

"Resolving Conflict Through Leadership"



**2008
APPLICATION
FOR
ADMISSION**



www.ces.ncsu.edu/NRLI

Due October 26, 2007

NC STATE UNIVERSITY

College of Agriculture & Life Sciences



NATURAL RESOURCES LEADERSHIP INSTITUTE (NRLI)

People often disagree over how land, air, and water resources should be used and managed. Disputes arise over such issues as endangered species, private property rights, wetlands, timber management, and water quality. People with a stake in these issues tend to focus on their disagreements, rather than build on their common interests. What often follows is policy gridlock, as decision-making moves from the meeting room to the courtroom.

The Goal

The Natural Resources Leadership Institute is a multifaceted instructional and community service program administered at North Carolina State University. As we celebrate our 13th year, we can look back on the 350 natural resource professionals who have furthered their leadership skills in collaboration with others. By providing these professionals with increased opportunities in better understanding oneself, others, and the policy issues within North Carolina, we hope to expand the capacity for strengthening collaborative leadership in environmental management and policy development. A part of a statewide network, the NRLI Fellows are committed to leadership that influences workable solutions within complex and often contentious environmental issues.

The Participants

The strength of the Natural Resources Leadership Institute lies in the diversity of our participants. Men and women representing a geographic cross-section of the state reflect the diversity of those who have a stake in the sustainability of our natural resources. The institute seeks participants from a wide range of groups, communities, and organizations, including:

- Federal & state natural resource agencies
- Resource-based industries
- Environmental and conservation organizations
- Local government
- Private landowners and managers
- Educational institutions
- Elected officials
- People involved in resource policy and development
- Community organizations
- Concerned citizens
- Affiliates in other states

The Program

Professionals from North Carolina State University and from the Institute of Government's Public Dispute Resolution Program at the University of North Carolina at Chapel Hill guide the program. The Program Leaders draw on their own as well as the participant's expertise, and that of other dispute resolution practitioners, university faculty, natural resources professionals, the NRLI Advisory Board, and the NRLI Fellows—to lead the sessions. Theoretical, historical, and experiential learning are emphasized. Participants are active in their own leadership development through self-directed learning and relationship-building activities, case studies, and field trips. In tandem with other North Carolina leaders during session discussions and in mentored leadership projects, the participants develop their leadership abilities and those of fellow participants.

Workshop Topics

- Leadership development
- Communication skills
- Conflict management
- Interest-based and multi-party negotiation
- Public policy and decision-making
- Interpersonal skill development
- Collaborative problem solving
- Critical thinking
- Facilitation and facilitative leadership
- Working with the media

The program is structured around six 3-day workshops that are held at various locations in North Carolina and includes one session in Washington, D.C. The Washington session spans four days, which includes travel time, and offers participants the opportunity to discuss natural resources policy with congressional representatives, lobbyists, and leaders of nongovernmental organizations in the field of environmental decision-making. Each session typically begins with lunch on the first day and ends in mid-afternoon on the third day. The Institute also includes two 1-day review sessions, a leadership practicum, and a graduation ceremony.

The Leadership Practicum

Toward the end of the classroom phase, participants embark on a one-year leadership project known as the practicum. Working in groups or individually, participants apply the skills and information gained in the classroom to situations they face at work, in their organizations, or in their communities. Through the practicum, participants seek collaborative solutions to natural resources issues with others who have a stake in the outcome. Program faculty members guide participants in their practicum activities, and some grants are available to offset practicum expenses.

Program Costs

Institute tuition is \$1,200 (covers some of the fees associated with instruction, educational materials, assessment instruments, facility fees, and other session amenities). The tuition is fully paid at the January session. Participants are responsible for travel and lodging such as:

- Travel costs to and from sessions (participants carpool to offset travel costs).
- Session registration fees (designated workshop meals and/or lodging). We like to accommodate the diverse financial needs of our participants, and thus separate tuition costs from meals and lodging costs, providing flexible payment options. Participants may pay the entire program cost upfront (tuition plus pre-paid session fee option); or the tuition payment in January with respective session fee payment before each session. Some meals and receptions are sponsored by other organizations that in the past have included Progress Energy, Columbia Forest Products, International Paper, Duke Energy, Weyerhaeuser, and the Manufacturers and Chemical Council of NC to help offset overall costs. Pre-paid session fee options in January are below (otherwise, payment is prior each workshop) :
 - Double occupancy rate: \$850 covers designated lodging and meals.

- Single occupancy rate: \$1,350 covers designated lodging and meals.

Progress Energy Scholarships

A scholarship fund, generously made available by *Progress Energy* to NRLI applicants, can provide partial financial support towards tuition and/or travel expenses. Applicants who would be unable to attend without financial assistance are encouraged to apply for scholarships. Please indicate in a letter attached to your application the specific scholarship amount requested and the reason for your request. We will do our best to honor each request based on the total applicant pool requests and the availability of 2008 funds.

The NRLI Mission

The mission of the Natural Resources Leadership Institute is to educate and support a diverse group of North Carolinians who are committed to seeking consensus on issues affecting the sustainable development of North Carolina's natural resources and the quality of our environment.

The NRLI Vision

Our vision for the future is to build the capacity of North Carolinians to solve problems effectively and to make decisions affecting our natural resources and environment through collaboration, critical thinking, and consensus. To attain this vision, we will build a network of leaders who:

- Are natural resources professionals from the public and private sectors, including landowners, local government officials, educators, and members of environmental, conservation, and community organizations.
- Represent North Carolina's diversity in terms of affiliation, geographic location, race, gender, experience, income, and age.
- Appreciate and take into account the biological, economic, social, and political implications of natural resources management decisions in seeking policy changes.
- Respect the rights and opinions of individuals with different values.
- Cooperate with other people and organizations that have a stake in how North Carolina's natural resources are managed by seeking solutions to controversial natural resource issues.
- Strengthen the capacity of people and communities within North Carolina to engage in effective dialogue and action in the sustainability of our environment and natural resources.

2008 Natural Resources Leadership Institute Advisory Board

Charles Albertson
NC Senate

Tony Doster
International Paper Company

Gail Bingham
RESOLVE

George Everett
Duke Power Company

Bob Brown
NC State University

L.K. "Mike" Gantt
U.S. Fish & Wildlife Service

Sean Brogan
NC Division of Forest Resources
NRLI 2007 Representative

Marisue Hilliard
U.S. Forest Service

Sarah Bruce
Triangle J Cog
NRLI 2006 Representative

Preston Howard
Manufacturers & Chemical Industry
Council

Pete Campbell
U.S. Fish & Wildlife Service
Natural Resources Leadership
Association President

Paula Thomas-Kirk
Water Systems Council

Anita Watkins
NC League of Municipalities



2008 Natural Resources Leadership Application

Due October 26, 2007

This application form is intended to be completed using Microsoft Word or a Rich Text format. As you type, the text box will expand to provide room for the information you would like to enter. Download the document to your computer, save it, complete it, then print, sign, and mail (or fax) the completed application. You may also email the completed application to Mary_Addor@ncsu.edu and send the signature page via postal mail.

| | | | |
|--|---|-------------------|-------------------------|
| First Name | MI | Last Name | Preferred Name |
| | | | |
| Organization | | | Employment Dates |
| Title/Position | | | |
| Work Address | | | |
| Work Phone | | Fax | |
| Home Phone | | Cell Phone | |
| E-mail | | Website | |
| Home Address | | | |
| Preferred Mailing Address | <input type="checkbox"/> Home <input type="checkbox"/> Work | | |
| Emergency Contact | | | |
| HIGHLIGHT CURRENT JOB OR VOLUNTEER RESPONSIBILITIES | | | |
| | | | |

| CHECK YOUR AFFILIATION | | | |
|--|--|-------------------------------|--|
| __ Public Agency | __ Private Industry | __ Environmental Organization | |
| __ Consulting/Legal Firm | __ Community Organization | __ Educational Institution | |
| __ Nonprofit | __ Other (specify) | __ Not Affiliated | |
| | | | |
| OPTIONAL INFORMATION | | | |
| Birth Date | Gender: Male <input type="checkbox"/> Female <input type="checkbox"/> | Race/Ethnicity | |
| | | | |
| EDUCATIONAL BACKGROUND | | | |
| High School | | | |
| Degree: | | Date: | |
| Under Grad | | | |
| Degree: | | Date | |
| Grad School | | | |
| Degree: | | Date: | |
| | | | |
| EMPLOYMENT HISTORY | | | |
| Employer | | | |
| Title/Position | | Date | |
| Employer | | | |
| Title/Position | | Date | |
| Employer | | | |
| Title/Position | | Date | |
| | | | |
| ORGANIZATIONS AND ACTIVITIES | | | |
| List, in order of importance to you, the community, civic, professional, or state/national organizations of which you are or have been a member within the past 3 years. | | | |
| Organization | | | |
| Title/Position | | Date | |
| Organization | | | |
| Title/Position | | Date | |
| Organization | | | |
| Title/Position | | Date | |
| | | | |
| TELL US ABOUT YOURSELF | | | |
| Please respond to the following questions, limiting responses to 500 words or less for each response. | | | |
| 1. Please tell us about your future community service or civic goals; future career and/or organizational goals. | | | |

2. What do you consider is your highest responsibility, achievement, or contribution to your organization, profession, or community? Why?

3. In your opinion, what is the most important natural resources management or environmental issue in North Carolina today (or in the state where you reside)? Explain why, and tell what today's leaders can do to resolve this or these issues.

4. What do you hope to achieve from your experience in the **Natural Resources Leadership Institute**? How will this achievement benefit you professionally? Personally?

5. An important component of NRLI is the practicum project where you apply your collaborative leadership skills to your organization or community. List at least one potential project you might undertake and the people and/or organizations you might work with to make this happen. In your response, describe the outcomes that might result from your efforts.

6. Please tell us about leadership development programs you have participated in the past. We are also interested in knowing whether you have experience in the following:

_____ Myers Briggs Assessment

_____ Leadership Assessment (and what type of assessment)

_____ Facilitation Techniques (and the name or a description of the techniques)

Others:

ATTENDANCE AND PARTICIPATION

Graduation from the Natural Resources Leadership Institute in June of 2008 is contingent on participants' **full attendance and involvement** in the workshop sessions and **fulfillment of the practicum requirement**. Participants who miss more than half of a session due to an emergency can make up the session when it is offered in 2008. Tuition is not refundable if a participant withdraws from the program (though may be applied to a future year). Participants should anticipate three full days per session, which includes travel time (exceptions are the one-day review sessions and the trip to Washington DC). Sessions usually begin with a noon lunch on the first day and end in mid-afternoon on the third day.

| | |
|------------------------------|---|
| Session 1 | January 16-18, 2008 (Wednesday-Friday), Raleigh, NC |
| Session 2 | February 20-22, 2008 (Wednesday-Friday), Salter Path, NC |
| Session 3 | March 12-14, 2008 (Wednesday- Friday), Black Mountain, NC |
| Session 4 | April 16-18, 2008 (Wednesday-Friday), Brown Summit, NC |
| Session 5 | May 27-30, 2008 (Tuesday-Friday), Washington, D.C. |
| Session 6 | June 18-20, 2008 (Wednesday-Friday), Raleigh, NC |
| Review 1 | October 3, 2008 (Friday), Raleigh, NC |
| Review 2 | February 6, 2009, (Friday), Raleigh, NC |
| Graduation for NRLIO7 | June TBA, 2008, Raleigh |
| Graduation for NRLIO8 | June TBA 2009, Raleigh |

PROGRAM COSTS

Tuition is \$1,200 (and covers some of the costs associated with instruction, educational materials, assessment instruments, facility fees, and expenses associated with the October and February review sessions). Meals, travel costs, and lodging to attend the workshops are the responsibility of the participant and assessed as a separate session registration fee. Sponsored meals are often available at several of the workshops and packaged rates are offered.

| | | | | |
|--|---------------|---------------|------------|------------------|
| Who will pay your tuition? | _____Employer | _____Yourself | _____Other | _____Combination |
| Who will pay your food and lodging expenses? | _____Employer | _____Yourself | _____Other | _____Combination |

PROGRESS ENERGY SCHOLARSHIPS

Progress Energy Scholarships (if available in 2008), can be requested for partial financial assistance by applicants who otherwise would be unable to attend. If you would like to be considered for financial assistance, please attach a letter indicating the amount you are requesting and the reason for your request. You may be contacted for additional information concerning your request. Except in rare circumstance, only partial scholarships are available. Please indicate your total scholarship request.

\$ _____
Scholarship Request

PARTICIPANT PLEDGE

(please fax or mail signature page if submitting application electronically).

I understand the goals and objectives of the Natural Resources Leadership Institute, and, if selected to participate, I will pay a nonrefundable tuition deposit of \$100 by December 7, 2007 and the remaining \$1,100 on January 16, 2008. I understand that the success of the Institute and that of my fellow participants depends on my participation in all workshop activities and in the practicum. Therefore, I am willing to devote the time to this program as described in this application.

Applicant's Signature

I understand the time commitment required of my employee to participate in the Natural Resources Leadership Institute and approve of his/her absence if selected to participate.

Employer's Signature (Where applicable)

Please submit completed applications, including recommendation form by October 27, 2007. You will be notified of your acceptance status by November 9, 2007. Once accepted, please use the attached deposit form for your \$100 deposit to secure your admission. **Mail application and recommendation form to:**

Mary Lou Addor
Natural Resources Leadership Institute
NC State University
Campus Box 8109
Raleigh, NC 27695-8109

If you have questions or need additional information, call 919.515.9602.
You may send email to mary_addor@ncsu.edu
or fax us at 919.515.1824.
Our website is: www.ces.ncsu.edu/NRLI

OPTIONAL APPLICANT SURVEY AND REFERRAL

How did you heard about us or who encouraged you to apply. (Please check all that are applicable.)

NRLI Advisory Board Member Name (s)

NRLI Program Faculty Member Name (s)

NRLI Fellows Name(s)

NRLI Website

Other:

Newspaper (Name) _____

If you know of individuals, organizations, or communities that might be interested in participating in NRLI, please let us know how best to contact them or direct them to our website:

www.ces.ncsu.edu/NRLI

Name:

Contact Method:

Name:

Contact Method:



RECOMMENDATION FORM

PLEASE RETURN COMPLETED RECOMMENDATION FORM BY OCTOBER 27, 2006.

Mary Lou Addor
Natural Resources Leadership Institute, NC State University
Box 8109 Raleigh, NC 27695-8109

Questions? Call Mary Lou at 919.515.9602 or email at: Mary_Addor@ncsu.edu

(Applicant's Last Name)

(First Name)

To the Applicant: the Family Educational Rights and Privacy Act of 1974 and its amendments guarantee applicants' access to educational records concerning them. Applicants are permitted to waive their right of access to recommendations. The following signed statement indicates the wish of the applicant regarding this recommendation.

_____ I waive my right to inspect the contents of the following recommendation.

_____ I do not waive my right to inspect the contents of the following recommendation.

Signed

Date

To the Recommender: the name of the person above is applying for admission to the **NATURAL RESOURCES LEADERSHIP INSTITUTE**, an institute of the North Carolina Cooperative Extension Service at NC State University. The Institute seeks applicants who are, or possess the ability to become, principled leaders within their profession, organizations, or communities. Your evaluation is included as part of the information on which we will base our admission decision. We appreciate your candid evaluation and thank you for your time and effort.

1. How long and in what capacity have you known the applicant?

2. Please use the space below and additional sheets if necessary to make statements on the applicant's qualifications for admission to a leadership program. Include his/her potential for becoming a leader within his/her organization, profession, or community, as well as an assessment of the applicant's major strengths and leadership skills.

3. Using the table, please acknowledge the level of interpersonal skills you believe the applicant possesses.

| | OUTSTANDING (Top 10%) | VERY GOOD (Top 20%) | GOOD (Top Third) | AVERAGE (Middle Third) | BELOW AVERAGE (Bottom Third) | NO OPPORTUNITY TO OBSERVE |
|----------------------------------|--------------------------|------------------------|---------------------|---------------------------|---------------------------------------|---------------------------------|
| Leadership | | | | | | |
| Ability to work well with others | | | | | | |
| Self-confidence | | | | | | |
| Motivation and drive | | | | | | |
| Personal Integrity | | | | | | |
| Organizational skills | | | | | | |
| Oral communication skills | | | | | | |
| Creativity and imagination | | | | | | |

**I... Strongly recommend
 Recommend**

**Recommend with some reservation
Do not recommend**

this applicant for admission to the Natural Resources Leadership Institute. My reservations are:

Signature

Date

Name: _____

Title: _____ Employer: _____

Business Address: _____

City: _____ State: _____ Zip Code: _____

Phone: _____ Email: _____

Natural Resources Leadership Institute

2008 Nonrefundable Tuition Deposit Form

Total tuition is \$1,200. A nonrefundable tuition deposit of \$100 is required of every applicant regardless of scholarship status and due on or before December 7, 2007. The remaining \$1,100 is due the first day of the workshop, January 16, 2008.

Participant's Name: _____

Date: _____ Amount Enclosed: \$100

Send Payment to:

Attn: Mary Lou Addor
Natural Resources Leadership Institute
Campus Box 8109
North Carolina State University
Raleigh, NC 27695-8109
Phone: 919.515.9602



Make payable to NRLLI, NC Carolina State University. Thank you !

Natural Resources Leadership Institute

2008 Remaining Tuition Balance Deposit Form

Total tuition is \$1,200. The remaining \$1,100 is due on the first day of the workshop, January 16, 2008 (a nonrefundable tuition payment of \$100 was paid by December 7, 2007).

Participant's Name: _____

Date: _____ Amount Enclosed: \$1,100

Send Payment to:

Attn: Mary Lou Addor
Natural Resources Leadership Institute
Campus Box 8109
North Carolina State University
Raleigh, NC 27695-8109



Make payable to NRLLI, NC Carolina State University. Thank you!