
Salary	-	-	-	-
Benefits		-	-	-
Total		-	-	-

Program Assistant	Annualized			
FTE	0.00	0.00	0.00	0.00
Salary	-	-	-	-
Benefits		-	-	-
Total		-	-	-

Other	Annualized			
FTE	0.00	0.00	0.00	0.00
Salary	-	-	-	-
Benefits		-	-	-

Total	-	-	-
-------	---	---	---

NFE / CSA Sub-Total

FTE	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
Salary	-	-	-
Benefits	-	-	-
Total	-	-	-

GA's	Avg Stipend			
# of GA's		<i>0</i>	<i>0</i>	<i>0</i>
Salary	-	-	-	-
Benefits		-	-	-
Total		-	-	-

TOTAL PERSONAL SERVICES

FTE - Faculty	<i>0.50</i>	<i>0.50</i>	<i>0.50</i>
FTE - NFE / CSA	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
# of Adjunct Course	<i>1</i>	<i>1</i>	<i>1</i>
# of GA's	<i>0</i>	<i>0</i>	<i>0</i>
Salary	55,450	55,450	55,450
Benefits	12,982	12,982	12,982
Total	68,432	68,432	68,432

MANAGEMENT AND LEADERSHIP

RESOURCES

4th FY27 5th FY28 6th FY29

0.125
0.5

<i>0.50</i>	<i>0.50</i>	<i>0.50</i>
51,499	51,499	51,499
12,666	12,666	12,666
64,165	64,165	64,165

Notes:

<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
-	-	-
-	-	-
-	-	-

Notes:

<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
-	-	-
-	-	-
-	-	-

Notes:

<i>1</i>	<i>1</i>	<i>1</i>
3,951	3,951	3,951
316	316	316
4,267	4,267	4,267

Notes:

<i>0.50</i>	<i>0.50</i>	<i>0.50</i>
<i>1</i>	<i>1</i>	<i>1</i>
55,450	55,450	55,450
12,982	12,982	12,982
68,432	68,432	68,432

<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
-	-	-
-	-	-
-	-	-

Notes:

<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
-	-	-
-	-	-
-	-	-

Notes:

<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
-	-	-
-	-	-

Notes:

-	-	-
---	---	---

<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
-	-	-
-	-	-
-	-	-

<i>0</i>	<i>0</i>	<i>0</i>
-	-	-
-	-	-
-	-	-

<i>0.50</i>	<i>0.50</i>	<i>0.50</i>
<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
<i>1</i>	<i>1</i>	<i>1</i>
<i>0</i>	<i>0</i>	<i>0</i>
55,450	55,450	55,450
12,982	12,982	12,982
68,432	68,432	68,432

Benefits	Update to CY Rates		
	Full	PT/Adjunct	GA
Variable	0.141	0.08	0.002
H/L	10,809		

NORTHERN STATE UNIVERSITY, MS IN STRATEGIC INNOVATION AND LEADERSHIP

PROGRAM EXPENDITURES - OPERATING EXPENSES (OE)

1st 2nd 3rd 4th 5th 6th
 FY24 FY25 FY26 FY27 FY28 FY29

TRAVEL

Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Total	-	-	-	-	-	-

CONTRACTUAL SERVICES

Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Total	-	-	-	-	-	-

SUPPLIES AND MATERIALS

Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Total	-	-	-	-	-	-

GRANTS AND CONTRACTS

Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Total	-	-	-	-	-	-

CAPITAL ASSETS

Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Total	-	-	-	-	-	-

FACULTY START-UP

Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Description	-	-	-	-	-	-
Total	-	-	-	-	-	-

TOTAL OPERATING EXPENSES (OE)						
TRAVEL	-	-	-	-	-	-
CONTRACTUAL SERVICES	-	-	-	-	-	-
SUPPLIES AND MATERIALS	-	-	-	-	-	-
GRANTS AND CONTRACTS	-	-	-	-	-	-
CAPITAL ASSETS	-	-	-	-	-	-
FACULTY START-UP	-	-	-	-	-	-
Total	-	-	-	-	-	-

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**NORTHERN STATE UNIVERSITY, MS IN STRATEGIC INNOVATION AND LEADERSHIP
OTHER RESOURCE IMPLICATIONS**

PLEASE PROVIDE NARRATIVE REGARDING ANY NEW NEEDS OR IMPACT TO THE FOLLOWING SUPPORT AREAS

CLASSROOMS:

Classrooms on campus will be utilized for the courses in this program. There are no unique classrooms needs. The courses are lecture, discussion, and project based and the current classrooms on campus meet these needs.

OTHER PHYSICAL FACILITIES: Faculty offices, student space, labs, seminar rooms, etc.

No new faculty offices are needed. Current full-time faculty will be teaching the courses in the program. No student space, labs, seminar rooms, etc are needed for the program.

TECHNOLOGY RESOURCES: Computer labs, software, network/internet, Audio-visual / telecommunications, wireless connectivity, etc.

The technology needed for this program already exists on campus (D2L, Wifi, audio-visual equipment in the classrooms, and wireless connectivity).

LIBRARY SERVICES: Staffing, collections (books, ebooks, journals, subscriptions), study space, etc.

The current library resources will meet the needs of the program. There will not be a need for any new books, journals, or subscriptions. The study spaces in the library are sufficient to meet the needs of the students in the program.

REGISTRAR: Student records support, classroom scheduling support, etc.

It is not expected that this program will be a burden on our registrar. The School of Business faculty and secretary schedule the classes and reserve classrooms. The graduate office will manage the paperwork for admission into the program along with ensuring all students meet admission/graduation requirements.

MARKETING & ENROLLMENT SERVICES: program marketing, program recruitment, etc.

The School of Business will work with the Public Relations staff on campus to develop marketing materials. Funding has been received from an outside donor that can be used to market the program.

STUDENT SUPPORT: International student support, health counseling, career services, housing, scholarship, etc.

With this being a graduate program, there will not be many students living on campus. The current student support services will be available to the students in the program. It is not expected that this program will burden the student support services on campus.

OTHER



February 14, 2023

South Dakota Board of Regents
c/o Dr. Brian Maher
306 East Capitol Avenue, Suite 200
Pierre, SD 57501

Dear Dr. Maher and the SD Board Regents Members:

I write today in support of the Northern State University (NSU) request to add a master's degree in Strategic Innovation and Leadership. One of the key pillars of economic development is education; especially high quality regional post-secondary education. For years NSU has served as northeast South Dakota's regional comprehensive university and adding this MS will further enhance NSU's standing in completing its mission and further educating individuals.

The MS in Strategic Innovation and Leadership will prepare students to analyze and lead an organization's ability to innovate. 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. Furthermore, this MS will support the work of the Northern Innovation and Startup Center.

A graduate degree in Strategic Innovation and Leadership will also provide enhanced knowledge for management and marketing practitioners not typically included in an undergraduate degree program. Such advanced knowledge is extremely beneficial for those interested in advancing their career into middle and potentially into senior leadership positions of an organization. Additionally, individuals who earn this MS degree will enhance their lifetime salary earnings, thus, driving wealth enhancement. Studies consistently show those who have an MS can increase their lifetime earning potential by over 20%.

I strongly encourage you to support the addition of a master's degree in Strategic Innovation and Leadership at NSU. Thank you for your time and consideration.

Kindly,



Michael L Bockorny
CEO
Aberdeen Development Corporation



**Center
on Rural
Innovation**

February 28, 2023

Doug Ohmer
Northern State University
1200 S. Jay Street
Aberdeen, SD 57401


Dear Mr. Ohmer,

On behalf of The Center on Rural Innovation, we are pleased to provide this letter of support for the addition of a graduate degree in Strategic Innovation and Leadership to Northern State University. The Center on Rural Innovation (CORI) is an action tank currently supporting a network of 36 rural communities, including Aberdeen, SD, in developing resilient economic development strategies based on innovation and entrepreneurship and in building new pathways for tech economy jobs and businesses as part of a sustainable ecosystem.

Advanced knowledge is extremely beneficial for those interested in advancing their career into middle and senior leadership positions of an organization; a Master of Science in Strategic Innovation and Leadership would prepare students to analyze and lead an organization's ability to innovate as well as prepare them to lead organizational change, drive business growth, add customer value, and create competitive advantage through innovation. This program could also assist in retaining bachelor degree graduates in South Dakota for their graduate studies, and complete a broad program offering, from associate's through master's programs, to support the work of the Northern Innovation and Startup Center.

CORI is pleased to support Northern State University's proposal to add an MS in Strategic Innovation and Leadership and believe this program could contribute to building the academic infrastructure for the technology ecosystem in Aberdeen and the surrounding area. This innovative initiative is an important aspect of economic and innovative marketability and we look forward to continuing to support this initiative and future endeavors.

Sincerely,

DocuSigned by:

374A2DD936A3447...

Matt Dunne
Founder & Executive Director

**Building innovation
in rural America from
the ground up.**

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05048

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DACOTAH BANK

*Here for you.*SM

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Aberdeen, SD 57402-1496

p: (605) 225-4850
f: (605) 225-4929

Dr. Doug Ohmer
Dean, School of Business
Northern State University
1200 South Jay Street
Aberdeen, SD 57401

Dr. Ohmer:

It is my understanding Northern State University is in the process of exploring the potential for a Master of Science in Strategic Innovation and Leadership offering. As you know, Dacotah Bank has been well served by a steady pipeline of NSU graduates throughout the years, many of whom have assumed mid- and senior-level leadership positions within the company.

One of the greatest challenges Dacotah Bank faces is the ongoing and emerging need for qualified leaders with the requisite capabilities to address the needs of an ever-changing business environment. I trust other employers within the region would express similar views and would be in full support of Northern State University providing an offering for early-career and seasoned leaders designed to equip them with the ability to lead organizational change, innovate within a complex environment, and design and execute people strategies for long-term organizational success.

In conclusion, Dacotah Bank would like to offer its full support of the Master of Science in Strategic Innovation and Leadership at Northern State University.

Sincerely,



Kimberly Bowman
Senior Vice President Chief Talent Officer



BANKING ♦ INSURANCE ♦ MORTGAGE ♦ TRUST
MEMBER FDIC TRUSTED CHOICE EQUAL HOUSING LENDER NOT FDIC INSURED
NOT FDIC INSURED



February 21, 2023

Dr. Doug Ohmer
NSU School of Business
1200 South Jay Street
Aberdeen, SD 57401

Dear Dr. Ohmer:

I would like to lend my support to the Masters in Strategic Innovation and Leadership degree that Northern State University is proposing. Leadership and innovation are the keys to business success as we move deeper into the knowledge economy. This programming would definitely align well with the Northern Innovation and Startup Center and would certainly benefit the many regional companies that are seeking to grow their businesses and develop their future leadership team.

In my day to day work, I deal primarily with small businesses and startups that are not yet to that stage of their business. However, it doesn't take long for founders to realize there is so much more to their businesses than the daily operations, which is their initial focus and rightly so. Having access to this type of education and also to the professionals in the field would be a great resource for them. I could see a great opportunity to pair small growing companies with graduate students. Students could expose business owners to aspects of leadership and innovation they may not have considered and would certainly struggle to implement in the busyness of their ongoing operations. Northern has always been ready to engage their staff and students with the business community, and I expect this degree would only enhance those opportunities.

For too long there has been very limited amount of graduate studies being offered in the business field in our region and at Northern specifically. This new Master's program would be a welcomed addition.

Sincerely,

Kelly Weaver, Regional Director
Small Business Development Center



Aberdeen Regional Office
506 South Main Street, Suite 2
Aberdeen, South Dakota 57401
Phone: (605) 698-7654 x 5 www.sdbusinesshelp.com

