

Preparing for Leadership
in the
Agricultural Research and Higher Education System

Class 10 — Announcement and Selection of Participants

ESCOP/ACOP Leadership Development Program: A Professional Development Experience

sponsored by:
Experiment Station Committee on Organization and Policy
Academic Programs Committee on Organization and Policy

The Challenge

Continued success of institutions in the land-grant system demands innovation and creative and effective leadership. The ESCOP/ACOP Leadership Development Program is designed to improve and refine the leadership skills of faculty so that their contributions to research, academic or extension programs is enhanced. In many cases, graduates have gone on to use their new expertise in administrative positions. Many deans, directors and administrators are past participants of this program. In all cases, graduates have the potential to be more effective leaders within their present positions. Participants in the program with a relatively small investment in time and resources can make a significant difference in the function of programs, colleges, experiment stations and institutions.

Effective leadership is critical to the success of research, higher education, and extension programs in agriculture, natural resources, and life sciences in the new millennium.

Participant Selection

Deans of colleges of agriculture; directors of state agricultural experiment stations and academic programs; directors of 1890 institution research programs; USDA/CSREES administrators; and representatives of the home economics, forestry, and veterinary medicine academic communities are invited to designate candidates for Class 10 of the ESCOP/ACOP Leadership Development Program.

The ESCOP/ACOP Leadership Development Program can be the catalyst experience for early- to mid-career academics to move into key leadership positions or to provide leadership to a specific area of expertise. In recognition of the increasing diversity in our institutions, deans/ directors/administrators may wish to use this opportunity to encourage members of underrepresented groups to seek leadership training.

Participants are selected by directors, deans and administrators at individual institutions according to procedures specific to the respective institution. The ESCOP/ACOP Leadership Development Program Advisory Committee suggests that the program be announced throughout the college or unit.

The application form serves as the participant's registration and provides important information for program staff and the Advisory Committee. Participants should complete the application form thoughtfully and thoroughly, even if it is not a critical part of the institutional selection process.

The ESCOP homepage <http://www.escop.msstate.edu/> provides ready access to information about the program and an application form that can be downloaded. Copies of the application should be available in the office of the dean/director/administrator.

Submit the following to Deannie Dudley, 9 Administration Bldg. TAMU, College Station, TX 77843-2162 by April 15, 2000:

- The completed application form - signature of (1) the participant and (2) the dean/director/administrator who selected the participant and (3) the mentor if this individual is not the dean/director/administrator above.**
- Registration fee**

The registration fee is non-refundable. Therefore, alternate participants should be identified within the organization. Applications for alternate participants do not need to be submitted at this time.

The first 78 applicants accompanied by the registration fee will comprise Class 10.

Expectations of the Participant and Mentor

Prior to Phase I Workshop (June - September 2000)

Before the Phase I Workshop the participant and mentor will also be expected to work together on a Leadership Development Action Plan to guide their activities during the Phase II internship. The participant will be required to complete several personal assessment instruments.

Phase I - Workshop (September 9 - 14, 2000)

Participants must attend the workshop, September 9 - 14, 2000, in Indianapolis, Indiana. The workshop will include stimulating presentations, exercises to identify and develop leadership skills, and opportunities to interact with colleagues from other states. Phase I includes an assessment instrument that enables the participant to establish performance goals and to evaluate his or her progress toward new leadership behaviors and skills throughout Phase II.

Phase II - Resident Internship Experience (October 2000 - June 2001)

During Phase II the participant gains hands-on experience as he or she applies the course work from Phase I. Phase II is integrated with Phase I through a formal assessment process that enables the participant to evaluate, with the input of his or her mentor and colleagues, new leadership behaviors and skills. Participants will gain knowledge of the operation of the experiment station and academic programs and of others' perceptions of agricultural research and higher education. In addition to independent reading, participants will have an opportunity to undertake special assignments that are beneficial to the station or academic programs office. Opportunities exist for independent projects and activities initiated by participants and accomplished under the supervision of the mentor.

The mentor and participant will be responsible for planning and implementing the Phase II internship experience in a manner appropriate to the individual participant and institutional circumstances. In most cases, office space should be provided throughout the Phase II experience for the participant in the director's, dean's, or mentor's area. Some portion of time should be released from faculty responsibilities during the course of the leadership development experience. The participant's contribution to and benefit from the leadership development experience will depend on conscientious efforts by the participant and mentor to arrange in-depth and continuous involvement in the administration of agricultural research or higher education.

Phase III - Washington, D.C. Workshop (June 2001)

This three-day capstone experience in Washington, D.C. will provide the participant opportunities for interaction with leaders in government, higher education, agricultural research, and extension.

Leadership Development Program Costs

1. Registration fee prior to April 15, 2000 _____ \$1,900
Registration fee after April 15, 2000 _____ \$2,100
(to be remitted with application, made payable to Texas A&M University)

**APPLICATION AND REGISTRATION FEE SHOULD BE SENT DIRECTLY TO
Deannie Dudley, 9 Administration Bldg., TAMU, by April 15, 2000**
(See application for full mailing address)

2. Phase I

The workshop will be held at the University Place Executive Conference Center and Hotel, Indianapolis, Indiana. This facility serves as a conference center for Indiana University-Purdue University in Indianapolis. It is located 20 minutes from Indianapolis International Airport. Parking is free, and excellent meals are included in the daily rate. The athletic facilities at Indiana University-Purdue University in Indianapolis will be available to workshop participants.

The Phase I workshop will begin at noon on Saturday, September 9, 2000. It concludes on Thursday afternoon, September 14, 2000. The workshop will offer opportunities for social interaction and athletic and group activities.

**RESERVATIONS FOR LODGING AND MEALS SHOULD BE MADE DIRECTLY
WITH THE UNIVERSITY PLACE HOTEL AT (800) 627-2700**
(Major Credit Cards Accepted)
PRICES ARE APPROXIMATE

Friday, 9/8, arrival; Thursday, 9/14, departure

\$1240 + tax single occupancy or \$1000 + tax double occupancy

Saturday, 9/9, arrival; Thursday, 9/14 departure

\$1050 + tax single occupancy or \$900 + tax double occupancy

**NOTE: These costs include room for days noted and all meals
Saturday, 9/9, dinner through Thursday, 9/14, lunch.**

Transportation costs from the home institution to Indianapolis and return, lodging, and meals are the responsibility of the participant's institution.

3. Phase II

Any release time, logistical arrangements, and other costs are the responsibility of the institution and will vary according to the agreement between the participant and the supervising director/dean.

4. Phase III

The workshop is planned for June 2001 in Washington, D.C. Phase III's lodging, meals, and travel expenses are the responsibility of the participant's institution.

The Experience

PHASE I - September 9-14, 2000

A 6-day workshop includes a variety of hands on experiences and stimulating presentations that are designed to identify and develop leadership skills. Groups of faculty representing institutions from across the country learn about leadership together. Phase I focuses on the following :

- Leadership in Higher Education
- Personal Assessment: Strengths and Areas of improvement
- Giving and Receiving Feedback about Performance
- Managing Change
- Handling Crisis and Conflict
- Strategic Thinking and Acting
- Teams in Higher Education
- Negotiation for Mutual Benefit
- Planning and Implementation
- Interpersonal Communications
- Values in Leadership and Followership
- Personal Leadership, Emotional Intelligence, Stress Management and other topics

PHASE II - October 2000 - June 2001

After returning to the home institution, participants complete an in-residence internship. Guided by Phase I assignments and under the direction of a mentor, participants will play an active role in the administration of their own institution. Objectives are:

- Develop rapport with the mentor and an appreciation and understanding of the organization and function of the Experiment Station, Academic Program, Extension Office or agency
- Develop an understanding of the function and role of decision makers in the administration of the typical land-grant university campus or within the agency
- Gain knowledge and appreciation of middle management in the university or agency
- Gain knowledge and perspective of the station's or agency's involvement in regional research and breadth of Academic Programs
- Develop an understanding and perspective of the roles of support units

Phase II Optional Activities

- Review the history of the land-grant university system
- Develop an appreciation and understanding of Branch Stations or outlying units of the main Agriculture Experiment Station or Branch campuses associated with Academic Programs
- Establish liaison with legislative leaders
- Become knowledgeable of agriculture advisory and support groups
- Interact with state agribusiness
- Become familiar with international programs in agriculture

PHASE III - June 2001

A 3-day capstone experience in Washington, D.C., is a forum for interaction between participants and leaders representing government, higher education, and agriculture research and extension. Phase III will include the following topics:

- Strategies to meet challenges and capitalize on opportunities during Phase II
- Agricultural research and academic programs funding in the 21st century
- Future directions for agricultural research and education in the U.S.
- Current issues in research, extension, and higher education
- Mentoring skills for faculty and administrators

Here's what previous participants had to say about the ESCOP/ACOP Leadership Development Program.

"This was the best leadership training, in any area, I have received during my 14 years at a land-grant university."

"I got good news and bad news from my peers about the way I lead groups. Some of it was surprising, but all of it was helpful."

"This leadership development workshop was well-planned and well-executed. I enjoyed learning about various topics such as strategic planning, crisis management, communications, motivation, decision making, conflict resolution, and group dynamics. I learned a lot about myself during the workshop and met many wonderful people."

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in the
Agricultural Research and Higher Education System

**Class 10—ESCOP/ACOP Leadership
Development Program**

Application

Application Deadline is April 15, 2000

REGISTRATION FEE MUST ACCOMPANY APPLICATION

Registration fee postmarked before April 15, 2000 \$1,900.00
Registration fee postmarked after April 15, 2000 \$2,100.00

The first 78 applications received will comprise Class 10.

Name _____

Institution _____

Title _____

Department _____

Teaching/Research/Extension Appointment Split T____%/R____%/E____%

Office Address

Home Address

Phone _____

Phone _____

E-mail _____

FAX _____

Participant Signature _____ Date _____

Educational and Professional Experiences

Degrees completed:

Degree	Institution	Year	Field of Study

Post doctoral or additional study:

Previous professional employment (most recent listed first):

From	To	Employer	Title

Please state your professional objectives, including your interest in leadership development:

What, specifically, do you expect to gain from participation in the Leadership Development Program?

If you have participated or are participating in other leadership or management development programs, please describe:

Outline or plan for Phase II experience.

To be completed by Dean/Director/Administrator. Basis for selecting this person for the ESCOP/ACOP Leadership Development Program:

_____ (participant name) has been selected as a member of Class 10 of the ESCOP/ACOP Leadership Development Program. I/We agree to the expectations for the supervised Phase II experience at the home institution as outlined above. Modifications in the Phase II experience will be mutually agreeable to the participant, dean/director/administrator, and mentor.

Dean/Director/Administrator Signature	Mentor Signature (if different)
Dean/Director/Administrator Name	Mentor Name (if different)
Mailing Address	Mailing Address
City/state/zip	City/state/zip
Phone	Phone
E-mail	E-mail
FAX	FAX

Please mail this form along with the registration fee (\$1,900/participant) or purchase order **on or before April 15, 2000** for all designated participants. Make checks payable to **Texas A&M University**. Remember that all travel, hotel, and per diem expenses are the responsibility of the nominating institution. TAMU Tax ID # 3711711 7111000

Mail to: Deannie Dudley
 9 Administration Building
 Texas A&M University
 2162 TAMU
 College Station, TX 77843-2162

If you have questions regarding the program, please contact:

Dr. Karen Kubena, Program Coordinator
 979 845-3712
 k-kubena@tamu.edu