

Preparing for Leadership
in the
Agricultural Research and Higher Education System

Class 13 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 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

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 13 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 Dr. Steven Loring, Box 30003 - MSC 3BF, New Mexico State University, Las Cruces, NM 88003-8003:

- The completed application form, including 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 13.

The Experience

PHASE I - June 21 - 26, 2003

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 2003 - Spring 2004

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 2004

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 (March-May 2003)

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 21-26, 2003)

Participants must attend the workshop, June 21-26, 2003, 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 2003 - Spring 2004)

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 2004)

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.

Preparing for Leadership
in the
Agricultural Research and Higher Education System

Class 13 ESCOP/ACOP Leadership Development Program

Application

Application Deadline is February 15, 2003

REGISTRATION FEE MUST ACCOMPANY APPLICATION

Registration fee postmarked before February 15, 2003 \$2,050.00

Registration fee postmarked after February 15, 2003 \$2,250.00

The first 78 applications accompanied by the registration fee will comprise Class 13.

Participant 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:

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:

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 13 of the ESCOP/ACOP Leadership Development Program.

Basis for recommending this person:

--

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:
Telephone:	Telephone:
Fax:	Fax:
E-mail:	E-mail:

Please mail this form, along with the registration fee (\$2,050/participant) on or before February 15, 2003, for all designated participants. Make checks payable New Mexico State University. (NMSU Federal Tax ID #: 85-6000401) Remember that all travel, hotel, and per diem expenses are the responsibility of the nominating institution. Mail to: Dr. Steven Loring, Box 30003 - MSC 3BF, New Mexico State University, Las Cruces, NM 88003.

If you have questions regarding the program, please contact:

Dr. LeRoy Daugherty, Program Coordinator for Class 13
(505) 646-3125, ldaugher@nmsu.edu