

**SOUTH DAKOTA BOARD OF REGENTS**

**Academic and Student Affairs**

**AGENDA ITEM: 6 – B**  
**DATE: December 13-14, 2023**

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**SUBJECT**

**2022 Academic Degree Program Productivity Report**

**CONTROLLING STATUTE, RULE, OR POLICY**

[BOR Policy 2.3.4](#) – Academic Program Evaluation and Review Policy  
[AAC Guideline 2.3.4.A\(5\)](#) – Program Productivity Review Guideline

**BACKGROUND / DISCUSSION**

The Board of Regents approved BOR Policy 2.3.4 – Academic Program Evaluation and Review Policy at their [March](#) and [May](#) meeting in 2021. The program evaluation requires campuses to evaluate their portfolio of programs and if the program is flagged, then that program must be evaluated, and an action plan developed.

As outlined in BOR Policy 2.3.4, a program will be flagged if the program does not meet the degree conferral and both the student enrollment and financial formula evaluation.

1. Degree conferral will flag if the program does not meet one of the following:
  - a. Associate Degree - Five (5) graduates a year or twenty-five (25) during the five (5)-year reporting period.
  - b. Bachelor’s Degree - Seven (7) graduates a year or thirty-five (35) during the five (5)-year reporting period.
  - c. Master’s Degree - Four (4) graduates a year or twenty (20) during the five (5)-year reporting period.
  - d. Professional, Terminal, and Doctoral Degree -One (1) graduate a year or five (5) during the five (5)-year reporting period.
2. Student enrollment will be flagged if the program does not meet one of the following:
  - a. Associate Degree – Three (3)-year average of a minimum of fifteen (15) enrollments.
  - b. Bachelor’s Degree – Three (3)-year average of a minimum of twenty-five (25) enrollments.
  - c. Master’s Degree – Three (3)-year average of a minimum of fifteen (15) enrollments.
  - d. Professional, Terminal, and Doctoral Degree – Three (3)-year average of a minimum of seven (7) enrollments.
3. Financial Viability – This is an evaluation based on instructional revenue and expenses by the academic vice president.

The campuses had a total of 58 programs assigned to the normally scheduled three-year mid-cycle review with an additional 22 watchlist programs from previous program productivity cycles. Among the 80 programs, 21 were flagged via BOR Policy 2.3.4 and evaluated by university academic leadership as required (See Attachment I, Appendix I – Board Policy Summary). Table 1 provides the recommendations from the evaluation.

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**DRAFT MOTION 20231213\_6-B:**

I move to approve the recommendations as outlined in this item.

**Table 1: Program Productivity Evaluation**

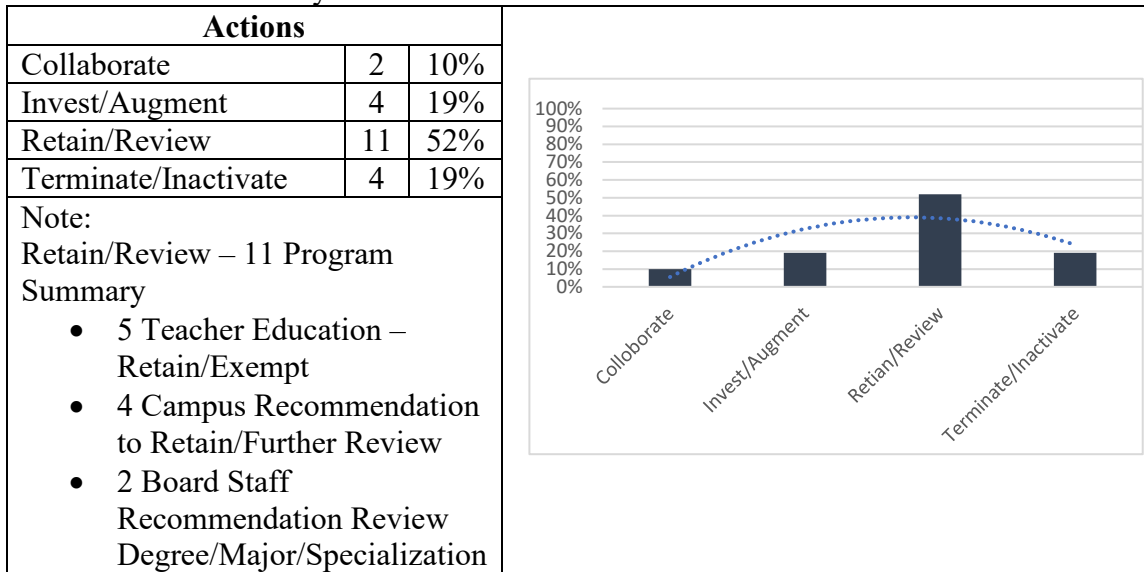
<b>BHSU</b>	<b>Action Plan</b>
BAS.THM BHSU Tour/Hospitality Mgmt. (AS)	Retain for further review. BHSU will evaluate two different plans to increase enrollments or to retool the credential.
BBA.SPN BHSU Spanish/BBSED.SPN BHSU Spanish (BA/BSED)	Review for System Collaborative Program.
BBS.ENC BHSU Communication/English (BS)	BHSU Inactivate Program.
BBSED.SCC BHSU Science Education (BSED)	Retain/Request Program Exemption - mission critical/workforce need.
BBSED.SSC BHSU Social Science (BSED)	Retain/Request Program Exemption - mission critical/workforce need.
<b>DSU</b>	<b>Action Plan</b>
DBS.PAC DSU Prof Accountancy (BS)	*Retain for further review and recommend to evaluate degree modification.
DBSED.BED DSU Business Education (BSED)	Retain/Request Program Exemption - mission critical/workforce need.
DBSED.CED DSU Computer Education (BSED)	Retain/Request Program Exemption - mission critical/workforce need.
<b>NSU</b>	<b>Action Plan</b>
NAS.DMD NSU Digital Media (AS)	Retain/Request Program Exemption - Feeder Program - limited financial cost.
NBA.GOV NSU Government (BA)	NSU Inactivate Program.
NBA.IBU NSU International Business (BA)	*Retain for further review and recommend to evaluate degree modification.
NBA.THR NSU Theatre (BA)	NSU Inactivate Program.
NBA.SPN/NBSED.SPN NSU Spanish Education (BSED)	Review for System Collaborative Program.
NBS.MIS NSU Management of Info Sys (BS)	Investment/Realignment/Augmentation - This program is already engaged in a program investment.
NMSED.IDE /NMSED.IDE.AP NSU Inst Dsgn ELearn Acc (MSED)	Investment/Realignment/Augmentation - This program is already engaged in a program investment.
<b>SDSMT</b>	<b>Action Plan</b>
MBS.AES SDSMT Atmos/Environ Sci (BS)	Investment/Realignment/Augmentation - This program is already engaged in a program investment.
MMS.AES SDSMT/MMS.AES.AP SDSMT Atmos/Envir Sci Acc (MS)	Investment/Realignment/Augmentation - This program is already engaged in a program investment.
MMS.PAL/MMS.PAL.AP SDSMT Paleontology Accel (MS)	Retain for further review. SD Mines will open this program to non-thesis students.
MPHD.AES SDSMT Atmos/Envir Sci (PhD)	SDSMT Inactivate Program.
<b>SDSU</b>	<b>Action Plan</b>
SBA.FRS SDSU French Studies/SBA.FRS-TC French Studies-Teach (BA)	Retain/Request Program Exemption - Only Regental program in state for this workforce. Limited financial costs.
<b>USD</b>	<b>Action Plan</b>
UMA.HST USD History (MA)	Retain for further review. USD will explore offering program to non-thesis students.

\* BOR academic staff recommends a different response to the findings of the report.

The outcome of the evaluation was as follows, four programs will be placed on a moratorium with subsequent discontinuing, consolidating/collaborating two programs within the system, augmenting and incorporating four programs into an action plan, and retaining 11 programs for further review.

Among the 11 programs identified for further review, five will be retained and exempted for a five-year period from additional review due to the teacher education program/major and the workforce need for South Dakota. Additionally, four programs will undergo evaluation in accordance with campus action plans, while two are recommended for further evaluation and assessment with respect to their degree/major/specialization, as recommended by the board academic staff to campus academic leadership/unit/faculty.

Table 2: Action Summary



**IMPACT AND RECOMMENDATION**

The campuses have been working on the evaluation of these program reviews since March of 2023. Working with academic leadership and board academic staff has been an iterative process. Academic leadership worked directly with their campuses per internal institutional processes.

As policy and guidelines are new, the work developed during this initial cycle will help continue to enhance the procedures for the next cycle. Attachment I is the annual report that has been developed for the Regents which provides supportive documentation and history of the discontinued and approved programs since 2010.

It is recommended that the Board approve the action recommendations as presented in Tables 1 and 2.

**ATTACHMENTS**

Attachment I – Academic Degree Program Productivity Report

The Board of Regents System guidelines for monitoring low-producing programs was established by the SB55 Taskforce recommendation, academic leadership at each of the campuses, and approved by the Regents. The System's dedication to ensuring program quality and program viability is a central focus of Board policy and their fiduciary responsibility as the constitutional governing board.

**Policy 2.3.4 – Academic Program Evaluation and Review Policy:** Requires an evaluation of academic program productivity every three years coupled tightly with the three-year mid-cycle review. Following an analysis of the data and consultations with chief academic officers, a report shall be presented for consideration by BOR Committee A. Committee A evaluates and makes the final recommendation for the Full Board at the Board of Regents meeting. Appendix I outlines a summary of the process.

**Definitions:** Retrieved from BOR Policy 2.3.4 – Academic Program Evaluation and Review Policy

Three-Year Mid-Cycle Analytics/Evaluation: University examination of program performance based on a set of common metrics: enrollment, student success, instructional activity, faculty, and revenue/expense.

Program Productivity Review: Board of Regents program productivity review analyzing programs that fail to meet the established criteria thresholds.

Watchlist: A program appearing on the Program Productivity report and allowed to remain active will be placed on an annual report created by BOR and provided to the University.

**Program Assessment:** Using the criteria established by policy, data on academic programs were flagged due to low enrollments and lower program conferral numbers. The academic vice presidents further evaluated for program financial viability. EAB Edify standardized academic dashboards and other reporting tools were utilized by campuses to evaluate and make recommendations.

**Mid-Cycle Review and Program Productivity Review Findings:** The campuses had a total of 58 programs assigned to the normally scheduled three-year mid-cycle review with an additional 22 watchlist programs from previous program productivity cycles. Among the 80 programs, 21 were flagged via BOR Policy 2.3.4 and evaluated by university academic leadership as required (See Appendix I – Board Policy Summary).

**Summary from Calendar Year (CY) 2010 – 2022 Findings:** The enhancement of the program evaluation process as recommended by SB55 taskforce and approved by the Board of Regents, improves upon past practices. Appendix III – VI provides additional documentation. However, in this program productivity evaluation cycle, we see evidence pointing toward more collaborative requests and inactivation/termination decisions than in the past few program productivity cycles (2018 and 2020).

**Appendix:**

**Appendix I Evaluation Policy Summary (2.3.4)**

**Appendix II Current Cycle (Program Productivity Evaluation)**

**Appendix III Active Programs by Campus and Degree Type**

**Appendix IV Discontinued Programming by Campus and Degree Type CY 2010-2022**

**Appendix V Approved Programming by Campus and Degree Type CY 2010-2022**

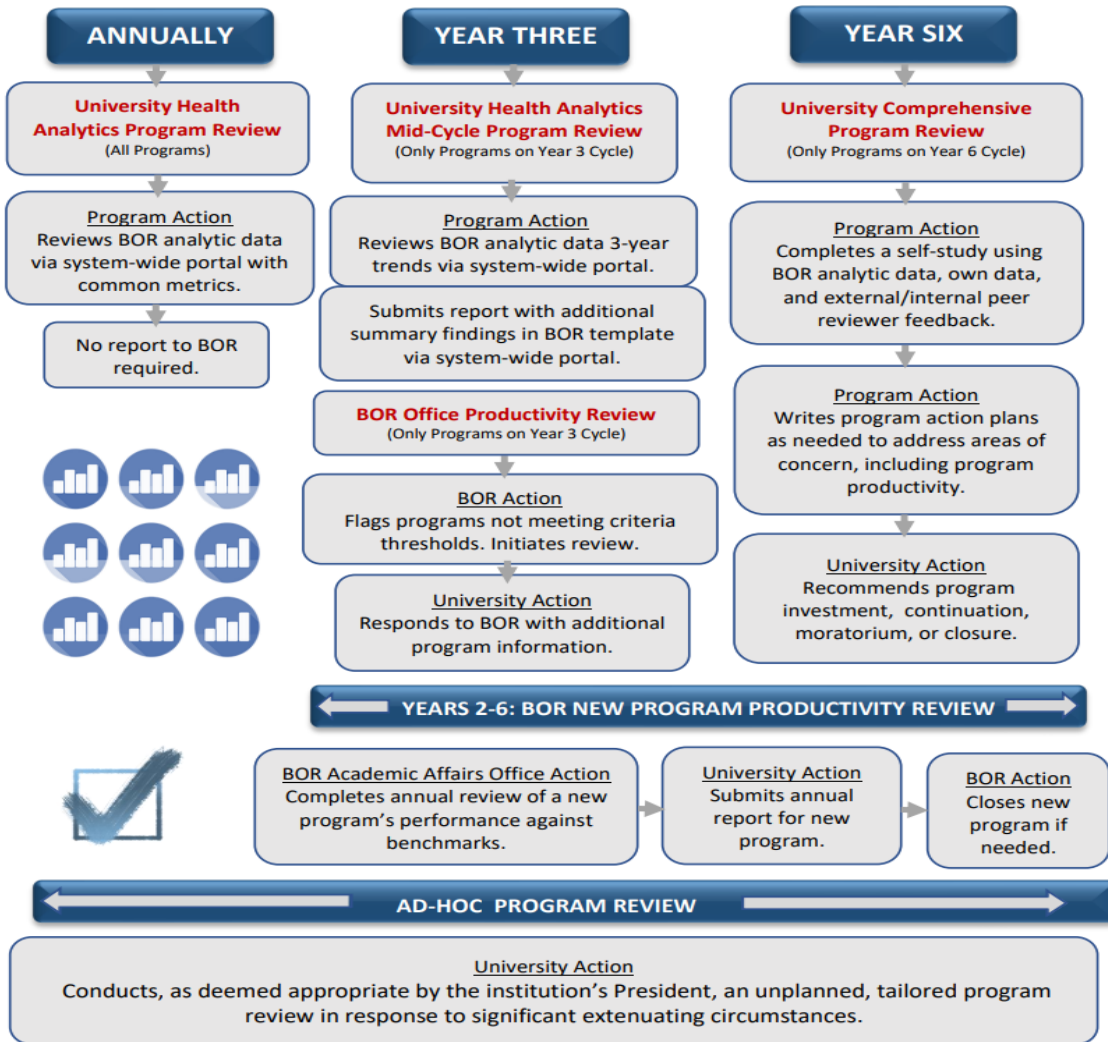
**Appendix VI System Summary Comparison CY 2010-2022**

**Appendix I  
South Dakota Board of Regents – Policy Summary**

In March of 2022, the Board of Regents approved the recommended policy from the SB55 taskforce. The graphic below describes the evaluation process.

**Graph 1: Review of Academic Program Evaluation Cycle**

The following process shall allow the BOR to examine the extent to which established associate, bachelor, master, and doctoral academic programs are meeting their intended priorities and to determine the viability of new program requests. *Programs with specialized professional accreditation shall follow their program accreditation cycles and submit those reports to the BOR in lieu of the 6-year cycle.*



Each year, as programs are scheduled for the year-three mid-cycle, they will also be evaluated for program productivity measures. If they are flagged, they are reviewed by the academic units at the campus/institution and a recommendation is forwarded to the board office. The Board office working with the academic vice president or designee will evaluate the assessments and recommendations. BOR academic staff may request the Board of Regents to approve full recommendations as submitted or approve additional/modified board academic staff recommendations. Any modified recommendation will be shared with the academic vice president so the dialogue can begin at the campus.

**Appendix II**  
**South Dakota Board of Regents Current Cycle – Program Productivity Evaluation**

In the 2022 Mid-Cycle review, 58 programs were flagged for evaluation; 22 additional watchlist programs were evaluated due to having been flagged in a previous program productivity finding (previous cycle). Among the 80 programs, 21 were flagged via BOR Policy 2.3.4 and evaluated by university academic leadership as required (See Attachment I, Appendix I – Board Policy Summary).

Table 1 provides a breakdown of those that were either noted for evaluation based on the mid-cycle or the watchlist. The 21 programs that moved forward in accordance with policy to a program productivity evaluation shall be reviewed and one of the following options must be selected by the campus.

1. Program Closure
2. Program Moratorium
3. Retain with Further Review (limit to two-year review/used only once)
4. Investment/Augmentation (Includes Collaboration)

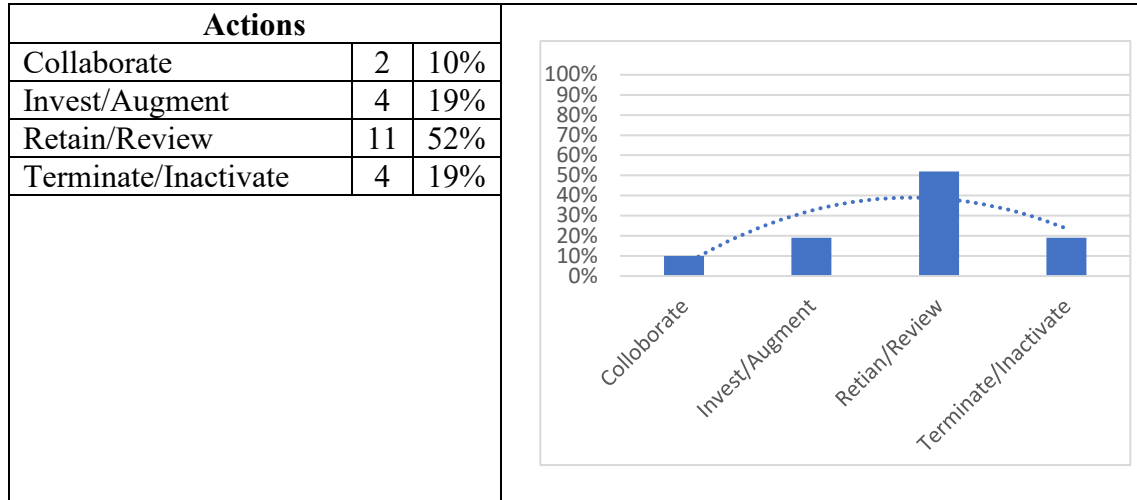
**Table 1: Assessment Findings**

<b>University</b>	<b>Flagged for Mid-Cycle Evaluation</b>	<b>Watchlist (Programs Flagged Past Cycle) *</b>	<b>Forwarded to the Program Productivity Evaluation</b>
BHSU	7	4	5
DSU	0	5	3
NSU	6	3	7
SDSMT	22	0	4
SDSU	11	3	1
USD	12	7	1

\*Only included those that were not also included in the mid-cycle to avoid duplicated counts.

Table 2 denotes the recommended actions as outlined in the Board of Regents cover item. All but two of the campus recommendations were adopted and forwarded to the Regents for consideration. Two programs were partially supported with a recommendation for further research on the degree, major components.

**Table 2: Recommended Actions**



As noted in Table 2, two programs are being evaluated for system collaboration. This process includes development of the agreement for the system and will take time for full agreement; an update will be provided to the Regents as this plan moves forward.

Four of the programs are already in the process of augmenting and investing for the intended outcome of more enrollments. Four programs are recommended for discontinuation. 11 of the programs are recommended to retain. Five of the 11 that are proposed for retaining include teacher education programs with a specialized major. Since the programs are mission critical and a workforce need in South Dakota, those are also recommended for exemption for a period of five years with additional evaluation at that point in time.

The following table series provides more information by campus.

**Table 3: Campus Summary****Black Hills State University**

<b>Classification of Instructional Program-CIP</b>	<b>Program Code and Description</b>	<b>Recommendation</b>
230101	BBS.ENC BHSU Composite Communication and English (BS)	Inactivate Discontinuation
160905	BBA.SPN BHSU Spanish (BA); BBSSED.SPNBHSU Spanish (BSED)	Retain/Collaborate
131316	BBSSED.SCC BHSU Composite Science Education (BSED)	Retain/Exempt
450101	BBSSED.SSC BHSU Composite Social Science (BSED)	Retain/Exempt
520903	BAS.THM BHSU Tour/Hospitality Management	Retain/Research

**Dakota State University**

<b>Classification of Instructional Program-CIP</b>	<b>Program Code and Description</b>	<b>Recommendation</b>
131303	DBSED.BED DSU Business Education (BSED)	Retain/Exempt
131321	DBSED.CED DSU Computer Education (BSED)	Retain/Exempt
520301	DBS.PAC DSU Prof Accountancy (BS)	Retain/Review Degree/Major/ Specialization

**Northern State University**

<b>Classification of Instructional Program-CIP</b>	<b>Program Code and Description</b>	<b>Recommendation</b>
500409	NAS.DMD NSU Digital Media (AS)	Retain/Feeder
451001	NBA.GOV NSU Government (BA)	Inactivate Discontinuation
521101	NBA.IBU NSU International Business (BA)	Retain/Review Degree/Major/ Specialization
500501	NBA.THR NSU Theatre (BA)	Inactivate Discontinuation
160905	NBA.SPN/NBSED.SPN NSU Spanish Education (BSED)	Retain/Collaborate
111099	NBS.MIS NSU Management of Info Sys (BS)	Invest/Augment
130501	NMSED.IDE /NMSED.IDE.AP NSU Inst Design E-Learning (MSED)	Invest/Augment



**South Dakota Mines**

<b>Classification of Instructional Program-CIP</b>	<b>Program Code and Description</b>	<b>Recommendation</b>
400401	MBS.AES SDSMT Atmospheric/Environmental Sciences (BS)	Invest/Augment
400401	MMS.AES/MMS.AES.AP SDSMT Atmospheric/Environmental Sciences (MS)	Invest/Augment
400604	MMS.PAL/MMS.PAL.AP SDSMT Paleontology (MS)	Retain/Research
400401	MPHD.AES SDSMT Atmospheric/Environmental Sciences (PhD)	Inactivate Discontinuation

**South Dakota State University**

<b>Classification of Instructional Program-CIP</b>	<b>Program Code and Description</b>	<b>Recommendation</b>
160901	SBA.FRS/SBA.FRS-TC French Studies/Teacher (BA)	Retain/Exempt

**University of South Dakota**

<b>Classification of Instructional Program-CIP</b>	<b>Program Code and Description</b>	<b>Recommendation</b>
540101	UMA.HST USD History (MA)	Retain/Research

To help gain an understanding of current programming levels, Appendix III outlines all current approved programs. To present a clear historical understanding of program evaluation, Appendix IV – VI share the outcomes of both the campus-initiated program and Board policy-initiated program evaluation.

**Appendix III**  
**South Dakota Board of Regents Active Programming**

The Board of Regents offers the following degree types:

1. A certificate is a sequence, pattern, or group of academic credit courses that focus upon an area of specialized knowledge or information and develop a specific skill set. This is not considered a degree; however, it is a credential that is transcribed and can be stackable into the degree programs.
2. An associate degree is a two-year degree requiring 60 credit hours.
3. A bachelor degree is a four-year degree typically requiring 120 credit hours.
4. Master's degree is a program of advanced, specialized study in a particular field. The degree normally requires one to two years of full-time study (or equivalent) and the completion of a minimum of 30 semester hours of credit, depending on the plan of study.
5. An education specialist is a post-master's award recognizing completion of an organized program of study beyond the master's degree that does not meet the requirements for a doctoral degree.
6. A first professional degree is a professional doctoral degree requiring two or more years of professional study past the baccalaureate degree. Examples of first professional degrees include M.D., Pharm. D., J.D., etc.
7. A doctoral degree is a program to prepare a student to become a scholar; that is, to discover, integrate, and apply knowledge, as well as communicate and disseminate it. Examples would be PhD, DNAP, DNP, DME, EdD, etc.

Table 4 outlines the total credentialed programs that are approved by the Board of Regents and loaded into the student information system. In total, there are 1131 credentialed student information system programs. For the purposes of this report, the focus will be on those programs where degrees are conferred (associate, bachelor, masters, doctoral/first professional, education specialist). That total represents 894 undergraduate and graduate degrees. These programs are detailed in our student information system by degree type, major program of study with and without a specialization (e.g., Bachelor of Science in Mathematics, Bachelor of Science in Mathematics with a Specialization in Data Science).

**Table 4: Total Approved Active Student Information System Programs**

University	Mission Critical	Certificate	Associate	Bachelor	Masters	Education Specialist, First Professional, Doctoral
<b>BHSU</b>	Regional Comprehensive	30	5	51	12	NA
<b>DSU</b>	Special Focus	39	9	40	17	6
<b>NSU</b>	Regional Comprehensive	32	7	53	18	NA
<b>SDSMT</b>	Special Focus	14	1	31	38	14
<b>SDSU</b>	Research	54	8	141	84	35
<b>USD</b>	Research	68	3	143	114	64
<b>Totals</b>	Total Active Certificates 237		33	459	283	119
			<b>Total Active Degrees 894</b>			

Retrieved from Student Information System, SOACURR. Includes active degree programs by major, by major-specialization, by major (accelerated) as they are uniquely transcribed.

**Appendix IV**  
**South Dakota Board of Regents Programming History – Discontinued Programming**  
**CY 2010-2022**

The Board of Regents policy allows for a multi-faceted approach in evaluating programs and their viability. Campuses can and will evaluate workforce needs, student demand, mission-critical, and various other college and departmental criteria. Table 5 provides the total number of programs (at the Associate or higher level) that have been inactivated/terminated and discontinued by the campus process. In total, over 120 academic degrees have been discontinued.

**Table 5: Academic Degrees Discontinued (2010-2022) by Internal Campus Evaluation**

University	Mission Critical	Associate	Bachelor	Masters	Education Specialist, First Professional, Doctoral
<b>BHSU</b>	Regional Comprehensive	2	19	1	NA
<b>DSU</b>	Special Focus	1	2	0	0
<b>NSU</b>	Regional Comprehensive	6	10	1	NA
<b>SDSMT</b>	Special Focus	0	1	3	0
<b>SDSU</b>	Research	1	28	10	7
<b>USD</b>	Research	2	6	11	9
<b>Total Degrees</b>	120	12	66	26	16

Retrieved from Student Information System, SOACURR – may include site terminations. Directed by Campus evaluation prior to any program productivity evaluation.

The Board of Regents also deploys a program productivity evaluation that allows a campus to determine an action plan to retain or they can recommend inactivation/termination. In this review process, the total number of academic degrees that have been inactivated/terminated equals 42 (Table 6).

**Table 6: Academic Degrees Discontinued (2010-2022) by Program Productivity Process**

University	Mission Critical	Associate	Bachelor	Masters	Education Specialist, First Professional, Doctoral
<b>BHSU</b>	Regional Comprehensive	1	12	0	NA
<b>DSU</b>	Special Focus	1	2	0	0
<b>NSU</b>	Regional Comprehensive	0	3	1	NA
<b>SDSMT</b>	Special Focus	1	0	0	0
<b>SDSU</b>	Research	0	14	1	0
<b>USD</b>	Research	0	6	0	0
<b>Total Degrees</b>	42	3	37	2	0

Retrieved from Student Information System, SOACURR. Directed through Program Productivity Evaluation.

With the multiple evaluation processes (Table 7), campuses have discontinued a total of 162 academic degrees over the last 12 years.

**Table 7: Total Academic Degrees Discontinued (Campus Initiated/Program Productivity)**

Total Degrees	Associate	Bachelor	Masters	Education Specialist, First Professional, Doctoral
<b>162</b>	15	103	28	16

Retrieved from Student Information System, SOACURR.

**Appendix V**  
**South Dakota Board of Regents Programming History – Approved Programming**  
**CY 2010-2022**

In addition to the evaluation of programs for inactivation/termination, campuses have a process to request new programs to meet student demands, workforce demands, mission critical demands, and other college and departmental requests. Table 8 displays that in the past 12 years, 150 program requests have been approved by the Board of Regents.

**Table 8: Total New Established Programs (2010-2022) Student Information System**

University	Mission Critical	Associate	Bachelor	Masters	Education Specialist, First Professional, Doctoral
<b>BHSU</b>	Regional Comprehensive	3	7	5	NA
<b>DSU</b>	Special Focus	2	3	4	5
<b>NSU</b>	Regional Comprehensive	2	7	5	NA
<b>SDSMT</b>	Special Focus	0	7	5	3
<b>SDSU</b>	Research	6	23	15	7
<b>USD</b>	Research	3	13	6	6
<b>Total Degrees</b>	150	16	66	41	27

Retrieved from Student Information System, SOACURR.

**Appendix VI**  
**South Dakota Board of Regents Programming by Comparison Approved/Discontinued**  
**CY 2010-2022**

The number of discontinued programs outnumber the total number of new approved programs by the Regents. The total approved over the twelve-year history was 150 as compared to 162 discontinued programs. The discontinued programs outnumber the approved programs (Table 9).

**Table 9: Comparison Tables 5 and 6**

Degree Type	Approved	Discontinued
Associates	16	15
Bachelor's	66	103
Master's	41	28
Doctoral, First Professional, Specialist	27	16
<b>Total Degrees</b>	<b>150</b>	<b>162</b>

To ensure that new programs seek out disciplines with high demand, and that student demand is considered, the Regents supported a study to evaluate the workforce needs in South Dakota. This EMSI Workforce Needs Analysis study is utilized by the universities and board academic staff. In addition to workforce demand, student demand is also measured with new programming requests. All these considerations are coupled then with the mission of the university. For example, the special focus universities support South Dakota and the entirety of the United States in emerging fields such as cyber security and engineering. The research universities promote economic drivers to further the impact of the state through their research programming and graduate students. The regional comprehensive focuses on the regional workforce needs within South Dakota.

BOR Policy 2.3.2 New Programs, Program Modifications, and Inactivation/Termination Policy, also supported by SB55 and approved by the Board of Regents, provide specific requirements for new program requests. BOR Policy 2.3.4 follows the new programs with a six-year new program evaluation process. Together, the two policies promote dynamic new programs with the management of those programs including discontinuation.