

The Citadel
Program Planning Summary
Master of Science
in
Leadership

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2. Classification

- a) Master of Science in Leadership
- b) No concentrations, options or tracks
- c) 36 credit hour M.S. degree, **CIP Code: 520201**
- d) Proposed date of implementation is Fall 2014
- e) Program does not qualify for Palmetto Fellows Scholarship and Life Scholarship awards
- f) Traditional and Online

3. Justification.

Need. The need for this program is based on the increased market demand for trained professionals in leadership positions regardless of the technology or industry. As working professionals move into managerial level positions more of their responsibility involves leading others to accomplish organizational goals. This need is critical regardless of the industry. For example, active duty military personnel are in need of these skills in the same way as someone working in the private sector or in social services. The Citadel has a national reputation for leadership which will attract individuals from all walks of life into this program. The current graduate certificate program has over 40 individuals enrolled and is an indication of the demand for this program. At the local and state levels there is considerable interest in this program from law enforcement personnel. A significant percentage of the students currently enrolled in the graduate certificate and MA in Social Sciences with a focus on leadership is from within the state.

Relationship of the proposed program to existing programs at the proposing institution. The mission of The Citadel is to “educate and develop our students to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment”. In keeping with our mission, The Citadel currently offers a graduate certificate in Leadership and a focus on Leadership within the MA in Social Sciences. In addition, the institution offers a minor in Leadership at the undergraduate level. Also, the four year cadet development model includes a significant amount of extracurricular training and instruction in leadership. Finally, all cadets take four years of ROTC courses which include leadership education.

Assessment of extent to which the proposed program duplicates existing programs in the state. There are no graduate level degree programs focusing solely upon in leadership in South Carolina. Similarly, an examination of over 500 schools nationwide that advertised leadership programs revealed that only 143 of those taught actual leadership courses at the master’s level. A closer look indicated that even these 143 offered only specialized programs, such as *Agricultural Leadership* (UGA), *Business Leadership* (Upper Iowa), *Educational Leadership* (GA Southern), *Environmental Leadership* (Naropa U.), and *Strategic Leadership* (U. of Dallas). Further, many of the courses in these programs were not leadership focused, but discipline specific. In short, leadership appeared to be an addendum to an existing program. Finally, after examining the content of over 600 particular courses, our study concluded that there are only thirty schools nationwide and comparable to The Citadel that offer a genuine leadership-focused degree. None of those thirty schools are in South Carolina. The closest of these 30 schools are Amridge University in Alabama and Regent University in Virginia, not including online programs. While there are a number of institutions that offer programs in organizational leadership, this program is unique in that it is an interdisciplinary program that appeals to more than just the business sector. South University is authorized to offer a M.S. in Leadership in South Carolina.

Eight of the twelve courses in The Citadel program are specifically focused upon leadership, which represents a significantly higher proportion of the coursework than other programs evaluated (67%). The proposed program also includes a common set of classic leadership cases and contemporary readings for use in these eight leadership-focused courses. Many of the comparable programs are housed in discipline-specific colleges/schools within the institutions studied. In contrast, this program will span disciplines under the direct supervision of the Provost to ensure an interdisciplinary approach to course development and course staffing.

4. Program demand and productivity: The Citadel graduates approximately 450 cadets annually. These students have an excellent background and interest in leadership and represent a population from which to draw students. The graduate certificate in Leadership currently enrolls over forty students. Many of these students would like the opportunity to continue the study of leadership at the graduate level and obtain a master's degree. The Citadel has been offering a focus on leadership within the Master of Arts in Social Sciences and there are 9 students currently pursuing that degree program. Additionally we have had over 114 inquiries regarding this program. The proposed M.S. in Leadership would replace the leadership focus within the MASS program. The projected enrollments for this program are as follows.

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|----------------------|----|
| Fall 2014 | 10 |
| Fall 2015 | 25 |
| Fall 2016 | 40 |
| Fall 2017 | 50 |
| Fall 2018 and beyond | 60 |

The projected number of annual completers is as follows.

| | |
|------|----|
| 2015 | 6 |
| 2016 | 16 |
| 2017 | 16 |
| 2018 | 20 |

5. Employment Opportunities for Graduates. Employment opportunities include local, state and federal government agencies. For example, we have been approached by local law enforcement about the possibility of a cohort program. United States active duty military officers around the world are potential candidates for this program since it will be delivered online as well as in a traditional format. In addition, the private sector, other public sector agencies and not-for-profit agencies are potential employers of the graduates of this program. Considering the defense industry, in 2012 there were 3,464 defense contractors operating in the state who were awarded \$3,794,086,105 in funding (http://www.governmentcontractswon.com/department/defense/south_carolina_counties.asp). In South Carolina, current data on management occupations indicate that 75,240 positions exist in the state across 32 different industrial categories, thus showing the need for leadership in both numbers and types of professions (Bureau of Labor Statistics http://www.bls.gov/oes/current/oes_sc.htm).

6. Curriculum. The Master of Science in Leadership is a 36 credit-hour program consisting of the following requirements:

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|--|---|
| Leadership Core (24) | |
| <ul style="list-style-type: none"> • Leadership in Organizations: Principles and Practices • Communication for Leadership • Ethics, Values, and Principled Leadership • Leading Change: Organization Development and Transformation • Leading Teams: Coaching, Culture, Diversity, and Globalization • Leadership Self-Appraisal, Development, and Critical Thinking • Strategic Leadership, Vision, Mission and Contemporary Issues • Leadership Capstone Project | |
| Behavioral Foundations (6) | Research Methods (6) |
| <ul style="list-style-type: none"> • Human Growth and Development • Social and Cognitive Foundations of Interpersonal Behavior | <ul style="list-style-type: none"> • Seminar in Social Science • Research Methods in Social Science |

7. Articulation and Inter-institutional Cooperation: There are no articulation or cooperative arrangements in place at this time. As opportunities arise, these arrangements will be explored.

8. Estimate of Costs. The estimated additional cost is approximately \$146,300. This cost represents the hiring of one new faculty member (\$110,000). There are currently existing full-time faculty members from a number of different disciplines who have been involved in the development of graduate leadership courses for the certificate and/or the MASS-L. They represent a significant pool of resources for offering the courses in the program. Many of the courses included in this program are offered for the graduate certificate. Additional full-time or part-time faculty hires will be determined by student demand. Additional revenue from student enrollment is projected to cover these additional costs.