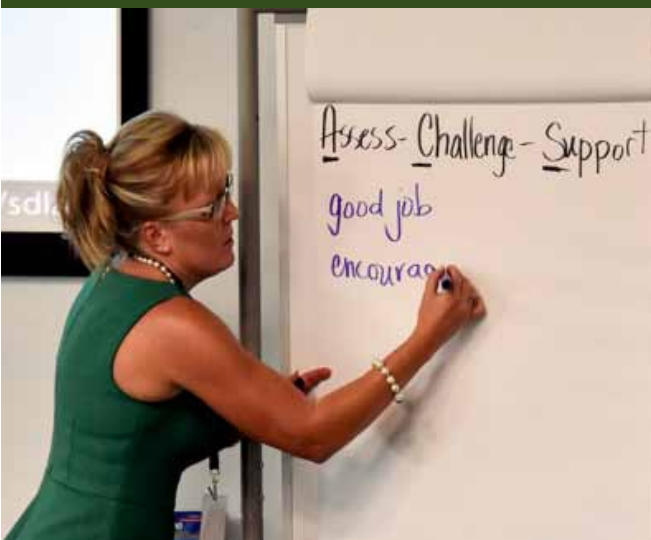


Leadership Studies Certificate Program Proposal



Presented to the South Dakota
State Board of Education
July 2016
For Implementation
Fall 2016



Mitchell Technical Institute
1800 E. Spruce St. • Mitchell, SD 57301

Mitchell Technical Institute

New Program Proposal:	Leadership Studies
Length of Program:	9-month Certificate
Number of Students:	18 initial cohort
Projected Start Date:	Fall 2016
Total Credits:	20

Executive Summary:

Mitchell Technical Institute is requesting approval to offer a Certificate in Leadership Studies. The South Dakota Leadership Academy (SDLA) enrolled the first cohort in August 2015. Participants, industry partners, and faculty have experienced great success with the initial offering. That success has led program supporters and participants to call for the implementation of credit-bearing coursework.

The South Dakota Leadership Academy is a business-driven program composed of participants designated by their company or organization as potential leaders who are in need of basic and intermediate levels of leadership training. Each participant works closely with a mentor from within their organization, ensuring that they are able to apply the skills and knowledge gained in the Academy in the workplace. Admission to the program is based upon industry selection; the employer selects the participant and pays for the training.

The program is designed to develop articulate, experienced, competent, and character-filled leaders. The SDLA program prepares students for increased responsibility and positions of influence within organizations across a diverse spectrum. As graduates of the program, students will have excellent preparedness for career employment advancement.

The proposed curriculum and utilization of nationally recognized assessments will meet the needs of students and of business and industry partners. Students will have multiple paths towards recognition of their leadership studies.

Identification and Description of Program:

This program will provide an opportunity for students to take classes and gain understanding of conflict resolution, decision-making styles, strengths, ethics, workforce diversity, trust, change and organizational transformation, emotional intelligence, mentoring and coaching, effective communications and feedback process, collaboration, professional networking, financial intelligence, teamwork, and the art of negotiation.

As part of this program, the students will be required to remain actively engaged in a professional mentorship program that connects the student, the employer, and the SDLA faculty.

Objectives and Purpose of the Program:

The Leadership Studies certificate program is dedicated to offering students practical experience, targeted curriculum, and a focused internship to become a successful practitioner of leadership. This program will provide detailed attention to professionalism, communications, and real-world leadership activities. Students gain useful knowledge and skills: identification of personal strengths and vulnerabilities; leadership capacity; business competencies; and business applications.

General Program Objectives:

- Communicate effectively through both written and oral means
- Demonstrate a professional work ethic, attitude, and focus
- Apply logic, reasoning, and critical thinking skills to solve problems and seek information
- Use computer and presentation technology applicable in this field of study
- Work cooperatively with peers and supervisors
- Develop leadership, managerial, and career-specific competencies
- Understand, develop, and utilize financial principles

Methods of Attaining the Objectives of the Program:

Students are recruited into the Academy through relationships with business and industry. Owners/managers of those companies determine which of their employees will benefit from leadership training, and they work with SDLA to enroll the students and provide mentors. The SDLA Executive Director aids in the recruitment of business partners, potential mentors, and prospective students.

MTI provides assurance that it possesses the resources and staff necessary to:

- Collaborate with business partners to identify students
- Develop marketing materials and recruit students
- Recruit and supervise qualified staff

- Assess the abilities of students for proper program and course placement
- Develop and administer budgets
- Make available instructional resources
- Provide career guidance to students
- Evaluate the program and staff
- Secure input from industry through an advisory committee
- Maintain membership in professional organizations and provide time and fiscal resources for professional development
- Provide services to disabled students
- Provide classrooms and laboratories
- Ensure technology is current and enhances course delivery

Description of Labor Market Demand:

South Dakota's job growth has outpaced the US average for the past 15 years with an average rate of growth at 12.9%.

In 2015 specifically, South Dakota ranked 15th nationally for job growth with 2.3% real job growth.

South Dakota has seen an increase in job opportunities in the past two years. The leadership career field falls within the Professional and Business Services category for reporting of job potential and actual growth. In the US Department of Labor reports from 2013-2015, this specific category was number two in the state for job growth. The demand for leadership experience is real with top-level leadership positions showing an 11% growth rate across the nation in 2015 that should translate into growth opportunity across the entire career field.

Additionally, South Dakota is presently experiencing a gap in mid-level leaders with the professional preparation and requisite experience to lead their work units, business entities, and organizations. As the baby boom generation (1946-1964) presently in leadership retires, it is recognized that the next level of leadership must be adequately prepared.

According to US Census bureau data, in 2003, 82% of the baby boom generation were in the workplace. In 2013, that number was at 66% and expected to continue to decrease at an annual rate near 5%. The Leadership Studies certificate program will help reduce the existing lack of leadership preparedness and present shortage of mid-level leaders in South Dakota.

Students who complete the certificate program will not only see the potential for higher wages but also increased demand for their focused education and professional experience.

SOC Code	Occupational Title	2012 Employment	2022 Employment	Numeric Change	% Change	Avg. Annual Demand
43-1011	First-Line Supervisors of Office and Administrative Support Workers	1,945	2,115	170	8.7%	63
49-1011	First-Line Supervisors of Mechanics, Installers and Repairers	955	1,010	55	5.8%	32
51-1011	First-Line Supervisors of Production and Operating Workers	1,470	1,565	95	6.5%	31
53-1031	First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	475	510	35	7.4%	17
	TOTAL Average Annual Demand	1211	1300	89	7.1	143

Retrieved from: http://dlr.sd.gov/lmic/occupation_projections_2012_2022.aspx on June 20, 2016.

Population Served:

This program is available to any applicant who has been nominated by a participating industry partner and successfully completed the admission requirements set by Mitchell Technical Institute. MTI does not discriminate in its educational programs on basis of race, color, creed, religion, age, sex, disability, national origin or ancestry. The program will draw its students from South Dakota and surrounding states, and the opportunities for employment will favor the same geographical area. This program is aimed at mid-level supervisors, managers, and leaders across a spectrum of occupations like information systems manager, construction managers, production managers, transportation and distribution managers and many others.

Projected Three-Year Budget:

Categories	2016-2017	2017-2018	2018-2019
Salaries/Benefits	\$135,000	\$142,000	\$149,000
Travel/Training	16,000	16,500	17,250
Supplies	13,000	13,500	14,250
Miscellaneous	7,000	7,500	8,000
TOTAL	\$171,000	\$179,500	\$188,500

Program Competencies and Entry and Exit Points:

The program will follow a traditional school calendar with a fall entry point and a spring graduation. At the end of the nine-month program, graduates will receive a Certificate in Leadership Studies.

The curriculum is competency-based and will be reviewed and approved by a program advisory committee. Additionally, MTI will be cognizant of and adhere as necessary to any future guidelines or certifications set by industry.

The curriculum is designed to help participants develop the knowledge, skills, and behaviors necessary to be successful in leadership roles upon completion of the certificate program. Program competencies include:

- Identify personal leadership strengths and vulnerabilities
- Manage change, work, and politics
- Communicate effectively
- Build and maintain relationships
- Manage effective teams and work groups
- Embrace diversity
- Assess financial health of an organization
- Develop crisis management strategies
- Understand the process in making effective business decisions
- Develop a structured, three-phase approach to resolving ethical dilemmas
- Build and manage workforce based on organizational goals, budget, and staffing needs
- Conduct effective meetings
- Assist others in developing career goals
- Practice effective time management
- Inspire and foster team commitment and trust
- Recognize the value of public service
- Build a shared vision and mission with others
- Position the organization for future success

Statement of Nonduplication:

At the present time, we are not aware of a similar certificate offered anywhere in South Dakota. Although there are a variety of leadership training packages available, offered by both for-profits and non-profits, MTI's history in providing quality education, coupled with strong industry support, and the intensity of a nine-month program offering, makes this an appealing solution to the identified leadership gap in many industries.

Proposed Curriculum Design:

The curriculum proposed for this program will be delivered in a variety of methods including workshops, online materials and assignments, synchronous discussions via Skype® and mentorship within the workplace. The curriculum outline below is for the Level II Certificate program.

First Semester – Foundations of Leadership – Building of Self

SDLA 200	Fundamentals of Leadership	2 Credits
SDLA 206	Managing Responsibly	2 Credits
SDLA 214	Talent Management	2 Credits
SDLA 222	Financial Management for Leaders	2 Credits
SDLA 298	Mentorship & Coaching I	2 Credits
	Semester Total	10 Credits

Second Semester – Leadership in Action – Team and Organization Leadership

SDLA 203	Strategic Planning	2 Credits
SDLA 207	Courageous & Inspirational Leadership	2 Credits
SDLA 215	Business Ethics & Values	2 Credits
SDLA 223	Leadership Culture	2 Credits
SDLA 299	Mentorship & Coaching II	2 Credits
	Semester Total	10 Credits

Total Program Credits: 20

Wage Factor:

There is no category for “leadership” in the National and State wage data sources. Therefore, the data presented is for management occupations which share some task, duty, and responsibility elements found in the majority of leadership positions.

Occupational Wages, May 2015						
Location	Pay Period	10%	25%	50% (Median)	75%	90%
United States	Hourly	\$16.05	\$20.57	\$27.09	\$35.35	\$45.07
	Annual	\$33,390	\$42,780	\$56,340	\$73,520	\$93,740
South Dakota	Hourly	\$19.98	\$22.99	\$27.24	\$31.81	\$36.79
	Annual	\$41,560	\$47,820	\$56,650	\$66,170	\$76,520

Retrieved from: <http://www.bls.gov/oes/current/oes511011.htm> on June 12, 2016

CIP Code: 46.0303

Title: Organizational Leadership

Definition: A program that focuses on leadership skills that can be applied to a business, government, non-profit, or educational setting. Includes instruction in organizational planning, dynamics of leadership, finance, team building, conflict resolution and mediation, communication and other management skills.

Appendices

Appendix A	Levels of Training
Appendix B	Letters of Support

Mitchell Technical Institute

South Dakota Leadership Academy



Category	Competency	Subcompetency
Organization (Strategic)	Managing Organizations and Resources	Resource Stewardship
		Change Management
		Continuous Improvement
	Strategic Thinking	Vision
		Decision-making
People/Team (Operational)	Leading People	Adaptability
		Develops and Inspires Others
		Takes Care of People
	Fostering Collaborative Relationships	Diversity & Inclusion
		Builds Teams and Coalitions
Personal (Tactical)	Embodies Leadership Culture	Negotiating
		Ethical Leadership
		Followership
		Leader Ethos
	Communicating	Develops Self
		Speaking and Writing
		Active listening



March 28, 2016

Mark Wilson
Mitchell Technical Institute
1800 East Spruce Street
Mitchell, SD 57301

RE: Leadership Studies Program, *The South Dakota Leadership Academy*

Dear Mr. Wilson,

I am writing this letter in support of the proposed Leadership Studies certificate program at MTI.

As the President of Kolberg-Pioneer, I clearly recognize the present lack of educational opportunities in the area of leadership development that directly answers the requirements of this company. As a world-wide leading manufacturer of aggregate processing equipment, we desire leaders that know how to manage and not simply managers. Presently, there are numerous educational programs that offer management skills but none that offer leadership development in a method that is reinforcing and targeted to the needs of the company. As an industry, we have a pressing need for early exposure to the principles and characteristics of leadership in our workforce, and I commend you on your efforts to respond to this demand.

As we engage our diverse customer base and seek out future customers around the world, staff members with understanding and practical experience in effective communications, conflict resolution, decision making, ethics, teamwork, diversity, and personal professional development are quickly recognized and valued as essential to our success. Too often, our organization is in need of such a person with these specific skills and abilities and we must look outside our company and perhaps outside our state to find them. Additionally, the ability to secure a certificate in leadership may provide potential leaders with the right credentials for advancement within the company.

We are fully supportive of the South Dakota Leadership Academy program that began in September of this year and are clearly feeling its effect in our workforce through the in-depth mentoring and online coursework that our Kolberg-Pioneer participant shares weekly throughout our key staff. I can see a winning scenario for our organization if we had South Dakotans in our potential workforce who have graduated from the MTI Leadership Studies program.

I believe the Leadership Studies program that is being proposed would go a long way towards building a dynamic workforce for our South Dakota businesses and industries. I wholeheartedly support your efforts!

Respectfully,

A handwritten signature in blue ink that reads 'Jeff May'.

Jeff May, President

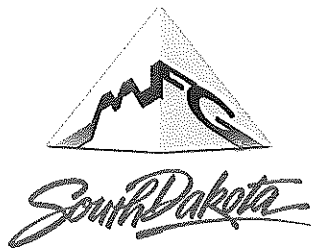
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Telephone: 605-725-9463
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March 11th, 2016

Mark Wilson
Mitchell Technical Institute
1800 East Spruce St.
Mitchell, SD 57301

RE: Leadership Studies Program, *The South Dakota Leadership Academy*

Dear Mr. Wilson,

I am writing this letter in support of the proposed Leadership Studies degree program that MTI is proposing.

As both the Chairman of the South Dakota Workforce Development Council and the Senior Vice-President of Molded Fiber Glass, Inc. (MFG), a world leader in composite manufacturing, I am keenly aware of the challenges we face in South Dakota regarding the workforce. One of those challenges is being able to develop leaders within our organizations. We are facing a massive challenge in trying to grow our companies while we are losing our most experienced supervisors and leaders due to the retirement of the baby boom generation. The very people that we need to provide the continuity, leadership and direction of our companies as they expand to meet economic opportunity are leaving us with very few options in growing the next generation of leaders.

While we know that there are numerous other programs that offer management skills, none offer the leadership development skills that help develop leaders with the understanding and practical experience in effective communications, conflict resolution, decision making, ethics, teamwork, diversity and personal professional development that we need. Too often, our organization is in need of people with these specific skills and abilities and we must look outside our company and perhaps outside our state to find them. Additionally, the ability to secure an Associate Degree in leadership may provide potential leaders with the right credentials for advancement within the company. Having an understanding of corporate development needs, it is essential for early exposure to the principles and characteristics of organizational leadership, and I commend you on your efforts to respond to this demand.

We are fully engaged with the South Dakota Leadership Academy program that began in September of this year and are clearly feeling its effect in our workforce through the in-depth mentoring and online coursework that one of our MFG teammates shares weekly with key staff. For South Dakotans in the workforce, an opportunity to learn through the proposed MTI Leadership Studies program is a clear win for South Dakota industry and individual workers.

I wholeheartedly support your efforts in further leadership program development. I believe the Leadership Studies program that is being proposed would go a long way towards building a dynamic workforce for our South Dakota businesses and industries.

Sincerely,

A handwritten signature in dark ink, reading "David M. Giovannini". The signature is fluid and cursive, with the first name "David" being the most prominent.

David M Giovannini
Sr Vice President
Molded Fiber Glass Companies
1401 Brown Cty Rd 19 N
Aberdeen, SD 57401



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March 17, 2016

Mr. Mark Wilson
Mitchell Technical Institute
1800 East Spruce St.
Mitchell, SD 57301

RE: Leadership Studies Program, *The South Dakota Leadership Academy*

Dear Mr. Wilson,

This letter is in support of the Leadership Studies degree program that MTI is proposing to start.

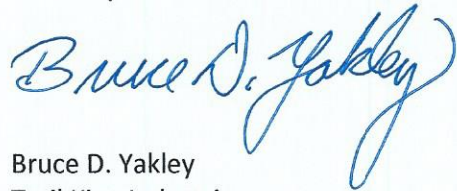
In my position as the President of Trail King, Inc., a national leader in the manufacturing of custom specialty trailers, and having a workforce of over 850 employees spread over three locations in two states, I am keenly aware of the need for effective leadership. One of the challenges is being able to develop leaders within our organization. We are facing a significant challenge in that we are losing our most experienced supervisors and leaders due to the retirement of the baby boom generation. At the very time we are experiencing huge economic opportunities, we are facing the departure of the experienced people that we need to provide leadership and direction. That is why we, as a company, became involved with MTI this year with the inaugural year of the South Dakota Leadership Academy and why I am very supportive of your expanding the leadership program.

While there are numerous other programs that offer leadership training for C-level leaders or those that deal with management skills, none offer the leadership development skills for our junior and mid-level supervisors that are reinforcing and targeted to our need. In order to transition these people into competent leaders they must have the understanding and practical experience in effective communications, conflict resolution, decision making, ethics, teamwork, diversity and personal professional development that we need. That is why we sent two of our employees with the most potential to the South Dakota Leadership Academy this year. We can see the affect this program has had on these two men through the in-depth mentoring and coursework. We believe the proposed MTI Leadership Studies program will provide greater opportunity for individuals to grow into the competent leaders needed for a successful future.

The ability to secure an Associate Degree in leadership, as contemplated by this new program, may provide potential leaders with the right credentials for advancement within the company. Having an understanding of corporate development needs, it is essential for early exposure to the principles and characteristics of organizational leadership, and I commend you on your efforts to respond to this demand.

I believe the Leadership Studies program that is being proposed would go a long way towards building a dynamic workforce for our South Dakota businesses and industries and I commend you on your foresight in moving in this direction. Please let me know how we may assist in your efforts.

Sincerely,



Bruce D. Yakley
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