

# Preparing for Leadership in the Agricultural Research and Higher Education System

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## **Class 12**    Announcement and Selection of Participants

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### 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**

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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 are "to provide cutting-edge leadership learning experiences that facilitate personal growth and better prepare 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 enhance the leadership skills of land-grant university faculty for the benefit of the academic, research, and extension programs of their home institutions as well as themselves. Effective leadership is critical to the current and future success of research, higher education, and extension programs in agriculture, natural resources, and behavioral sciences of land-grant institutions.

# Participant Selection

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Deans of colleges of agriculture; directors of state agricultural experiment stations and academic programs; directors of 1890 institution research programs; deans/directors in Hispanic Serving Institutions and deans/directors in 1994 Land-Grant Institutions; USDA/CSREES administrators; and representatives of the family and consumer sciences, forestry, and veterinary medicine academic communities are invited to designate candidates for Class 12 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 can use this opportunity to encourage members of under-represented groups to seek leadership development.

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 the application form to be downloaded and submitted with the registration fee. No hard copies of the application will be mailed to the dean/director/administrator.

**Submit the following to Anne Marie Jones, CALS-UA,  
PO Box 210036, Forbes Building room 201, Tucson, Arizona, 85721-0036,  
by February 15, 2002:**

- 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 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 applications accompanied by the registration fee will comprise Class 12.

# **The Experience**

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## **PHASE I - June 22 - 27, 2002**

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 - July 2002 - Spring 2003**

After returning to the home institution, participants complete a 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 programs, 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 multi-state 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 2003**

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

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## **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**

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## **Prior to Phase I Workshop (March-May 2002)**

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 (June 22-27, 2002)**

Participants must attend the workshop, June 22-27, 2002, 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 (July 2002 - Spring 2003)**

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 2003)**

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

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1. Registration fee: prior to February 15, 2002 \$1,950.00  
after February 15, 2002 \$2,150.00

*(to be remitted with application, made payable to University of Arizona Foundation)*

## **APPLICATION AND REGISTRATION FEE**

**SHOULD BE SENT DIRECTLY TO: Anne Marie Jones, CALS-UA,  
PO Box 210036, Forbes Building room 201, Tucson, AZ, 85721-0036  
by February 15, 2002 (See application for full mailing address)**

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### **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 the 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, June 22, 2002. It concludes on Thursday afternoon, June 27, 2002. The workshop will offer opportunities for social interaction as well as athletic and group activities.

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

Friday, 6/21, arrival; Thursday, 6/27, departure  
\$1,348 + tax single occupancy; \$1,148 + tax double occupancy

Saturday, 6/22, arrival; Thursday, 6/27, departure  
\$1,238 + tax single occupancy; \$1,038 + tax double occupancy

*NOTE: These costs include room for days noted and all meals from Saturday, 6/22 dinner through Thursday, 6/27 lunch. Transportation costs from the home institution to Indianapolis and return, lodging, and meals are the responsibility of the participant's institution.*

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### **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.

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### **Phase III**

The workshop is planned for the spring of 2003 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 12**      **ESCOP/ACOP Leadership  
Development Program**

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**Application**

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**Application Deadline is February 15, 2002**

**REGISTRATION FEE MUST ACCOMPANY APPLICATION**

Registration fee postmarked before February 15, 2002 \$1,950.00

Registration fee postmarked after February 15, 2002 \$2,150.00

*The first 78 applications accompanied by the registration fee will comprise Class 12.*

Name \_\_\_\_\_

Institution \_\_\_\_\_

Title \_\_\_\_\_

Department \_\_\_\_\_

Teaching/Research/Extension Appointment Split T \_\_\_\_\_ %/R \_\_\_\_\_ %/E \_\_\_\_\_ %

Office Mailing Address:	Home Mailing Address:
Delivery Address*:	Delivery Address*:
Telephone:	Telephone:
Fax:	
E-mail:	

(\* Select one for Federal Express Delivery)

Participant Signature \_\_\_\_\_ Date \_\_\_\_\_

**Educational and Professional Experiences**

**Degrees completed:**

<b>Degree</b>	<b>Institution</b>	<b>Year</b>	<b>Field of Study</b>

**Post doctoral or additional study:**


**Previous professional employment (most recent listed first):**

<b>From</b>	<b>To</b>	<b>Employer</b>	<b>Title</b>

**Please state your professional objectives:**



**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 12 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)
X	X
Dean/Director/Administrator Name	Mentor Name (if different)
Mailing Address	Mailing Address
City/State/Zip	City/State/Zip
Telephone	Telephone
Fax	Fax
E-mail	E-mail

Please mail this form, along with the registration fee (\$1,950/participant) on or before February 15, 2002, for all designated participants. Make checks payable to University of Arizona Foundation. Remember that all travel, hotel, and per diem expenses are the responsibility of the nominating institution. UAF Federal Tax ID # 86605-0388. **No portion of your registration fee is considered a tax deductible donation.** Mail to: Anne Marie Jones, CALS-UA, PO Box 210036, Forbes Building- Room 201, Tucson, Arizona 85721-0036

If you have questions regarding the program, please contact:

Dr. David E. Cox, Program Coordinator for Class 12  
(520) 621-3612, dcox@ag.arizona.edu