

**2010 Mid-America ATTC / PFR Leadership Institute**

**Candidate  
Application Packet**

## **The 2010 Mid-America ATTC / PFR Leadership Institute: A Unique Leadership Opportunity for the Addiction Treatment Field**

**TO:** Protégé Candidate

**FROM:** Mid-America Addiction Technology Transfer Center  
Pat Stilen, LCSW, CADAC, Director

**RE:** Leadership Development Opportunity for Addiction Professionals

**DATES:** Leadership Institute: February, 2010 – September, 2010  
Nomination Form deadline – December 22, 2009  
Application Form deadline – December 22, 2009  
Leadership Institute Immersion Training – March 8-12, 2010  
Booster Session – July or August, 2010  
Commencement and Presentations – September, 2010

This application describes a unique leadership development opportunity open to individuals in middle management positions who are committed to the field of addiction treatment and have exhibited leadership potential.

We hope you will take a moment to read through the description of the 2010 Leadership Institute and make the choice to apply for the program.

## **The 2010 Mid-America ATTC / PFR Leadership Institute: A Unique Leadership Development Opportunity for Addiction Professionals**

Your addiction treatment agency/program may be faced with a shortage of adequately prepared leaders. Many agency directors and senior level personnel who are now providing leadership in community-based addiction treatment agencies are approaching retirement age. There have been few educational opportunities to groom successors for these leadership positions. The Mid-America Addiction Technology Transfer Center (Mid-America ATTC) will be facilitating the 2010 Leadership Institute to provide a leadership preparation program designed to facilitate the development of future leaders in the addiction field.

### **Why Participate?**

This program is an exceptional opportunity to further develop clinical supervisors and other mid-level management staff who are already leaders in the agency and who exhibit potential for additional leadership responsibility. If chosen to participate in the program you will have an opportunity to:

- Develop individual leadership skills
- Learn more about personal leadership style
- Develop strategies for working with personalities and styles different from their own
- Meet and network with other new and emerging leaders
- Gain practical experience when working on an agency-specific project
- Receive individualized attention for leadership development
- Earn a Certificate validating completion of the Leadership Institute

### **What is offered?**

Mid-America ATTC is offering a six month program which requires commitment from the protégé (i.e. participant) as well as the sponsoring agency. Enrollment in this unique leadership preparation program is limited to 12 protégés and provides a balance of traditional training seminars, distance education, and field experience.

The primary goal of the 2010 Leadership Institute is to cultivate new leaders within the addiction field through the enhancement of knowledge and development of leadership competencies. The Institute incorporates a four-phase design that lays a foundation for developing leadership and management skills.

- **Phase 1: Assessment** – Protégés will undergo an online 360-degree assessment of their leadership and management interests, values, and skills through a standardized assessment instrument and feedback process. Participation of supervisors, peers and persons who report directly to the protégé is essential for a well-rounded assessment. Protégés will also complete the Meyers Briggs personality inventory and Thomas-Kilmann Conflict Mode Instrument (TKI).

- **Phase 2: Training Experience** – Protégés are required to participate in a five-day (five-night) Immersion Training from March 8 - 12, 2010 in Kansas City, Missouri. This intensive training will provide a conceptual framework and appropriate body of knowledge for understanding the theory and practice of leadership and management. The sponsoring agency will be responsible for the following protégé expenses: 1) \$250 registration fee; 2) travel to and from Kansas City; 3) meals and parking while traveling; 4) continuing education as identified by the agency and the participant during the six-month period following the Immersion Training. Continuing education opportunities will also be provided through a variety of venues, including a Booster Session and required conference calls. All other expenses, including trainers, training materials, and hotel/meal costs while attending Leadership Institute events will be provided by the Substance Abuse and Mental Health Services Administration’s (SAMHSA), Center for Substance Abuse Treatment (CSAT) funding through Partners for Recovery (PFR) and Mid-America Addiction Technology Transfer Center (Mid-America ATTC).
- **Phase 3: Experiential Learning** – This phase moves the protégé from the classroom to their sponsoring agency where they will build leadership competencies through the development and implementation of a project. Each protégé will be paired with a mentor who will advise them on their project and guide their leadership development.
- **Phase 4: Recognition** – The 2010 Leadership Institute requires each protégé to make a presentation about their experience in the Leadership Institute and their individual project at a special event attended by sponsoring agency directors or supervisors, and mentors. A certificate of proficiency will be awarded during this Commencement event. Eligibility for graduation from the program will be based on the following criteria.

Leadership Institute Component	Activity / Assignment	Possible Points
<b>Immersion Training</b> (20 pts)	Participation in 5-day Immersion Training March 8 - 12, 2010	15
	Personal Development Plan submitted March 12, 2010	5
<b>Mentor Contact</b> (15 pts)	Phone Call = 1 pt.	15
	E-mail = 1 pt.	
	Face-to-Face Visit = 5 pts.	
<b>Project</b> (20 pts)	Project Plan submitted by due dates	15
	Participation in Project Update Call with ATTC staff (as scheduled)	5
<b>Booster Session</b> (15 pts)	Participation in 1-day Booster Session – July or August	15
<b>Education</b> (10 pts)	Conference Calls with Mid-America ATTC = 1 pt. each	10
	Other Continuing Education and Assignments	
<b>Presentation</b> (20 pts)	PowerPoint submitted on time = 5 pts. (date to be determined)	20
	Deliver 10-15 minute presentation for Commencement = 15 pts.	
<b>Total Points Possible:</b>		<b>100</b>
<b>Points Required for Graduation:</b>		<b>90</b>

## **What are the Nomination/Application Criteria?**

**Candidates for the program are nominated by their director or supervisor within an addiction treatment agency. It is critical that the agency agree to and allow for the time necessary to complete all requirements, and provide the protégé with opportunities to test new skills.**

Nominations are screened and selected for the program by Mid-America ATTC staff.

Mid-America ATTC will select 12 protégés for the program who:

- Possess a personal and/or professional commitment to the addiction treatment field. Preference will be given to applicants who have worked in the field 5 years or more.
- Are **currently** employed in a supervisory or management position within an addiction service agency. Preference will be given to applicants with at least 2 years experience as a manager or supervisor.
- Demonstrate current and potential leadership as indicated by professional, volunteer and other activities or through recommendations.
- Have an educational background of a Bachelor's degree or higher. Preference will be given to applicants with a degree.
- Make a commitment to participate fully in all training activities, including an assessment of personal leadership skills by superiors, peers and subordinates.
- Have received employer's commitment to fully support participation and allow for time required to learn and apply the leadership model/training, as signified by submission of the nomination form.

The time commitment involved to complete the program includes the following:

- Scheduling at least 2 hours during the work week March through September to develop and implement an individualized project
- 5-day Immersion Training to be held in Kansas City – March 8 - 12, 2010
- Self-study, continuing education, monthly conference calls, periodic on-line assignments, and regular contact with mentor – March through September, 2010
- 1-day Booster Session – July or August, 2010
- 1-day Commencement and Presentation – September, 2010

### **How to Apply:**

Application to the 2010 Leadership Institute is open to persons who work in addiction treatment agencies in Arkansas, Kansas, Missouri, Nebraska and Oklahoma. An equitable proportion of participants representing each of the 5 states will be selected. Candidates must be nominated by leadership within their agency. If you have received this application, leadership from your agency has nominated you. If you are interested in participating, submit an **application form** and a **current resume** in order to be considered for the program. Agency **nomination forms and candidate applications must be postmarked, e-mailed ([rockfordd@umkc.edu](mailto:rockfordd@umkc.edu)) or faxed (816-482-1101) by December 22, 2009**. Nominators and candidates will then participate in phone interviews during **December and January**. The 2010 Leadership Institute Committee will review applications and select participants based on the criteria described on page four. Phone interviews, strength of the candidate's application and timely receipt of nomination/application will also be considered. **Early submissions are encouraged**. Selected candidates will be **notified in early February, 2010**.

### **What is the cost?**

- The cost for the 2010 Leadership Institute is largely offset by funding provided by the Substance Abuse and Mental Health Services Administration's (SAMHSA) Center for Substance Abuse Treatment (CSAT) through Partners for Recovery (PFR) and Mid-America Addiction Technology Transfer Center (Mid-America ATTC).

### **The sponsoring agency will be responsible for:**

- A \$250 registration fee (agency will be invoiced upon acceptance of nominee to the program)
- Providing travel to and from Kansas City for the Immersion Training, Booster Session and Commencement
- Reimbursing meals incurred during travel to and from meetings (hotel expenses meals and will be provided by Mid-America ATTC during the three events)
- Providing a dedicated e-mail address which is accessible to the participant during work hours
- Continuing education as identified by the agency and the participant
- Supporting development of individual leadership skills as identified during the Immersion Training
- Allowing the participant time to develop and implement an agency project plan to develop, coordinate, enhance, and/or evaluate services
- Making time for protégé to participate in additional educational opportunities as needed

### **Please direct application questions to:**

**Mid-America Addiction Technology Transfer Center  
Deborah Rockford – (816) 482-1175 or [rockfordd@umkc.edu](mailto:rockfordd@umkc.edu)**



**Candidate Packet:  
Information Letter & Application Form**

**Application Form**  
(to be completed by candidate)

Your agency has submitted your name as a candidate for the 2010 Leadership Institute. Please read through the accompanying information and consider your willingness to participate in this extended personal leadership development opportunity. In the event you do NOT want to fully participate in these types of activities and training, please inform your agency now.

If you are interested in pursuing this unique opportunity, please complete the application and essay. The assessment of your talents, accomplishments, needs and potential will be helpful in planning continuing education events. Your comments are *confidential* and are not shared with your agency leadership. The selection committee members appreciate the time and care necessary to prepare this application. Please **type or print** your responses to all the questions on this form.

**Name:** \_\_\_\_\_ **Credentials:** \_\_\_\_\_

**Agency:** \_\_\_\_\_

**# of Employees in agency:** \_\_\_\_\_ **# of People You Supervise:** \_\_\_\_\_ **# of Peers at this agency:** \_\_\_\_\_

**Department:** \_\_\_\_\_ **Title:** \_\_\_\_\_

**Agency Address:** \_\_\_\_\_

**City:** \_\_\_\_\_ **State:** \_\_\_\_\_ **Zip:** \_\_\_\_\_

**Work Phone Number:** \_\_\_\_\_ **Agency Fax Number:** \_\_\_\_\_

**Agency E-mail Address:** \_\_\_\_\_

**Home Address:** \_\_\_\_\_

**City:** \_\_\_\_\_ **State:** \_\_\_\_\_ **Zip:** \_\_\_\_\_

**Home Phone Number:** \_\_\_\_\_ **Cell Phone Number:** \_\_\_\_\_

**Home E-mail Address:** \_\_\_\_\_

The following two data fields are **OPTIONAL**. This information is included to help assure balanced participation.

**1. Gender**

- Male
- Female

**2. Race/Ethnicity**

- Caucasian
- Black or African-American
- Hispanic/Latino
- Asian
- American Indian
- Native Hawaiian/Pacific Islander
- Alaska Native

APPLICATIONS MUST BE  
RECEIVED OR  
POSTMARKED ON  
OR BEFORE  
**DECEMBER 22, 2009.**

1) Please submit a **TYPED** response to the following questions – not to exceed 3 pages.

- Describe your reasons for interest in this program.
- Describe the scope of your current leadership roles.
- What are your leadership strengths and development needs?
- Describe the next professional position to which you aspire.
- Describe your dedication to the treatment/recovery field.
- Briefly describe what you seek in a mentor.

2) Submit a current resume with your application.

3) Rate your effectiveness when using a computer in the workplace.

Not Effective	Sometimes Effective	Often Effective	Effective	Highly Effective
1	2	3	4	5

4) I use e-mail:

Don't use	Occasionally	Weekly	Daily	Many Times a Day
1	2	3	4	5

5) I have access to the internet:

At Work	At Home
1	2

6) I have experience using the following computer programs (list programs you are comfortable using):

7) I have worked in the addiction treatment/recovery field for \_\_\_\_\_ years. (You may also describe other work experience.)

8) I have supervised and/or been a manager in this field for \_\_\_\_\_ years. (You may also describe leadership roles you have filled in other settings.)

**9) Leadership Competency Dimensions**

**Please rate your effectiveness in the following seven dimensions. Circle your numerical response using the 5 point scale provided (highlight and bold both the answer and corresponding number if answering electronically).**

**Managing People and Tasks** - demonstrates such skills as coordinating, teamwork, leadership/influence, managing conflict, and planning/organizing

Not Effective	Sometimes Effective	Often Effective	Effective	Highly Effective
1	2	3	4	5

**Problem Solving and Decision Making** - demonstrates skills through problem identification, insight, seeing things from new angles, recognizing trade-offs, decisiveness, and action

Not Effective	Sometimes Effective	Often Effective	Effective	Highly Effective
1	2	3	4	5

**Communicating** - demonstrates effective oral and written communication skills and active listening

Not Effective	Sometimes Effective	Often Effective	Effective	Highly Effective
1	2	3	4	5

**Building and Maintaining Relationships** - demonstrates skills that build interpersonal relationships, negotiating, putting people at ease, and showing compassion and sensitivity

Not Effective	Sometimes Effective	Often Effective	Effective	Highly Effective
1	2	3	4	5

**Mobilizing Innovation and Change** - demonstrates the ability to conceptualize, inspire, act creatively to mobilize innovation and change, risk-taking and visioning

Not Effective	Sometimes Effective	Often Effective	Effective	Highly Effective
1	2	3	4	5

**Managing Self** - demonstrates self-directed learning, personal organization/time management, personal strengths, and problem solving/analytical skills

Not Effective	Sometimes Effective	Often Effective	Effective	Highly Effective
1	2	3	4	5

**Personal Professional Demeanor** - demonstrates integrity, projecting a professional image, and ethical practice

Not Effective	Sometimes Effective	Often Effective	Effective	Highly Effective
1	2	3	4	5

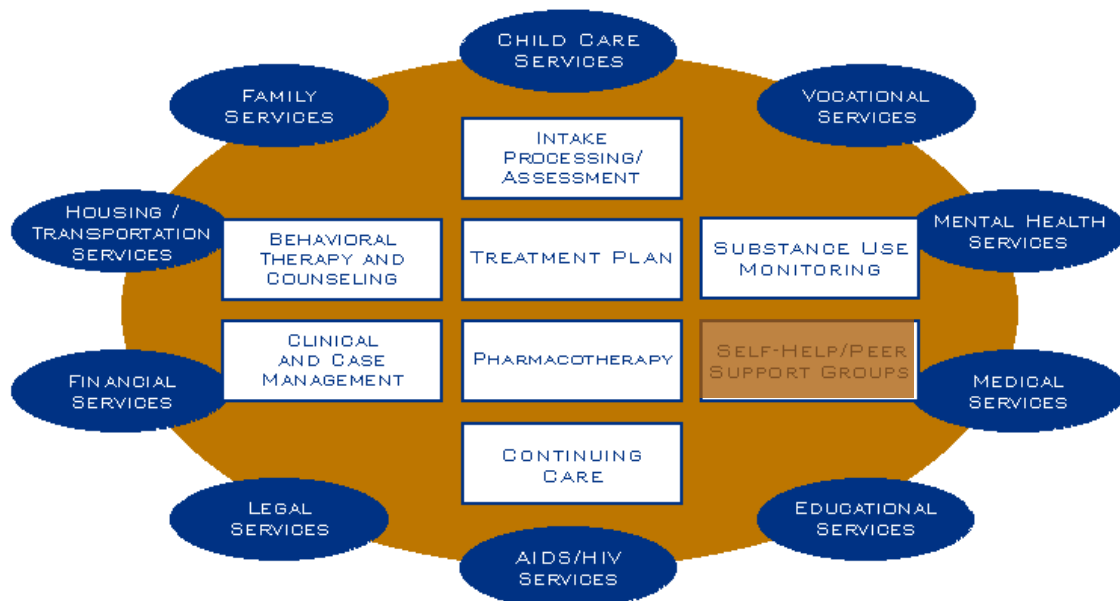
**10) Leadership Project Proposal**

One key component of the Leadership Institute is the development and implementation of an Individual Project.

After looking at NIDA’s *Components of Comprehensive Drug [& Alcohol] Abuse Treatment* diagram below:

- Choose one of the 7 Components in the white sections of the diagram that would improve services in your agency.
- Develop a short proposal for a project that could be accomplished between March and September 2010 based on one of the 7 Components.
- Describe how this project would benefit your agency.
- Coordinate the development of the project proposal with your supervisor or director. Your supervisor/director must sign off on the project proposal before the application can be submitted.
- If chosen to participate in the Leadership Institute, Mid-America ATTC will provide a framework for a more fully developed project plan. You will have an opportunity to use the project as a lab for developing leadership competencies which will be identified during the Immersion Training.

*Components of Comprehensive Drug [& Alcohol] Abuse Treatment*





**Candidate Packet:  
Information Letter & Application Form**

**Proposed Project Title:** \_\_\_\_\_

**Project Emphasis**

<i>Components of Comprehensive Drug [&amp; Alcohol] Abuse Treatment</i> (check component addressed in the proposed project)	
<input type="checkbox"/> 1. Intake Processing/Assessment	<input type="checkbox"/> 5. Substance Use Monitoring
<input type="checkbox"/> 2. Behavioral Therapy and Counseling	<input type="checkbox"/> 6. Treatment Plan
<input type="checkbox"/> 3. Clinical and Case Management	<input type="checkbox"/> 7. Pharmacotherapy
<input type="checkbox"/> 4. Continuing Care	

**Proposed Project Description:** (Please type a short description of your proposed project.)

\_\_\_\_\_  
**Agency Supervisor/Director Signature** (required)

\_\_\_\_\_  
**Candidate Signature** (required)

## Certification and Agreement

The purpose of the 2010 Leadership Institute is to enhance the knowledge of a diverse group of promising individuals at an optimal point in their career. The program is designed to help Institute participants prepare for greater responsibility and to contribute more to their agency, and ultimately, the addiction treatment/recovery field.

I understand that continued agency support is imperative for my successful completion of this six month process. I understand that if chosen to participate in the Leadership Institute, my agency will be responsible for a portion of the expenses incurred in this extended training program.

The agency agrees to support my success in the Leadership Institute by:

**Check all that apply**

- Allowing me the time required for full program participation including time to participate in conference calls, attend 3 required events, work with an assigned mentor and spend a minimum of 2 hours per week to develop and implement an Individual Project.
- Providing travel, meal expense and parking fees (if applicable) incurred during travel to and from the 3 required events.
- Providing a dedicated e-mail address which is accessible during work hours.
- Paying the registration fee of \$250 after acceptance to the program.

In addition, please consider the following statements and check those that apply.

- The information provided in this application is correct.
- If chosen for the 2010 Leadership Institute, I will participate fully.

Candidate Signature: \_\_\_\_\_

**Application should include:**

- Application Form (pages 6-11)**
- Current Resume**

**Submit applications to:**

Deborah Rockford  
Mid-America ATTC - UMKC  
5100 Rockhill Road  
Kansas City, MO 64110  
Email: [rockfordd@umkc.edu](mailto:rockfordd@umkc.edu)  
Telephone: 816-482-1175  
Fax: 816-482-1101

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