

## **SOUTH DAKOTA BOARD OF REGENTS**

### **Planning, Governance, and Resource Development**

**REVISED  
AGENDA ITEM: 5 – G  
DATE: April 2-4, 2019**

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#### **SUBJECT**

**University Center – Sioux Falls Memorandum of Understanding (MOU) with USD, SDSU and DSU**

#### **CONTROLLING STATUTE, RULE, OR POLICY**

[University Center-Sioux Falls Governance, Funding, and Operations Model](#)

#### **BACKGROUND / DISCUSSION**

The Board of Regents approved a Memorandum of Understanding (MOU) for the governance, funding, and operations model for the UC-SF at their [April 2016](#) meeting with a modification approved at the [December 2017](#) meeting. A new agreement between the University of South Dakota, South Dakota State University, and Dakota State University is currently under development for Board consideration. A copy of the proposed agreement will be distributed at the Board meeting.

#### **IMPACT AND RECOMMENDATION**

The proposed agreement preserves the University of South Dakota's role as the governing institution at UC-SF as well as establish opportunities for the University of South Dakota, South Dakota State University, and Dakota State University to offer academic programming at the site.

#### **ATTACHMENTS**

Handout A

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#### **DRAFT MOTION 20190402\_5-G-REVISED:**

I move to approve the parameters contained in the Memorandum of Understanding labeled Handout A and authorize the Board's executive director to further finalize and execute the memorandum.

**MEMORANDUM OF UNDERSTANDING  
UNIVERSITY CENTER SIOUX FALLS  
GOVERNANCE, FUNDING, AND OPERATIONS MODEL**

**1. HISTORICAL CONTEXT**

In 1992, the Center for Public Higher Education was established and located in downtown Sioux Falls at the Bergeland Center for Seniors and the Bergeland Apartments. This organization was eventually renamed USD.SDSU.DSU at Sioux Falls.

In January 2001, USD.SDSU.DSU at Sioux Falls, later renamed USDSU, moved to the campus of Southeast Technical Institute (STI).

In 2005, the South Dakota Board of Regents established University Center Sioux Falls (UCSF) and began the relocation process from STI to the current site.

In March 2016, the Presidents of the University of South Dakota (USD), South Dakota State University (SDSU), and Dakota State University (DSU), along with the Executive Director of the South Dakota Board of Regents (SDBOR), agreed to a new Memorandum of Understanding (MOU) concerning the governance, funding and operations model for UCSF. This MOU was the result of an earlier directive from SDBOR and was developed following engagement of the Sioux Falls business community. The MOU was officially adopted by SDBOR in April 2016, with provisions for annual review and modification. This MOU established USD as the lead institution for UCSF.

In July 2017, a group of internal and external stakeholders worked with Future Works, a planning consultant, to establish renewed vision, values, and mission statements for UCSF. The resulting market and needs assessment suggested becoming more “community college like”. A strategic business plan with recommendations for changes was developed based on this direction.

As the timeframe for MOU review has approached, SDBOR Executive Director & CEO and the Presidents of USD, SDSU, and DSU have engaged in several conversations regarding the Governance, Funding, and Operations of UCSF. Those discussions have set the stage for this revised MOU.

**2. INTRODUCTION**

By virtue of the authority granted by SDBOR in 2016, USD has served as the lead institution for UCSF for three years. An emphasis on granting transferable, yet workplace ready, associate of arts and associate of science degrees has led to a recognition that further governance, funding, and operations modifications are essential to the successful operation and full integration of the operation into the Greater Sioux Falls area.

To be successful, UCSF needs to become more nimble and focused. It needs to be the umbrella organization for USD, SDSU, and DSU that functions much like a community college, with the

ability to offer cohesive two-year programming, short term credit-based certificates, and noncredit workforce training opportunities in Sioux Falls. At the same time, the ability to continue offering baccalaureate and graduate-level educational opportunities onsite through multiple partner institutions is also critical for the future of UCSF. Each university – USD, SDSU and DSU – brings unique strengths and brand recognition onsite to students.

UCSF serves a powerful role in Sioux Falls. Providing on-ramps for site-bound students, many of whom are non-traditional working adults, is critical for the economy and the business community. Supporting the ambitions of new Americans, many of whom have arrived from non-English speaking countries, is another opportunity for service. Finally, building attainable pathways for local high school graduates who are not currently seeking postsecondary options is paramount for UCSF and central to its mission. Many of these potential students are first generation students who have never viewed themselves as college material. These student populations can be among the most vulnerable, often facing multiple barriers, and UCSF is in the best position to provide the services that are necessary for both student access and student success.

To ensure relevancy, continued advice and involvement of the Sioux Falls community with UCSF is invaluable. Today, Sioux Falls needs to feel ownership in UCSF and regional business leaders want more from higher education. To satisfy local needs, UCSF offers academic programming that targets local workforce needs. An emphasis on two-year degrees and viable 2+2 bachelor's degrees along with the availability of a competitive tuition model encourages initial enrollment. Seamless transfer opportunities from two-year to four-year programs supports completion. UCSF leadership works directly with the community to ensure engagement.

### **3. GOVERNANCE MODEL**

Governance will be provided by the three participating institutions, but final decisions in regards to scheduling, budget, and oversight lie with USD as the lead institution in conjunction, where necessary, with the SDBOR Board and/or the Executive Director & CEO.

USD will create a new college within its academic structure – the College of Community and Workforce Innovation (CCWI). A Vice President and Dean of the College will lead this unit and report directly to the USD President. This College will provide access to the Associate of Arts in General Studies (AAGS), the Associate of Science in Integrated Science (AS.ISCI), the Associate of Arts in Graphic and Web Design (AA.GWBD), the Bachelor of Science in Technical Leadership (BSTL), and the Bachelor of General Studies (BGS) through USD. In addition, it will serve Sioux Falls with credit-bearing certificates, noncredit workforce training, and lifelong learning opportunities through the existing Osher Lifelong Learning Institute (OLLI).

Guidance for OLLI will continue to be provided by the established OLLI Leadership Council. The Executive Director for OLLI will continue to report to Vice President and Dean of the College, as the program is fully integrated into CCWI.

An advisory council, composed of Sioux Falls business and community representatives and named the Joint Council, will replace the current Community Steering Board. This group will consist of an appropriate mix of representation from major Sioux Falls thought leaders who meet regularly with UCSF/CCWI leadership. The Presidents of USD, DSU and SDSU and the BOR Executive Director/CEO will be included as members of the Joint Council.

The purposes of the Joint Council are:

- To ensure direct, regular communication between the community and the UCSF
- To advise on current workforce opportunities and operational matters at the UCSF
- To provide input on strategic planning and the future development of the UCSF
- To advocate within the broader community for the UCSF

This new structure will ensure responsive, decisive leadership and it will create an environment for collaboration and success in Sioux Falls. At the same time, it will allow Sioux Falls to identify as a public University community.

To measure success and ensure accountability, a communication strategy will be established. Within one month following the fall and spring term census dates, a report detailing onsite enrollment and financial impact will be prepared and sent to the Presidents of SDSU, DSU, USD, and the BOR Executive Director & CEO. In addition, within six weeks of fiscal year end, an annual report will also be prepared and disseminated. Details within the annual report will include enrollment data, trends, and institution-specific financials. The first report will be submitted by October 4, 201.

#### **4. COURSE, PROGRAM, AND DEGREE SELECTION AND DELIVERY**

Course, program, and degree options will be established with a goal of effective and efficient content delivery that is responsive to the Sioux Falls business community and reflective of student demand. All new program and / or new site request proposals must be approved by SDBOR, regardless of proposing institution. To ensure relevance, the Joint Council will meet regularly with CCWI/UCSF and provide feedback for further consideration. With this input, CCWI/UCSF, with guidance from the USD President, will develop recommendations, which, in cases of USD programming, will then be considered through the normal USD curricular process before being presented to SDBOR. The same process for considering recommendations and exercising curricular processes will be followed at the other two participating institutions and administration, SDSU and DSU.

As established previously, USD will continue to determine the general education and general elective courses offered in Sioux Falls. Going forward, all lower division general education and general elective coursework offered in Sioux Falls will become the responsibility of USD through CCWI. USD shall have the responsibility of identifying and eliminating duplicative course offerings whenever feasible. Through CCWI, USD will ensure students have access to adequate course offerings for timely degree completion. As an integral part of the USD, all students participating in coursework through CCWI will receive appropriate student support.

Programs offered by DSU and SDSU in Sioux Falls will complement USD offerings and showcase the strengths of DSU and SDSU.

Degree offerings from DSU in Sioux Falls are to include:

- A.S. Health Information Technology
- A.S. Network and Security Administration
- A.S. Respiratory Care
- A.S. Software Development
- A.S. Web Development
- A.S. Business Management
- B.S. Cyber Operations
- B.S. Health Information Administration
- B.S. Respiratory Care
- B.S. Information Systems
- B.S. Computer Science
- Minor in Health Information Management
- M.S. Cyber Defense
- M.S. Information Systems
- M.B.A. Business Administration/General Management

Certificate offerings from DSU in Sioux Falls are to include:

- Cybersecurity
- Network Security Administration
- Healthcare Coding
- Software Development

Degree offerings from SDSU in Sioux Falls are to include:

- A.S. Human Development and Family Studies
- A.S. Manufacturing Technology
- B.S. Human Development and Family Studies
- B.S. Nursing
- M.S. Nursing
- D.N.P. Nursing Practice
- Ph.D. Nursing

All entering undergraduate students at the UCSF will be required to enroll in an approved associate degree program or certificate program offered on-ground through USD, SDSU, or DSU. An approved program may have some on-line course opportunities, but the majority of hours of the major courses must be on-ground. Authorized DSU or SDSU programs will utilize general education core courses provided on sight by USD in order to satisfy the general education core requirements of their specialized degrees. This ensures time to completion is not impacted for students. Thus, students will begin an approved program that is affiliated with SDSU, DSU, or USD. Regardless of home institution, students will benefit from access to onsite student support services. For clarity, all undecided and exploratory students attending the UCSF shall be coded as USD students.

As stated above, the lower-division, program-specific, non-general education coursework that is necessary to support authorized DSU and SDSU programs at the associate level at the UCSF will be offered by the degree-granting institution along with on-site advising from the institution specific to the major.

Regardless of the university that is providing instruction, USD reserves the right to assign the location, classrooms, and scheduled class time for all courses offered in Sioux Falls. USD will, however, make every effort to collaboratively work with SDSU and DSU on all the above issues to maximize opportunity for students.

Following completion of an authorized associate degree through USD, DSU or SDSU, or successful completion of an exploratory pre-program through USD, continuing students seeking a baccalaureate degree will enroll with the university offering the program and will have options to take coursework either onsite (in cases where the program is authorized for delivery in Sioux Falls), at their home campus, or online. The three institutions will have advisors available at the center as part of UCSF's advising center team to provide appropriate advising for their respective certificate, associate and bachelor's programs. USD will continue to offer student support services for all Sioux Falls students, regardless of degree level or university affiliation.

Provosts from DSU, SDSU and USD will work with UCSF Executive Director/Dean of CCWI to ensure curriculum within authorized programs at the UCSF is offered in an effective, efficient manner, with service in regard to scheduling and programs to be focused on non-residential student needs.

Each institution will market its specific, authorized programming in the Greater Sioux Falls Area under its own unique brand. Baccalaureate degrees authorized for delivery onsite at the UCSF will be marketed as completion degrees, building on the strong, consistent base provided by the authorized two-year programs. Appropriate limited variance to this approach can be agreed upon in consultation with the three Presidents and the BOR Executive Director & CEO who will have final authority to approve or disapprove variances. This joint marketing approach will demonstrate our commitment to collaboration within the Sioux Falls community and clearly describe available onsite pathways for students. The promotion of programs that are offered on a university campus and the marketing of online opportunities available through SDSU, DSU and USD remain unrestricted by this MOU, as does the wider promotion of the USD AAGS degree.

## **5. STUDENT SUPPORT SERVICES**

UCSF/CCWI will oversee operations of the Student Success Center in Sioux Falls based on the model recently established at UCSF. Strong communication between similar support centers at USD will be essential to ensure efficient and effective operation of the Student Success Center, providing valuable professional development for staff and streamlined support systems for students.

As a service to DSU and SDSU, many academic and student support services will be provided onsite by USD to all freshman and sophomore level students, regardless of home institution, without additional costs to the individual student or the home institution. Support services available to all students will include library services, writing center resources, tutoring, advising,

veteran services, disability or accommodative services, and access to the CCWI testing center. Students enrolled in associate degree programs with DSU and SDSU will have advisors on-site at appropriate times to advise those students not in an associate degree program through USD.

Home institutions will be responsible for providing access to counseling services for their students in Sioux Falls. Students will be expected to adhere to the Student Code of Conduct for the institution in which they are enrolled. In addition, all students who are taking classes on site in Sioux Falls will be expected to adhere to the USD Student Code of Conduct. Suspected violations will be reported to both USD and the home institution for further investigation, including enforcement and potential sanctions.

Information technology services will continue to be provided by USD. All students will have access to wireless internet services and standard classroom technology will be supported by USD. USD will control and manage the hardware and software available onsite, unless alternative arrangements are made and agreed to in writing by USD and the requesting institution. In addition, USD will continue to provide technology support resources, including access to a 24x7 remote Help Desk, an open hours walk-up Help Desk, access to an open computer lab, laptop checkout, personal computer support, wireless connectivity assistance, and event and classroom support.

CCWI, SDSU and DSU advisors will work with students to guide progression through chosen degree programs. In addition, SDSU and DSU may provide advising services on site for students considering future enrollment in authorized degree programs. This advising team will ensure students understand degree options available and will empower students to choose and pursue the most appropriate pathway for them. In addition, advisors will work closely with staff at USD, SDSU, and DSU to ensure smooth transitions into four-year programs offered at one of the home campuses of the partner institutions. Other options for students include participation in online programming or access to a wide array of additional programs through any regionally accredited institution. Once the student selects a desired pathway, he or she will be encouraged to connect with additional advising resources at the receiving institution, as appropriate.

## **6. DUAL CREDIT DELIVERY IN SIOUX FALLS REGION**

UCSF/CCWI will coordinate the in-district delivery of dual credit needs within the Sioux Falls region. This provides consistent service to local school districts. Districts currently assigned to UCSF, as listed in the Academic Affairs Guidelines – Section 7, will be assigned to UCSF/CCWI. The UCSF Executive Director will work with the participating Regental universities and the BOR Executive Director or appropriate BOR staff to equitably distribute the opportunity to work with the various school districts among USD, SDSU, and DSU based on district need, university interest and specialization, and student opportunity.

These include:

Armour 21-1  
Baltic 49-1  
Brandon Valley 49-2  
Bridgewater Emery 30-3

Canistota 43-1  
Canton 41-1  
Corsica Stickney 21-3  
Dakota Christian School 21303  
Dell Rapids 49-3  
Ethan 17-1  
Freeman 33-1  
Freeman Academy 33304  
Garretson 49-4  
Hanson 30-1  
Harrisburg 41-2  
Lennox 41-4  
Lutheran High School of Sioux Falls 49338  
Marion 60-3  
Parker 60-4  
Parkston 33-3  
Sioux Falls 49-5  
Sioux Falls Catholic Schools 49303  
Sioux Falls Christian School 49322  
St. Mary's School Dell Rapids 49304  
Tea Area 41-5  
Tri Valley 49-6  
West Central 49-7  
White Lake 01-3

Memorandums of Understanding for the delivery of in-district dual credit in the above named school districts will include acknowledgment of UCSF review according to procedures established by the system Academic Affairs Council.

## **7. COORDINATION WITH TECHNICAL SCHOOLS IN SIOUX FALLS REGION**

The UCSF/CCWI Executive Director & Dean along with the Provosts from the three participating universities will coordinate the review of general education coursework at STI through existing processes.

## **8. FINANCIAL MODEL**

Through its commitment to degree offerings in Sioux Falls, USD understands that it bears the entire financial risk of these operations. UCSF/CCWI will become an integral part of the USD budget.

USD will monitor and review policies and practices for space rental and usage at SDBOR facilities in Sioux Falls. Leases currently in place for state support and professional programs will be maintained and all individual leases will be reviewed on an annual basis. As a general practice, lessees will not sublease or charge other groups or individuals for access to rented facilities.

Future rental agreements will be negotiated for any program requesting to utilize space that would become solely dedicated for restricted usage outside of general UCSF/CCWI assignment. Requests for dedicated space will be submitted directly to UCSF/CCWI for consideration. Negotiated leases will be reviewed by USD and final approval authority rests with USD.

Partner universities shall be responsible for their own delivery costs, including the cost of any specialized equipment beyond setup of a standard smart classroom. Partner universities shall contribute 20% of gross revenues to cover overhead costs in Sioux Falls. This overhead contribution shall be in addition to any lease payments made by partner institutions for dedicated space. Overhead contributions will be utilized to partially offset the costs of facility maintenance and student support services.

Faculty teaching lower division general education coursework would fall under one of these following categories:

- Full-time instructors employed by USD
- Adjunct instructors hired directly by USD
- Qualified USD graduate students placed on teaching assistantships to instruct selected laboratory sections
- Full-time faculty members from DSU and SDSU loaned to USD on a limited part-time basis to teach lower division general education coursework will be paid on a prorated basis and payment shall be remitted directly to the loaning institution by USD.

Faculty will be administered, compensated and evaluated in accordance with established SDBOR and COHE policies.

The tuition rate for students enrolled in two year college on-ground courses at USD, SDSU, and DSU is currently \$275.40 per credit hour. This rate applies to resident and non-resident students. The approved rate is subject to review and adjustment on an annual basis by SDBOR. The intent is to keep costs competitive with the community college market. All exceptions allowing specific certificate and associate degree programs to charge the full off-campus rate and not the UC-SF Associate Degree Program rate as provided under Section 6.2 of the previous MOU are null and void upon the adoption of this agreement.

State supported programs and graduate programs based at the UCSF will charge tuition levels in accordance with those established by SDBOR on an annual basis. Tuition rates for all other credit coursework offered in Sioux Falls will be at the approved off-campus rate.

## **9. DISPUTE RESOLUTION**

SDBOR Executive Director/CEO maintains authority to resolve disputes arising from this MOU.

**SIGNATURES**

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Sheila K. Gestring, President  
University of South Dakota

Date

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Barry H. Dunn, President  
South Dakota State University

Date

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José-Marie Griffiths, President  
Dakota State University

Date

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Paul B. Beran, Executive Director and CEO  
South Dakota Board of Regents

Date

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