

**Black Hills State University**  
**Intent to Plan: Master of Science in American Indian Studies**

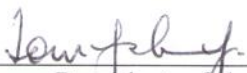
**South Dakota Board of Regents**  
**Intent to Plan for a Master of Science in American Indian Studies**

Use this form to request authorization to plan a new baccalaureate major, a new associate degree program, or a new graduate program. The Executive Director or the Board may request additional information.

<b>UNIVERSITY:</b>	<b>Black Hills State University</b>
<b>DEGREE(S) AND TITLE OF PROGRAM:</b>	<b>M.S. in American Indian Studies</b>
<b>INTENDED DATE OF IMPLEMENTATION:</b>	<b>Fall 2017/2018</b>

**University Approval**

To the Board and the Executive Director: I certify that I have read this intent to plan, that I believe it to be accurate, and that it has been evaluated and approved as provided by university policy.

  
\_\_\_\_\_  
President of the University

1-20-16  
\_\_\_\_\_  
Date

After approval by the President, a signed copy of the proposal should be transmitted to the Executive Director. Only after Executive Director review should the proposal be posted on the university web site and the Board staff and the other universities notified of the URL.

**1. What is the general nature of the proposed program? What is the expected demand for graduates in South Dakota? What is the need for the proposed program?**

General Nature of the Proposed Program

Building upon its nationally recognized American Indian Studies Bachelors program and acknowledging the importance of developing Native American leadership, Black Hills State University proposes a Master of Science in American Indian Studies (MSAIS). To better serve South Dakota's diverse population and to satisfy a variety of needs within the Native community, the program will have two tracks: one focusing on Tribal Leadership and Governance and the other on Indian Education. The program will be interdisciplinary in nature, with courses on such topics as Social Change in American Indian Communities, Community Development, and Sustainability. These offerings, and others, will allow students to develop an intellectual and practical understanding of the issues facing American Indian populations, while providing Native and non-Native students the knowledge and skills to connect and collaborate with Native American communities and tribes.

Delivery will be mainly through online courses with a face-to-face capstone component. The proposed program will be innovative, creative and will support BHSU's desire to empower students.

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The MSAIS will prepare students for a wide range of career opportunities on and off South Dakota's nine reservations and across the country in many other Native communities. Specific employment opportunities exist in education, resource management, economic development, land management, social work, tribal management, cultural preservation, tribal/state/local government, human resources, and working for the federal government. In each of these areas, an in-depth understanding of the historical, cultural, and legal issues facing Native American will prove invaluable.

*Demand for Graduates*

One specific area of demand is in higher education. There are four Tribal Colleges in South Dakota and over thirty-five Tribal Colleges and Universities in the nation that require individuals qualified to teach Native topics<sup>1</sup>. Also, South Dakota universities employ AIS instructors on a full-time and part-time basis<sup>2</sup>. In most cases these individuals must have at least a Masters' degree to teach.

Similarly, MSAIS graduates are needed for K-12 education in South Dakota. Since the passage of the 2007 Indian Education Act, work has advanced in developing content, curriculum, and coursework on South Dakota American Indian history and culture for South Dakota schools. While the SD Board of Education completed and approved the Oceti Sakowin Core Concepts in 2011, much more needs to be done in creating curriculum and course work on the history and culture of the Oceti Sakowin<sup>3</sup>. The Education Emphasis of the MSAIS program will provide teachers and curriculum designers the opportunity to become better prepared to deliver the Oceti Sakowin content, and will allow them to become leaders in the K-12 educational system. Outside of education, students who possess a MS in American Indian Studies will also be prepared to become leaders in both their communities and tribes. This is particularly important in South Dakota as the state has 72,000 Native Americans which is 8.9% of the state's population<sup>4</sup> and it continues to grow. Outside of the Native communities career opportunities exist with state, county, and federal agencies as well as non-profit and private organizations, such as research institutes and policy centers. Many agencies and institutions will benefit by employing a person with a MS in American Indian Studies.

A search on HigherEdJobs.com reveals multiple positions that require graduate degrees equivalent to the MSAIS. The positions include instructors of Ethnic Studies, Multicultural Education, Native Studies, Dean of Students, Dean of Academics, and Director of Retention Programs at several Tribal Colleges and Universities, as well as Directors of Multicultural Affairs, Student Success Centers, and several TRiO programs throughout the region. Positions identified in a local newspaper, Native Sun News (September 9<sup>th</sup> through October 13<sup>th</sup>, 2015), included two Tribal school superintendent positions, a Tribal school principal position, and multiple teaching positions for Tribal schools, a Tribal university therapist position, a Tribal prosecutor position, and a Tribal policy and research position. The MSAIS could be a

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<sup>1</sup> American Indian Higher Education Consortium at <http://www.aihec.org/index.cfm>

<sup>2</sup> Personal communication, AIS staff University of Arizona, April 2013

<sup>3</sup> South Dakota Office of Indian Education – Oceti Sakowin Project at <http://indianeducation.sd.gov/ocetisakowin.aspx>

<sup>4</sup> U.S. Census Bureau: State and County QuickFacts at <http://quickfacts.census.gov/qfd/states/46000.html>

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springboard for students to seek a terminal degree and benefit those seeking to fill these positions.

The U.S. Bureau of Labor Statistics (BLS) has projected a 6% increase in job openings for high school teachers nationwide between 2012 and 2022<sup>5</sup>. Postsecondary instructors can expect a 19%, or faster-than-average, growth in employment during that same period<sup>6</sup>.

*Need for the Proposed Program – MS in American Indian Studies*

Despite the demand for MSAIS graduates, few people in South Dakota possess such a degree. In fact, there is a severe lack of American Indian professionals who possess graduate degrees. The MSAIS will be, in part, an effort to encourage American Indians to obtain a postgraduate education. With tribal communities growing both inside and outside of reservation borders, the need for trained professionals who are aware of American Indian issues, especially in education and tribal leadership and governance, continues to grow. To satisfy this expanding need, BHSU wishes to produce professionals capable of working productively with American Indian populations.

BHSU's proposed masters program will transcend disciplinary boundaries. It calls for partnerships with Indian nations, communities, and organizations within South Dakota that seek tangible and sensible solutions rooted in indigenous and non-indigenous knowledge to address problems facing American Indian nations. It will train future leaders to meet challenges of an ever-changing world.

BHSU is already recognized for having regional expertise in American Indian Studies. BHSU's current AIS program provides curriculum for the intellectual, ethical, and social development of students so they will acquire a comprehensive understanding of U.S. Indian law and policy, colonization/decolonization, nation building, art, history, and language. A Master of Science in American Indian Studies, with its two areas of focused study, will take BHSU's AIS program to the next level. The proposed program will build upon and synergize with the existing resources and expertise already found at BHSU, complementing the existing AIS major as well as the undergraduate Native studies degrees found at other South Dakota institutions.

This master's degree has the potential of not only increasing student enrollment at BHSU, but will further enhance BHSU's reputation as a national leader in the education of American Indians. The field of American Indian Studies has developed significantly in the last 30 years and this is an opportunity to embrace the growth and maturation of this academic field. The vision of BHSU's American Indian Studies program is to be the leading AIS program in the state, region, and the country, and this MSAIS degree will help fulfill that vision.

The proposed MSAIS degree may tap into one to two courses already offered in BHSU's Strategic Leadership. These topics have a strong relationship with American Indian Studies, and with issues in contemporary Indian Country. This curricular crossover will strengthen both programs, and increase the demand for the MSAIS degree.

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<sup>5</sup> <http://www.bls.gov/ooh/education-training-and-library/high-school-teachers.htm>

<sup>6</sup> <http://www.bls.gov/ooh/education-training-and-library/postsecondary-teachers.htm>

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**2. What is the relationship of the proposed program to the University's mission as provided in South Dakota statute and Board of Regents Policy?**

The statutory mission of Black Hills State University is provided in SDCL 13-59-1:

*The primary purpose of Northern State University, at Aberdeen in Brown county, and Black Hills State University, at Spearfish in Lawrence county, is the preparation of elementary and secondary teachers, and a secondary purpose is to offer preprofessional, one-year and two-year terminal and junior college programs. Four-year degrees other than in education and graduate work may be authorized by the board of regents.*

Board of Regents Policy 1:10:4 Black Hills State University Mission Statement:

*Black Hills State University is a master's level university that promotes excellence in teaching and learning; supports research, creative and scholarly activities and provides service to the state, region, nation and global community.*

*BHSU provides innovative, high-quality undergraduate (associate and baccalaureate) programs in the arts, humanities, education, behavioral sciences, mathematics, social sciences, natural sciences, business and technology, as well as selected disciplines of strength at the graduate level. Black Hills State University is the only comprehensive University in western South Dakota.*

The University offers seven master's degrees:

- M.S. in Curriculum and Instruction (approved in 2001)
- M.S. in Integrative Genomics (approved in 2006)
- M.S. in Strategic Leadership (approved in 2008)
- MBA in Applied Management (approved in 2009)
- M.Ed. in Reading (approved in 2010)
- M.S. in Sustainability (approved 2012)<sup>7</sup>
- M.S. in Secondary Education (approved 2012)

The University also offers one online graduate certificate in Crisis Leadership and Emergency Management (CLEM). Upcoming proposals for new certificates will soon include Master Certificates in American Indian Studies.

***University Strategic Plan and Priorities***

A master's degree program in American Indian Studies will strongly support the University's Strategic Plan, which emphasizes innovative undergraduate and graduate programs. The Plan states:

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<sup>7</sup> Temporarily suspended but will be reestablished prior to AY 2017.

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Black Hills State University is a master's level university that strives to meet the needs of the State and region by providing innovative, high-quality undergraduate and graduate programs.<sup>8</sup>

The Strategic Plan also supports the development of new degree programs to meet the changing needs of society and to continue to build and expand partnerships with Native American communities:

- Black Hills State University will provide a learning environment characterized by innovative, high quality academic experiences
- Develop new degree programs to meet the changing needs of society
- BHSU will be an inclusive and socially responsible learning community

The minor in American Indian Studies has been delivered since 1974 and the major was first offered in the fall of 1997. It is a priority of the university to establish a Masters in American Indian Studies. According to the 2015 South Dakota Fact Book there were 250 American Indian students enrolled at BHSU in the fall of 2014.

The program aligns with the South Dakota Board of Regents Strategic Plan 2014-2020 Vision for South Dakota:

*The public university and special schools system will educate more individuals to higher levels to enhance state workforce development and will move more research into viable businesses to support state economic development. To align system priorities in a meaningful way, we offer here a sense of the South Dakota that might come to exist in the decades ahead:*

- *South Dakota's population will be more highly-educated;*
- *South Dakotans will have increased access to continuing education opportunities needed to upgrade their credentials while remaining in the workforce;*
- *South Dakota will have a working-age population with advanced levels of education needed to support our democracy and the modern, knowledge-based economy;*
- *The South Dakota economy will benefit from significant increases in university and associated research-derived commercialization activities;*
- *South Dakota will be a recognized national leader in the use of information technology to enhance its educational, economic, social, scientific, and political development.*

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<sup>8</sup> Black Hills State University at <http://www.bhsu.edu/Portals/0/facultystaff/policy/StrategicPlan.pdf>

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**3. Are there any related programs in the regental system? If there are related programs, why should the proposed program be added? If there are no related programs within the system, enter "None."**

At present, there are no master's programs in American Indian Studies in South Dakota. However, there is a Master of Arts in Interdisciplinary Studies at the University of South Dakota and a Certificate in American Indian Education. The Interdisciplinary Studies program is designed to provide flexibility in program design and course selection. The Master in Interdisciplinary Studies at USD allows Native Studies to be one of the academic disciplines students can choose to study. One potential overlapping course could be their HIST 770: Seminar in Native History but with this being in the beginnings of the Intent to Plan stage, no final decisions on curriculum have been made.

**4. Are there related programs at public colleges and universities in Minnesota, North Dakota, Montana, and Wyoming? If there are related programs in these states list below under each state and explain why the proposed program is needed in South Dakota. If there are no related programs in a state, enter "None" for that state.**

Minnesota

University of Minnesota Duluth – Master of Tribal Administration & Governance

North Dakota

None

Montana

Montana State University Bozeman – Master of Arts Native American Studies

Montana State University Bozeman – Graduate Certificate Native American Studies

Wyoming

University of Wyoming – Graduate Minor American Indian Studies

Black Hills State University is located in the heart of Indian Country with nine tribes in South Dakota, nine in neighboring Montana, five in North Dakota, three in Wyoming, and four in Nebraska. In South Dakota alone, the population of American Indians is close to 72,000 or 8.9% of the state's total population<sup>9</sup>. There are nine reservations in South Dakota, which represent roughly 12% of the State's entire land acreage. A 2010 Census Brief "The American Indian and Alaska Native Population: 2010"<sup>10</sup> indicates the second-largest American Indian reservation with regard to American Indian and Alaska Native population size was the Pine Ridge reservation, with 17,000 residents identifying as American Indian and Alaska Native alone or in combination with another race. With such a significant population of American Indians in the state of South Dakota training needs to be provided to better serve this population.

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<sup>9</sup> U.S. Census Bureau: State and County QuickFacts at <http://quickfacts.census.gov/qfd/states/46000.html>

<sup>10</sup> Norris, T., Vines, P.L., and Hoeffel, E. (2010) The American Indian and Alaska Native Population: 2010, U.S. census Bureau, 2010 Census Briefs, C2010BR-10 available at <http://www.census.gov/prod/cen2010/briefs/c2010br-10.pdf>

## **Black Hills State University**

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Modern Native America is exceedingly diverse. American Indian nations operate their own legislative, administrative, and judicial systems. Among other things, they maintain economic development, land use, child welfare, housing, cultural resources, and education programs. In addition to their growing economic and political influence, the Indian population is relatively young and increasing at a rapid pace. The fast growth and diversity of American Indians highlights the need to promote Tribal Leadership and Governance and Education so graduates can work in a professional capacity within Indian communities or within national and regional organizations.

The proposed master's program would be a natural fit for BHSU, and the state, by providing students with an opportunity to continue their education after they receive their degrees in American Indian Studies or other related field. The program would be designed to take advantage of existing courses and will include courses not available at the surrounding universities.

BHSU's MSAIS will be unique to South Dakota, and similar degrees are only limitedly available in neighboring states. North Dakota does not offer such a program, but a graduate degree in Minnesota and another in Montana have features similar to BHSU's proposed program. Outside the immediate area a few programs are scattered around the nation. Consequently, a MSAIS degree within the state will attract students who currently leave the state for such a degree. Similarly, it has the potential to attract Native and non-Native students from across the United States and from international locations. A quality program and BHSU's close proximity to Indian Country and the Black Hills will appeal to many scholars.

#### **5. Are students expected to be new to the university or redirected from other programs? How many majors are expected in the first years of the program? How many graduates are expected?**

While students who enroll in BHSU's MSAIS program may not be new to the university, they will be new to graduate studies. Several students who have recently attained a degree in American Indian Studies from BHSU are expected to enroll in the program. Further, it will not be limited to students with degrees in American Indian Studies. The MSAIS degree may also be attractive to individuals who have degrees in Education, English, History, Political Science, Psychology, Sociology, Human Services, Business, or science-related fields. Similarly, it should attract graduates from other South Dakota universities, as well as from outside the state.

Students enrolled in current BHSU master's programs are not expected to transfer into the new American Indian Studies program. Between ten and twelve students are expected to be admitted in the first year, with as many graduating in two years. These estimates are based on the number of undergraduate degrees earned in American Indian Studies for the last four years as well as related programs. In the last four years, there were 21 degrees awarded in AIS, 53 in History, 139 in Human Services, and 56 in Sociology.

#### **6. Does the university intend to seek authorization to deliver this entire program at any off-campus locations? If yes, enter location(s) and intended start date(s). Does the university**

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**intent to seek authorization to deliver this entire program by distance technology?** *If yes, identify delivery method(s) and intended start date(s).*

Off-campus	No
Distance delivery	Yes, online delivery starting Fall 2017/2018 (hybrid)

A majority of the proposed masters program will be delivered online. The program will also require a face-to-face capstone component that will be held on the BHSU campus.

**7. What are the University’s plans for obtaining the resources needed to implement the program?** Indicate “yes” or “no” in the columns below.

	Development/Start-up	Long-term Operation
Reallocate existing resources	Y	Y
Apply for external resources	Y	Y
Ask Board to seek new State resources	Y	Y
Ask Board to approve new or increased student fee	N	N

By the second year we would need to add one additional full time exempt line as a faculty or administration in American Indian Studies. BHSU will seek external federal and state funds in long term for support and development. Potential minor grants will also be pursued for course enrichment from the Bush and Vucurevich Foundations. A formal program proposal will not come forward until financial resources have been secured for the program, including any requested new state resources.

**8. Curriculum Example: Provide (as Appendix A) the curriculum of a similar program at another college or university.** *The Appendix should provide the required and elective courses in the program. Catalog pages or web materials may be used. Identify the college or university and explain why the program may be used as one model when the proposed program is developed.*

Appendix A provides the curriculum of Arizona State University’s Master of Science in American Indian Studies. This program is newly established nonetheless it is the only Masters of Science in American Indian Studies in the nation. This program may be used as a model in developing the program proposal, since BHSU will focus on similar outcomes. An estimate of twelve new courses will be developed with half of these courses being similar to the ASU course work. BHSU will also examine Masters of Arts programs offered by Montana State University, University of Oklahoma, and University of California, Davis.

**9. Additional Information.** *Additional information is optional. Use this space to provide information not requested above. This item may be deleted if it is not used.*



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**Appendix A (page 1/3)**

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<http://americanindian.clas.asu.edu/home>

ASU AIS Master of Science Program: A Brief Description

The AIS MS program consists of two options, each 30 credit hours:

- **Thesis Option:** Students will be involved in a major research project under the direction of their faculty advisors, culminating in a thesis. This is the option students should select if they have an interest in a research-oriented position within an organization or agency, or wish to pursue a doctorate degree.
- **Professional Option:** Non-thesis students will complete a research project that identifies and addresses an applied problem or issue relevant to a partner agency/organization under the direction of their faculty advisors. This is the option students should select if they are interested in a leadership / managerial level position within an organization or agency

The foundation of the program is based on the following **AIS paradigm**:

The American Indian Studies paradigm is grounded in the experiences of American Indian nations, peoples, communities, and organizations from American Indian perspectives. Its principles are rooted in the concepts of sovereignty and indigenesness. It recognizes that disparate worldviews, literatures, knowledge systems, political structures, and languages characterize Indian societies within the United States but that they share commonalities that link them with other indigenous peoples of the world. It acknowledges that colonialism has impacted the sovereignty, human rights, landholdings, religious freedom, health, welfare, and cultural integrity of Indian nations.

AIS focuses on the protection and strengthening of Indian sovereignty, self-determination, self-sufficiency, and human rights. AIS faculty must view their teaching, research, and service as a “sacred” responsibility to Indian nations undertaken for the sake of cultural survival. AIS provides a curriculum for the intellectual, ethical, and social development of students so they will acquire a comprehensive and practical understanding of U.S. Indian law and policy, colonization/decolonization, and nation building.

AIS privileges oral history and traditional knowledge while promoting collaborative community-based research methods that transcend disciplinary boundaries. It calls for partnerships with Indian nations, communities, and organizations that seek tangible and sensible solutions rooted in indigenous and nonindigenous knowledge to address problems facing American Indian nations. It acknowledges that Indian concepts of living in a balanced, harmonious, and reciprocal relationship with our Earth Mother have a place in dialogues concerning sustainable communities, climatic change, environmental degradation, and justice. It trains future leaders and intellectuals to meet challenges of an ever-changing world.

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**Appendix A (page 2/3)**

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**Concentrations**

The 30 Credit Hour AIS MS program includes:

- 9 credits in core classes
- 9 credits in one of four concentrations,
- 6 credits in thesis or practicum
- 6 credits in electives

The four concentrations are:

1. **Visual and Oral Culture:** Students who pursue this area of concentration will explore and contribute to American Indian culture and history as it exists in visual, material and written forms through creative writing, literature, poetry, film, photography, performing arts, digital arts, oral tradition/history and communication from an American Indian Studies paradigm.

2. **Indigenous Rights and Social Justice:** Students who pursue this area of concentration will explore the historical dimensions of colonization on American Indian political, economic, and cultural institutions. Students will analyze the legal, political, and social implications of American Indian relationships with federal, state, and local governments and investigate processes that American Indian nations and community members strategize and work toward social justice and Indigenous rights.

3. **Cultural Resource Revitalization and Sustainability:** Students who pursue this area of concentration will explore the development and implementation of American Indian-focused Cultural Resources management processes and analyze how policies and laws can improve or hinder the protection of American Indian cultural and funerary patrimony.

4. **Tribal Leadership and Governance:** Students who pursue this area of concentration will explore traditional and modern concepts of Indian education leadership, tribal government leadership, tribal governments, decision-making and legislation, constitutional reform, planning, economic development, community development, nation rebuilding, tribal courts, administration, and planning.

New Graduate Courses:

- AIS 501 American Indian Studies Paradigms
- AIS 502 American Indian Studies Research Methods
- AIS 503 Contemporary Issues
- AIS 504 American Indian Film & Activism
- AIS 505 Contemporary Visual Arts of American Indians
- AIS 506 Indigenous American Literature and the Tribal Community
- AIS 508 Revitalizing Indigenous Languages
- AIS 509 American Indian & Indigenous Rights

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**Appendix A (page 3/3)**

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AIS 510 Social Change in American Indian Communities  
AIS 511 Genders & Sexualities in American Indian Societies  
AIS 512 Historical Trauma, Healing and Decolonization  
AIS 513 Urban Issues  
AIS 514 American Indian Intellectuals  
AIS 515 The Work and Legacy of Vine Deloria Jr.  
AIS 516 Concepts of Power and Indigeneity  
AIS 517 Customary Tribal Law and Governance  
AIS 518 Tribal Jurisdiction  
AIS 519 Burial Rights, Repatriation and Sacred Places Matters  
AIS 521 American Indian Leadership & Resistance  
AIS 522 Tribal Government  
AIS 523 Community Development with American Indian Communities  
AIS 524 Indian Control of Indian Education: Tribal Colleges and Universities  
AIS 580 Practicum  
AIS 599 Thesis

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Appendix B: Personal Testimony in Support of the Program

Personal testimony supports the need for a MS degree in American Indian Studies. Roger Campbell, former South Dakota Director of Indian Education and former Director of the Office of Tribal Government Relations for the State of South Dakota, recognizes the growing need for advanced degrees in American Indian Studies. Campbell states, “A master’s degree in American Indian Studies will not only benefit American Indians, it would benefit the whole state. We need to educate more people about the history and culture of American Indians. What can we learn about the origins of tribes and their members? What are the differences between Tribes? What has been the impact of Tribal policy in contemporary Indian country? What are the challenges within education in the state of South Dakota? These are a few of the questions that the people of South Dakota should be able to answer. We need advancement, not only in the educational arena but especially when it comes to Tribal law and politics; not only in our region and our respected areas but at a national level.”<sup>11</sup>

Daryl “KC” Russell, Sanford Underground Research Facility Cultural Coordinator and former Director of SD Indian Health Care Initiatives, sees this degree as a great thing for the State of South Dakota, especially for Indian Health Services. KC states, “Employees and/or administrators who are non-Indian have little to no knowledge of American Indian history. Administrators need to have more knowledge of American Indian history to know how to deal with Tribes and their members. For the State of South Dakota to advance everyone from the ground up to the Governor’s office should have some knowledge on Tribal issues, history, and government. Individuals who have a Master in American Indian Studies would have the credentials to advise administration. They would provide accurate Native perspective not just a Native presence.”<sup>12</sup>

Graduates of BHSU’s American Indians Studies program have expressed strong interest in a graduate program. Florence Joan Byrd, a recent AIS graduate, states: “If it (MSAIS) were offered now, I would apply for and begin it this fall. I am passionate and enthusiastic about American Indian Studies. We live in the Center of Indian country, with access to both the Sacred Black Hills and a diversified group of Tribes around our area, there are limitless resources available to anyone who would like to study about and interact with American Indians. It is important for me to continue on in this Master’s program and I want to do it at Black Hills State University.”<sup>13</sup>

Another BHSU graduate, Stephen Di Gioia, states his support of the program: “I moved to Spearfish from Honolulu in 1994, attracted to BHSU by the wide selection of undergraduate American Indian Studies classes offered at the institution. During my last year of college the undergraduate degree in AIS was offered and I changed my major in order to graduate with a degree in AIS in 1998. Upon graduating I was interested in finding a master’s program in AIS and started to explore my options. I quickly found that they were limited and would require relocation. Being located in the Black Hills, BHSU is the perfect institution for an advanced degree in this unique field. Over the years the university has attracted scholars from all over the

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<sup>11</sup> Roger Campbell. Phone Interview on January 4, 2012. Used with permission.

<sup>12</sup> Daryl “KC” Russell. Face-to-Face Interview on January 12, 2012. Used with permission.

<sup>13</sup> Florence Joan Byrd. Personal email sent on March 16, 2012. Used with permission.

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country and world who have studied in the AIS program. A master's degree in AIS at BHSU would give these students a home where they could continue to grow without leaving the region."<sup>14</sup>

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<sup>14</sup> Stephan DiGioia. Personal email send on January 19, 2012. Used with permission.