

***"Resolving Conflict Through Leadership"***

**NATURAL  
RESOURCES  
LEADERSHIP  
INSTITUTE**

**2010  
APPLICATION FOR  
ADMISSION**



[www.ncsu.edu/NRLI](http://www.ncsu.edu/NRLI)

**Due November 23, 2009**

**NC STATE UNIVERSITY**

College of Agriculture & Life Sciences

**NC** STATE UNIVERSITY  
A&T STATE UNIVERSITY  
**COOPERATIVE  
EXTENSION**  
*Helping People Put Knowledge to Work*

# NATURAL RESOURCES LEADERSHIP INSTITUTE (NRLI)

North Carolina is facing tremendous growth and development pressures in some of the most environmentally sensitive areas of the state. It is projected that by 2030, North Carolina will become the 7th largest state in the nation as its population level continues to rise. These increasing pressures place a premium on natural resource management, conservation, environmental protection, and solutions that often result in controversy. Disputes arise over such issues as endangered species; private property rights; resource management and use; urban and industrial development; and air and water quality. People with a stake in these issues tend to focus on their disagreements, rather than build on their common interests.

## The Goal

In our 16th year, the Natural Resources Leadership Institute is a multifaceted instructional and community service program administered through the NC Cooperative Extension Service at NC State University. Since 1995, hundreds of professionals have participated in the Institute, building their leadership skills and knowledge in conflict resolution, multi-party negotiation, critical thinking, and collaborative problem solving. Our goal is to enhance leadership, leadership that will influence integrative solutions to complex environmental issues, both within and between organizations, and within North Carolina's communities.

## 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 to engage in effective dialogue and action in the sustainability of our environment and natural resources.

## The Participants

The strength of the institute lies in the diversity of our participants. Men and women from across North Carolina and beyond reflect the varied life experiences of those who have a stake in the sustainability of our communities and environment. Out of this diversity comes a new and enduring interorganizational network.

The institute seeks participation 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

North Carolina State University provides leadership for the institute and professionals from North Carolina State University and the University of North Carolina – Chapel Hill help provide instruction. Institute faculty 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 help instruct 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 enhance their leadership abilities and those of their 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 Leadership Practicum

Toward the end of the classroom phase, participants embark on the 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. Institute faculty guide participants in their practicum activities, and some grants are available to offset practicum expenses.



## 2010 Natural Resources Leadership Institute Advisory Board

**Charles Albertson**  
*NC Senate*

**Tony Doster**  
*International Paper Company*

**Pete Benjamin**  
*U.S. Fish & Wildlife Service*

**George Everett**  
*Duke Power Company*

**Gail Bingham**  
*RESOLVE*

**Marisue Hilliard**  
*U.S. Forest Service*

**Bob Brown**  
*NC State University*

**Preston Howard**  
*Manufacturers & Chemical  
Industry Council*

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

**Mikki Sager**  
*Conservation Fund*

**Paula Thomas**  
*City of Raleigh*



# 2010 Natural Resources Leadership Application

Due November 23, 2009

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 and sign it, and mail (or fax) the completed application. You may also email the completed application to [Mary\\_Addor@ncsu.edu](mailto:Mary_Addor@ncsu.edu) and separately mail send the signature page.

<b>First Name</b>		<b>Last Name</b>		<b>Preferred Name</b>	
<b>Organization</b>				<b>Employment Dates</b>	
<b>Title/Position</b>					
<b>Work Address</b>					
<b>Work Phone</b>			<b>Fax</b>		
<b>Home Phone</b>			<b>Cell Phone</b>		
<b>E-mail</b>			<b>Website</b>		
<b>Home Address</b>					
<b>Preferred Mailing Address</b>	<input type="checkbox"/> Home <input type="checkbox"/> Work				
<b>Emergency Contact</b>					

## HIGHLIGHT CURRENT JOB OR VOLUNTEER RESPONSIBILITIES

**CHECK YOUR AFFILIATION**

<input type="checkbox"/> Public Agency	<input type="checkbox"/> Private Industry	<input type="checkbox"/> Environmental Org
<input type="checkbox"/> Consulting/Legal Firm	<input type="checkbox"/> Community Org	<input type="checkbox"/> Educational Institution
<input type="checkbox"/> Nonprofit	<input type="checkbox"/> Other (specify)	<input type="checkbox"/> Not Affiliated

**EDUCATIONAL BACKGROUND**

<b>Grad School</b>		Date:	
<b>Degree</b>			
<b>Under Grad</b>		Date	
<b>Degree</b>			
<b>High School</b>		Date:	

**EMPLOYMENT HISTORY**

<b>Employer</b>			
<b>Title/Position</b>		Date	
<b>Employer</b>			
<b>Title/Position</b>		Date	
<b>Employer</b>			
<b>Title/Position</b>		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	

**OPTIONAL INFORMATION**

Birth Date		Male <input type="checkbox"/> Female <input type="checkbox"/>	Race/Ethnicity	
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## 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 the leadership development programs you have participated in the past. We are also interested in knowing whether you have participated in the following assessments.

\_\_\_ Myers Briggs Assessment

\_\_\_ Leadership Assessment (and what type of assessment)

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

Leadership Development Program: what one or two things did you value about the program?

## ATTENDANCE AND PARTICIPATION

Graduation from the Natural Resources Leadership Institute in June of 2011 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 can make up the session when it is offered in 2011. 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.

<b>Session 1</b>	January 27-29, 2010 (Wednesday-Friday), Raleigh, NC
<b>Session 2</b>	February 17-19, 2010 (Wednesday-Friday), Salter Path, NC
<b>Session 3</b>	March 17-19, 2010 (Wednesday- Friday), Black Mountain, NC
<b>Session 4</b>	April 14-16, 2010 (Wednesday-Friday), Brown Summit, NC
<b>Session 5</b>	May TBA 2010 Washington, D.C.
<b>Session 6</b>	June 16-18, 2010 (Wednesday-Friday), Raleigh, NC
<b>Review 1</b>	October 1, 2010 (Friday), Raleigh, NC
<b>Review 2</b>	February 11, 2011, (Friday), Raleigh, NC
<b>Graduation for NRLI09</b>	June TBA, 2010, Raleigh
<b>Graduation for NRLI10</b>	June TBA 2011, Raleigh

## PROGRAM COSTS

The institute tuition is \$1,200. The tuition covers partial costs associated with instruction, educational materials, assessment instruments, review sessions, and other session amenities. The tuition is paid in full at the January session. Participants are responsible for travel and lodging such as:

- Travel costs to and from sessions (participants often 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 payments before each session. Several activities, including meals and receptions are sponsored by other organizations. In the past, these organizations 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. The pre-paid session fee options in January are below (otherwise, payment is provided prior to each workshop and it is a bit more expensive):
  - Double occupancy rate: \$850 covers most lodging and meals.
  - Single occupancy rate: \$1,300 covers most lodging and meals.

Who will pay your tuition?	___Employer	___Yourself	___Other	___Combination
Who will pay your food and lodging expenses?	___Employer	___Yourself	___Other	___Combination

## SCHOLARSHIPS

**Progress Energy Scholarships** (if available in 2010), 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 11, 2009 and the remaining \$1,100 on January 27, 2010. 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 the recommendation form by November 23, 2009.**

You will be notified of your acceptance status by December 2, 2009. 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 7569  
Raleigh, NC 27695

If you have questions or need additional information, call 919.515.9602. You may send email to [mary\\_addor@ncsu.edu](mailto:mary_addor@ncsu.edu) or fax us at 919.513.1242. **Our website is: [www.ncsu.edu/NRLI](http://www.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.ncsu.edu/NRLI](http://www.ncsu.edu/NRLI)

Name:

Contact Method:

Name:

Contact Method:

# RECOMMENDATION FORM

**PLEASE RETURN COMPLETED RECOMMENDATION FORM BY NOVEMBER 23, 2009**

Mary Lou Addor  
Natural Resources Leadership Institute, NC State University  
Box 7569 Raleigh, NC 27695

Questions? Call Mary Lou at 919.515.9602 or email at: [Mary\\_Addor@ncsu.edu](mailto:Mary_Addor@ncsu.edu)

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(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.**

	<b>OUTSTANDING (Top 10%)</b>	<b>VERY GOOD (Top 20%)</b>	<b>GOOD (Top Third)</b>	<b>AVERAGE (Middle Third)</b>	<b>BELOW AVERAGE (Bottom Third)</b>	<b>NO OPPORTUNITY TO OBSERVE</b>
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 with some reservation**  
 **Recommend**     **Do not recommend**

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

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

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

Name: \_\_\_\_\_

Title: \_\_\_\_\_ Employer: \_\_\_\_\_

Business Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

## Natural Resources Leadership Institute

### 2010 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 11, 2009. The remaining \$1,100 is due the first day of the workshop, January 27, 2010.

Participant's Name: \_\_\_\_\_

Date: \_\_\_\_\_ Amount Enclosed: \$100

Send Payment to:

Attn: Mary Lou Addor  
Natural Resources Leadership Institute  
& Personal & Organizational Development  
Campus Box 7569  
North Carolina State University  
Raleigh, NC 27695  
Phone: 919.515.9602



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

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## Natural Resources Leadership Institute

### 2010 Remaining Tuition Balance Deposit Form

Total tuition is \$1,200. The remaining \$1,100 is due on the first day of the workshop, January 27, 2010 (a nonrefundable tuition payment of \$100 was paid by December 11, 2009).

Participant's Name: \_\_\_\_\_

Date: \_\_\_\_\_ Amount Enclosed: \$1,100

Send Payment to:

Attn: Mary Lou Addor  
Natural Resources Leadership Institute  
& Personal & Organizational Development  
Campus Box 7569  
North Carolina State University  
Raleigh, NC 27695



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