



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

**New Certificate**

<b>UNIVERSITY:</b>	<b>USD</b>
<b>TITLE OF PROPOSED CERTIFICATE:</b>	<b>Leadership in Public Management</b>
<b>INTENDED DATE OF IMPLEMENTATION:</b>	<b>Fall 2020</b>
<b>PROPOSED CIP CODE:</b>	<b>44.0401</b>
<b>UNIVERSITY DEPARTMENT:</b>	<b>Political Science</b>
<b>BANNER DEPARTMENT CODE:</b>	<b>POLS</b>
<b>UNIVERSITY DIVISION:</b>	<b>Arts and Sciences</b>
<b>BANNER DIVISION CODE:</b>	<b>2A</b>

**Please check this box to confirm that:**

- The individual preparing this request has read [AAC Guideline 2.7](#), which pertains to new certificate requests, and that this request meets the requirements outlined in the guidelines.
- This request will not be posted to the university website for review of the Academic Affairs Committee until it is approved by the Executive Director and Chief Academic Officer.

**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.*

*Elizabeth M. Freeburg*

5/1/2020

Institutional Approval Signature

Date

*President or Chief Academic Officer of the University*

Note: In the responses below, references to external sources, including data sources, should be documented with a footnote (including web addresses where applicable).

**1. Is this a graduate-level certificate or undergraduate-level certificate (place an "X" in the appropriate box)?**

Undergraduate Certificate

Graduate Certificate

**2. What is the nature/ purpose of the proposed certificate? Please include a brief (1-2 sentence) description of the academic field in this certificate.**

Leadership in Public Management is an important set of skills and theories from a rich history of academic work. The skills, however, are applicable, especially for public and nonprofit sector employees who, after a few years of experience, find themselves managing others. Many, however, do not have the time or ability to pursue a many-years long graduate degree program. This certificate will allow them, taking one course a semester over two years, to hone their leadership abilities.

- 3. If you do not have a major in this field, explain how the proposed certificate relates to your university mission and strategic plan, and to the current Board of Regents Strategic Plan 2014-2020.**

N/A. Degree program is the MPA program.

- 4. Provide a justification for the certificate program, including the potential benefits to students and potential workforce demand for those who graduate with the credential.**

Students from commute-distance communities need flexibility in program offerings, including courses on leadership and organizational management, but do not want to complete a 36- or 39-hour degree program over several years. This program will give students a chance to learn concrete leadership and management skills over two years (one course a semester) to earn this certificate.

We hope to draw students from public and nonprofit organizations who need employees with leadership skills in their sector (rather than generic or business management). According to the BLS, in 2017 over 36,000 South Dakotans worked for some level of government and over 100,000 South Dakotans worked for a 501(c)(3), although the number of employees by educational attainment (undergraduate degree) or in management roles is difficult to ascertain.<sup>1,2</sup> The potential pool, just in South Dakota, is large. We also hope to attract full-time employees from areas like NW Iowa and NE Nebraska.

- 5. Who is the intended audience for the certificate program (including but not limited to the majors/degree programs from which students are expected)?**

Students who have completed an undergraduate degree in a related field. We will especially be recruiting from populations of students who are full time public and nonprofit sector employees from nearby major population centers (Sioux Falls, Sioux City, Yankton).

**6. Certificate Design**

- A. Is the certificate designed as a stand-alone education credential option for students not seeking additional credentials (i.e., a bachelor's or master's degree)? If so, what areas of high workforce demand or specialized body of knowledge will be addressed through this certificate?**

Numerous public and nonprofit sector employees have entered these fields without degree specializations in those areas. This certificate program is intended for students who work with budgets, evaluate programs, or need additional skills in examining and understanding the trends in data that drive their programs.

- B. Is the certificate a value added credential that supplements a student's major field of study? If so, list the majors/programs from which students would most benefit from adding the certificate.**

Yes. The certificate will benefit students in the Master of Public Administration, Executive Master of Public Administration, and Master of Science in Administration degree programs. The certificate will provide students in existing USD programs with an additional credential in quantitative fields including cost-benefit analysis and expenditure/revenue projections. The certificate will also provide a credential for students unable to pursue a degree program in management or leadership.

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<sup>1</sup> [https://www.bls.gov/oes/2017/may/oes\\_research\\_estimates.htm](https://www.bls.gov/oes/2017/may/oes_research_estimates.htm)

<sup>2</sup> <https://www.bls.gov/bdm/nonprofits/nonprofits.htm>

**C. Is the certificate a stackable credential with credits that apply to a higher level credential (i.e., associate, bachelor’s, or master’s degree)? If so, indicate the program(s) to which the certificate stacks and the number of credits from the certificate that can be applied to the program.**

Yes, this program can stack with the Master of Public Administration program (All 12 credits stack) and courses will be taught from that program. They will also stack with an Executive Master of Public Administration (online, 12 credits) or Master of Science in Administrative Science (online, XX credit stack), as long as students meet the other program requirements.

**7. List the courses required for completion of the certificate in the table below (if any new courses are proposed for the certificate, please attach the new course requests to this form). Certificate programs by design are limited in the number of credit hours required for completion. Certificate programs consist of nine (9) to twelve (12) credit hours, including prerequisite courses. In addition, certificates typically involve existing courses. If the curriculum consists of more than twelve (12) credit hours (including prerequisites) or includes new courses, please provide explanation and justification below.**

Prefix	Number	Course Title <i>(add or delete rows as needed)</i>	Prerequisites for Course <i>Include credits for prerequisites in subtotal below.</i>	Credit Hours	New (yes, no)
<b>Complete one of the following (3 credits)</b>					
POLS	721	Seminar in Public Administration*		3	No
POLS	724	Organization and Management*		3	No
<b>Complete three of the following (9 credits)</b>					
LDR	501	Advanced Leadership Theory and Practice†		3	No
POLS	504	Local Government Administration and Politics†		3	No
POLS	564	Politics and Leadership in Literature†		3	No
POLS	723	Public Personnel Management†		3	
POLS	725	Public Performance and Contracting†		3	Yes^
Subtotal				12	

\*Either POLS 721 or 724 may be taken as a required course; the other course may also be taken but as an elective

†Electives. 50% (2 courses) in the program must be at the 700 level or higher.

^Although this course is “new,” it is not being created for this certificate program. Its creation is concurrent with this certificate program to meet the needs of existing MPA students.

**8. Student Outcome and Demonstration of Individual Achievement.**

*Board Policy 2:23 requires certificate programs to “have specifically defined student learning outcomes.*

**A. What specific knowledge and competencies, including technology competencies, will all students demonstrate before graduation? The knowledge and competencies should be specific to the program and not routinely expected of all university graduates.**

- Lead and manage in public governance

- Analyze, synthesize, think critically, solve problems and make decisions
- Articulate and apply a public service perspective
- Communicate and interact productively with a diverse and changing workforce and citizenry

**B. Complete the table below to list specific learning outcomes – knowledge and competencies – for courses in the proposed program in each row. *Label each column heading with a course prefix and number. Indicate required courses with an asterisk (\*). Indicate with an X in the corresponding table cell for any student outcomes that will be met by the courses included. All students should acquire the program knowledge and competencies regardless of the electives selected. Modify the table as necessary to provide the requested information for the proposed program.***

*Modify the table as necessary to include all student outcomes. Outcomes in this table are to be the same ones identified in the text.*

Individual Student Outcome	Program Courses that Address the Outcomes						
	POLS 721	POLS 724	LDR 501	POLS 504	POLS 564	POLS 723	POLS 725
Lead and manage in public governance	X	X	X	X	X	X	X
Analyze, synthesize, think critically, solve problems and make decisions	X	X	X	X		X	X
Articulate and apply a public service perspective	X	X		X	X	X	X
Communicate and interact productively with a diverse and changing workforce and citizenry	X	X	X	X		X	X

**9. Delivery Location.**

*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.*

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

	Yes/No	Intended Start Date
<b>On campus</b>	Yes	Fall 2020

	Yes/No	If Yes, list location(s)	Intended Start Date
<b>Off campus</b>	No		

	Yes/No	If Yes, identify delivery methods <i>Delivery methods are defined in <a href="#">AAC Guideline 5.5.</a></i>	Intended Start Date

<b>Distance Delivery (online/other distance delivery methods)</b>	No		
<b>Does another BOR institution already have authorization to offer the program online?</b>	No		

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

	<b>Yes/No</b>	<b><i>If Yes, identify delivery methods</i></b>	<b><i>Intended Start Date</i></b>
<b>Distance Delivery (online/other distance delivery methods)</b>	No		



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**New Course Request**

USD	Arts & Sciences/Political Science	
<b>Institution</b>	<b>Division/Department</b>	
Institutional Approval Signature		3/23/2020
		<b>Date</b>

**Section 1. Course Title and Description**

Prefix & No.	Course Title	Credits
POLS 725	Public Performance and Contracting	3

Course Description
<p>The idea of “performance” is central to the management of public and nonprofit sector agencies. This course will explore the construct of performance, how performance is managed through strategic management and performance routines, and the use of contracting and outsourcing is used to manage public goals via the private or nonprofit sector.</p>

**Pre-requisites or Co-requisites None**  
**Registration Restrictions None**

**Section 2. Review of Course**

**2.1. Was the course first offered as an experimental course?**  
 Yes *(if yes, provide the course information below)*       No

**2.2. Will this be a unique or common course (place an “X” in the appropriate box)?**  
*If the request is for a unique course, verify that you have reviewed the common course catalog via Colleague and the system [Course Inventory Report](#) to determine if a comparable common course already exists. List the two closest course matches in the common course catalog and provide a brief narrative explaining why the proposed course differs from those listed. If a search of the common course catalog determines an existing common course exists, complete the Authority to Offer an Existing Course Form.*

**Unique Course**

Prefix & No.	Course Title	Credits
POLS 721	Sem in Public Administration	
POLS 724	Organization and Management	

<p><i>Provide explanation of differences between proposed course and existing system catalog courses below:</i></p> <p>This course extends the concepts from generic management and administration to more specific topics of performance, managing performance, and managing and creating contracts. It is a course design for practitioners where the other two are more theory oriented.</p>
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**Section 3. Other Course Information**

**3.1. Are there instructional staffing impacts?**

No. Schedule Management, explain below:

POLS 722 was offered on rotation every spring. This will replace the Spring odd offering of POLS 722.

**3.2. Existing program(s) in which course will be offered:**

MPA- Master of Public Administration

**3.3. Proposed instructional method by university:**

E - Seminar

**3.4. Proposed delivery method by university:**

U01 Face-to-face Term Based Instruction

U15 Internet Asynchronous – Term Based Instruction

**3.5. Term change will be effective:**

Spring 2021

**3.6. Can students repeat the course for additional credit?**

Yes, total credit limit: \_\_\_\_\_  No

**3.7. Will grade for this course be limited to S/U (pass/fail)?**

Yes  No

**3.8. Will section enrollment be capped?**

Yes, max per section: 20  No

**3.9. Will this course equate (i.e., be considered the same course for degree completion) with any other unique or common courses in the common course system database in Colleague and the [Course Inventory Report](#)?**

Yes  No

*If yes, indicate the course(s) to which the course will equate (add lines as needed):*

Prefix & No.	Course Title

**3.10. Is this prefix approved for your university?**

Yes  No

**Section 4. Department and Course Codes (Completed by University Academic Affairs)**

**4.1. University Department Code:** UPOLS

**4.2. Banner Department Code:** UPOL

**4.3. Proposed [CIP Code](#):** 44.0401

*Is this a new CIP code for the university?*  Yes  No