

Preparing for Leadership
in the
Agricultural Research and Higher Education System

Class 11 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

The future of the land-grant system lies in the hands of its current faculty. The faculty and administrative leaders of tomorrow will shape the system's future, while maintaining the founding ideals of the land-grant system. The goals of the ESCOP/ACOP Leadership Development Program is "to provide cutting-edge leadership learning experiences that facilitate personal growth and better prepared participants to provide leadership to change situations and bring value to universities and the land-grant concept."

Participants will accomplish the following objectives during the integrated three-phase program

- learn to manage change
- develop an understanding of personal leadership attributes, and
- learn to work effectively with diverse individuals and groups.

The ESCOP/ACOP Leadership Development Program is designed to build the leadership skills of land-grant university faculty for the benefit of the academic, research, and extension programs of their home institutions and themselves personally. Effective leadership is critical to the success of research, higher education, and extension programs in agriculture, natural resources, and behavioral sciences of land-grant institutions of the future.

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 family and consumer sciences, forestry, and veterinary medicine academic communities are invited to designate candidates for Class 11 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 home page <http://www.escop.msstate.edu/committee/leadership/leadership.htm> 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 Debbie McCaffrey, MAES-MSU, 109 Agriculture Hall, East Lansing, MI 48824-1039, by April 15, 2001:

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

The registration fee is nonrefundable. 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 applications accompanied by the registration fee will comprise Class 11.

The Experience

PHASE I - September 8 - 13, 2001

A 6-day workshop includes a variety of experiential activities 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 performances
- 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 2001 - Spring 2002

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 be given insight into the leadership 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 multistate research, constituent groups, and breadth of academic programs
- Develop an understanding and perspective of the roles of support units

Phase II (continued) - 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 agricultural 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 - Spring 2002

A 2-day capstone experience in Washington, D.C., is a forum for interaction between participants and leaders representing government, higher education, and agricultural 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."

Expectations of the Participant and Mentor

Prior to Phase I Workshop (June - September 2001)

Prior to 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 8 - 13, 2001)

Participants must attend the workshop, September 8 - 13, 2001, 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 2001 - Spring 2002)

During Phase II the participant gains hands-on experience as he or she applies the knowledge gained 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 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 (Spring 2002)

This 2-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, 2001_____ \$1,900.00
after April 15, 2001_____ \$2,100.00

(to be remitted with application, made payable to Michigan State University)

**APPLICATION AND REGISTRATION FEE SHOULD BE SENT DIRECTLY TO
Debbie McCaffrey, 109 Agriculture Hall, MSU, by April 15, 2001**

(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 8, 2001. It concludes on Thursday afternoon, September 13, 2001. 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, 9/7, arrival; Thursday, 9/13, departure

\$1320 + tax single occupancy; \$1080 + tax double occupancy

Saturday, 9/8, arrival; Thursday, 9/13, departure

\$1100 + tax single occupancy; \$900 + tax double occupancy

**NOTE: These costs include room for days noted and all meals
from Saturday, 9/8 dinner through Thursday, 9/13 lunch.**

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

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/administrator.

Phase III

The workshop is planned for the spring of 2002 in Washington, D.C. Phase III's lodging, meals, and travel expenses are the responsibility of the participant's institution.

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Class 11 ESCOP/ACOP Leadership Development Program

Application

Application Deadline is April 15, 2001

REGISTRATION FEE MUST ACCOMPANY APPLICATION

Registration fee postmarked before April 15, 2001	\$1,900.00
Registration fee postmarked after April 15, 2001	\$2,100.00

The first 78 applications accompanied by the registration fee will comprise Class 11.

Name _____

Institution _____

Title _____

Department _____

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

Office Address

Home Address

_____	_____
_____	_____
_____	_____

Phone _____

Phone _____

Fax _____

E-mail _____

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:

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What, specifically, would you like 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:

General plan for supervised/mentored Phase II experience.

To be completed by Dean/Director/Administrator:

_____ (Participant's Name) has been selected as a member of Class 11 of the ESCOP/ACOP Leadership Development Program.

Basis for recommending this person:

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I/We agree to the expectations for the supervised Phase II experience at the home institution as outlined. 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
Fax	Fax
E-mail	E-mail

<p>Please mail this form, along with the registration fee (\$1,900/participant) on or before April 15, 2001, for all designated participants. Make checks payable to Michigan State University. Remember that all travel, hotel, and per diem expenses are the responsibility of the nominating institution. MSU Federal Tax ID # 386005984</p>	
Mail to:	Debbie McCaffrey MAES - MSU 109 Agriculture Hall East Lansing, MI 48824-1039

If you have questions regarding the program, please contact:

Dr. Gary Lemme, Program Coordinator for Class 11
 (517) 355-0123
 lemme@msu.edu