

Rural POWER

Leadership Program Aimed at Boosting Co-op Leadership

Intentional listening is a skill Billie Sutton has honed over the course of his adult life. And as he leaned into recent conversations with electric cooperative leaders across the state, the former legislator from Burke started noticing a trend.

He picked up on a common refrain: cooperatives are having a hard time finding qualified candidates to run for positions on their governing boards.

As not-for-profit organizations, electric cooperatives don't have pockets deep enough to dangle large compensation packages in front of potential board candidates. This reality tends to narrow the field of interested parties.

After hearing this a few too many times, Sutton decided to take action and do something about it. He began working to develop a leadership program through his non-profit Billie Sutton Leadership Institute to encourage and inspire rural co-op members to consider campaigning for a board position.

The new year-long leadership development program is called "Rural POWER: Powering Opportunities While Energizing Rural." It will be held alongside the third leadership class offered by the Institute. The first program in 2019 attracted more than 100 applicants to fill 12 spots. Last year's class drew roughly 70 applicants but was hampered by the impact of the pandemic.

Sutton surmised that the high interest level in the Institute's first two programs stems from a desire to return to a more community-focused style of leadership and steer away from a brand of politics that appears to be growing more openly hostile.

His supposition comes from the comments he heard not only during his six years serving in the state senate but also from voters during his gubernatorial campaign three years ago in which he received more than 167,000 votes while losing the race to Gov. Kristi Noem.



Billie Sutton and his wife, Kelsea (foreground) are shown with the Institute's inaugural class of rural leaders.

"I think people were excited about a new style of leadership I brought to the table that's focused on service, finding common ground, overcoming adversity and getting things done on behalf of the people. I think people are tired of politics as usual," he said.

For the Institute's inaugural class, applicants ranged in age from 18 to 60 and represented a plethora of professional backgrounds: health care, teaching, education administration, local elected officials, ranchers and more. Sutton said he hopes the new program will also attract interest from a diverse set of applicants.

Rural POWER will kick off this summer and is sponsored by the South Dakota Farmers Union. Participants will engage in educational leadership training opportunities emphasizing community building and

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serving neighbors, while learning from cooperative leaders who have demonstrated their commitment to rural development. They will gain the knowledge and enthusiasm to re-imagine and re-energize rural South Dakota, Sutton said.



Rural POWER aims to provide leadership training that will help re-invent and re-energize rural South Dakota.

The program has an advocate in Melissa Maher, general manager at Moreau-Grand Electric based in Timber Lake. Maher notes that while most of the state's electric co-ops qualify as "rural," that doesn't mean they are merely small-time mom-and-pop operations. For instance, Moreau-Grand Electric is a member-owned business with more than \$47 million in assets.

Maher said it's important that electric co-ops be run by managers and board members dedicated to the task at hand. Board directors are democratically elected by the members in their respective districts and charged with the responsibility of developing the policies that guide the future of the co-op. They also have certain legal, fiduciary and industry-related issues they must deal with during the course of carrying out their duties.

"These are positions of responsibility and leadership, and you need qualified people because they're making big decisions," Maher said, adding that serving on a co-op board requires considerable time and attention. "If someone is interested in being nominated, you have to be up front and honest about that fact. That's one of the first things people ask, and the honest answer is that it's a commitment."

Those who succeed in meeting their board responsibilities recognize and appreciate the fact they're contributing to the advancement of their entire service area by providing an essential commodity. Maher said it also takes a certain type of personality and temperament to be a successful board member.

"They have to learn protocol and there can be situations like dealing with personnel issues where they have to be discreet. They have to be the type of person who can agree to disagree and walk away and not let it get to them," Maher said. "They have to study up on the issues. We send out information a week ahead of time so that the board members can brush up on things and we can have a productive conversation. They need to care enough to be engaged and prepared."

Suzie Jones Pranger serves as executive director of the Institute. Today, Jones Pranger is an attorney living in rural Hartford, but she grew up on her family's farm in Burke and remembers her grandfather's involvement in her local co-op, Rosebud Electric.

"Even as a kid, I knew our power came from the local co-op, and I knew my family had a legacy of service to the co-op and our neighbors through my Grandpa's longtime position on the board," she said. "But what I never considered growing up is the need for subsequent generations to become active and continue to power our rural communities and our South Dakota way of life. Rural POWER will help build a pipeline of rural leaders ready to step up and take on leadership positions."

Kevin Mikkelsen, general manager of Rosebud Electric, is also supportive of the program and believes there is a lot of potential in the leadership program, especially when it comes to drawing some younger participants.

"I'm hoping the program sheds some light



on how cooperatives function and how they work on behalf of all the member-owners," he said. "All around the state, we really need to see some younger folks get involved and provide a new perspective and help us discover new and more effective ways to carry out our mission as co-ops, whether it's electric co-ops or ag-based co-ops."

Visit suttonleadership.org/rural-power to learn more about the program or to apply.