



# APPLICATION CLASS II - 2008

## **WHAT IS THE EXECUTIVE LEADERSHIP & DEVELOPMENT INSTITUTE?**

---

The Executive Leadership & Development Institute (ELDI) is a program of the National Forum for Black Public Administrators – North Texas Chapter and the Hispanic Leadership Organization that was created in 2006. The program is dedicated to grooming minority managers for the rigors of executive positions in public service organizations. Participants are emerging minority service professionals from a broad range of organizations representing the private, nonprofit, and government sectors. Over the course of the ELDI program, class members learn and practice the tools for being great public sector executives/manager, effective community leaders and volunteers.

As cities, counties, and states face an enormous array of critical problems - including escalating crime rates, growing demands for social services, rapidly deteriorating infrastructures, and diminishing Federal aid to localities - the need for talented, energetic, creative, resourceful, and capable executives and managers from diverse backgrounds is increasingly present. ELDI was established to sharpen the skills and capabilities of an elite core of managers and administrators who have already demonstrated achievement as professionals and managers, and the like.

This program is one of the few training Institutes in the Metroplex that offers a curriculum mixed with both academic based theory and practitioner based experience through partnerships with universities and cities throughout the Metroplex. The ability to compare and contrast the impacts of urban renewal, transportation policy, economic development strategies, leadership, and other public policies, in nine sites over a 10-month period, is unique to participants of the Executive Leadership and Development Institute. ELDI candidates also have the exceptional opportunity to interface with elected and appointed administrators who grapple with public policy decisions daily, citizens who live in these communities and universities that study and analyze public management application and theory.

In addition to aspiring to achieve an executive position, applicants should possess strong academic training, including a bachelor's degree (required) and a master's degree (preferred). A candidate who fulfills these minimum requirements, demonstrate leadership skills, and exhibit a commitment to social responsibility will be considered. If you are selected as a candidate, you will be expected to become an active member of NFBPA or HLO, as well.

## **PROGRAM GOALS**

---

- To groom participants for the rigors of executive positions in public service organizations
- To offer an executive education and practical experience that equips participants with frameworks, concepts, techniques, and management tools so that they can play significant roles in moving their organizations forward
- To increase participants' capacity for, commitment to and involvement in community activities in the DFW Metroplex and providing volunteer support to local community projects.

---

**ELDI APPLICATION DUE: FEBRUARY 22, 2008**

**National Forum for Black Public Administrators – North Texas Chapter**

P.O. Box 17092, Fort Worth, TX 76102

Phone: 817.392.8819

Fax: 817.392.8195

E-Mail: [anthony.snipes@fortworthgov.org](mailto:anthony.snipes@fortworthgov.org)

Web Site: [WWW.northtexasnfbpa.org](http://WWW.northtexasnfbpa.org)

- To learn and practice the tools for being effective public administration leaders
- To increase participants' overall capacity for leadership roles by teaching critical leadership skills

### **PROGRAM ACTIVITIES**

---

- **Class:** The ELDI class experience is the core of the program. An Opening Session and Closing Retreat, three Saturday sessions, and seven afternoon sessions comprise the class. Class sessions will include an interactive mix of activities designed to teach critical leadership skills through exposure to local examples, presentation of techniques and processes, and practice in the skill. A *tentative class schedule is included in this packet.*
- **Project:** All ELDI participants will be part of a public sector project, known as an ELDI Action Project (ELDIAP). Participation in the project is mandatory, and will take a significant amount of out-of-class time.
- **Optional Activities:** Each ELDI program will include optional activities such as social events, additional community experiences, and selected NFBPA or HLO events. A small charge to cover the cost of the event may be included.

### **SELECTION CRITERIA**

---

- Application to ELDI is open to adults (must be 21 as of January 13, 2008) living, working, or demonstrating a substantial involvement in the DFW Metroplex, who are no more than thirty years out of their last fulltime educational experience
- Applicants must demonstrate an interest in increasing and/or improving the quality of their civic involvement in the near future
- ELDI is an open-application program; no nomination by an individual or organization is necessary
- A class of approximately 20-30 individuals will be selected, representing a broad range of backgrounds and interests

#### **Applications will be judged on the basis of:**

- Commitment and motivation to serve the DFW Metroplex area
- Potential to rise to a substantial public administration, civic, community, and leadership role
- Representation of a particular segment of society, including occupation, gender, race or ethnic background, geographic demographics, faith, economic status, and any other characteristic as appropriate
- Education
- Experience in Public Administration
- References
- Application Essay
- Commitment to the profession of Public Administration

### **SELECTION TIMETABLE**

---

Mailed applications must be postmarked by February 22, 2008. Hand-delivered applications are due by 5 p.m., February 22, 2008. Applicants will be notified of admission status no later than March 1. Final tuition payment will be due by April 1, 2008.

---

#### **ELDI APPLICATION DUE: FEBRUARY 22, 2008**

##### **National Forum for Black Public Administrators – North Texas Chapter**

P.O. Box 17092, Fort Worth, TX 76102

Phone: 817.392.8819

Fax: 817.392.8195

E-Mail: [anthony.snipes@fortworthgov.org](mailto:anthony.snipes@fortworthgov.org)

Web Site: [WWW.northtexasnfbpa.org](http://WWW.northtexasnfbpa.org)

## Participation and Sponsor (if any) Support

### Tuition

- A \$10 non-refundable application fee, payable to NFBPA-NTC, is required with the application.  
 If accepted and enrolled into the program, members of NFBPA and HLO applicants will be obligated for the full tuition fee of \$500, which covers all program costs. Other participants will be obligated to pay the full tuition fee of \$1,000.

If the applicant is accepted into the ELDI Program, his or her first tuition payment of no less than \$50 is due by March 1, 2007. Additional tuition payments totaling no less than \$50/month are due on the last day of the succeeding months, with the balance due no later than September 30, 2008. Tuition payments may be made by cash, check or credit card (American Express, Visa, or MasterCard.)

### Tuition Assistance

If you need a reduced tuition and/or an extended payment schedule, please complete the Tuition Waiver form. *Selection for class will not be negatively affected by a request for tuition assistance.*

## Attendance

Participants must attend the entire Opening session, 9 a.m. through 1 p.m., Saturday, March 29, 2008, in order to participate in ELDI. In addition, participants are expected to participate in all segments of every session. Missing a session for any reason counts as an absence, and more than three absences will result in failure to graduate and forfeiture of all tuition paid.

## Applicant's Employer Confirmation Where Applicable

As this applicant's employer/supervisor, I certify that this candidate has my full support to participate in the ELDI Class II. I understand the time commitment and will strive to release this employee on class days by 12:30 p.m. (or as necessary to make the 1:00 p.m. class start.)

---

Supervisor's Signature

Supervisor's Printed Name

Date

## Applicant's Confirmation

I understand the goals and commitment of ELDI. If selected, I will devote the required time and fulfill my obligations for tuition.

---

Applicant's Signature

Applicant's Printed Name

Date

## Application Checklist

The application packet should be delivered no later than 5 p.m. February 22 or postmarked by February 22 with:

- \$10 application fee
- A recent photograph (we prefer you e-mail the photograph if possible to [anthony.snipes@fortworthgov.org](mailto:anthony.snipes@fortworthgov.org))
- The completed application
- Two letters of recommendation in sealed envelopes (may be mailed separately by February 25)

---

**ELDI APPLICATION DUE: FEBRUARY 22, 2008**

**National Forum for Black Public Administrators – North Texas Chapter**

P.O. Box 17092, Fort Worth, TX 76102

Phone: 817.392.8819

Fax: 817.392.8195

E-Mail: [anthony.snipes@fortworthgov.org](mailto:anthony.snipes@fortworthgov.org)

Web Site: [WWW.northtexasnfbpa.org](http://WWW.northtexasnfbpa.org)

## ESSAYS

Please respond concisely to both of the following questions. Limit your answer to two double-spaced typewritten pages per essay and enclose essays with your completed application.

- 1. Please describe your short and long-range goals, explaining how, in your opinion, the Executive Leadership Institute will contribute to the achievement of these goals. Also, describe your strengths and weaknesses in public management, and indicate how the Executive Leadership and Development Institute may help you overcome your weaknesses.**
- 2. In your opinion, what are the five most critical skills that public managers ought to possess, and why? Please explain the basis for your selection.**

### Letters of Recommendation

Include **two letters of recommendation** from people who have personal experience with you: an employer, a faculty member, a co-worker, a fellow volunteer, a mentor, a coach—people who can comment on your leadership potential and interest in your community. Both letters of recommendation should be included with the application in separate sealed envelopes or mailed in separately. Please write your name on the outside of the envelopes.

1.

NAME	TITLE	AGENCY/ORGANIZATION
ADDRESS		
( )		
TELEPHONE	RELATIONSHIP	

2.

NAME	TITLE	AGENCY/ORGANIZATION
ADDRESS		
( )		
TELEPHONE	RELATIONSHIP	

**(Please check one)**

My professional goals include securing an Executive position in the public sector.

YES     NO

I am willing to relocate to another part of the country to achieve my career goals.

YES     NO

I hereby declare that the information provided by me in this application is true, correct and complete to the best of my knowledge.

SIGNATURE

DATE

Please return this form to:  
**National Forum for Black Public Administrators**  
*Executive Leadership and Development Institute*  
P.O. Box 17092  
Fort Worth, TX 76102

**ELDI APPLICATION DUE: FEBRUARY 22, 2008**

**National Forum for Black Public Administrators – North Texas Chapter**

P.O. Box 17092, Fort Worth, TX 76102

Phone: 817.392.8819

Fax: 817.392.8195

E-Mail: [anthony.snipes@fortworthgov.org](mailto:anthony.snipes@fortworthgov.org)

Web Site: [WWW.northtexasnfba.org](http://WWW.northtexasnfba.org)

## Attendance

Participants must attend the entire Opening session, 9:00 a.m. through 1:00 p.m., March 29, 2008, in order to participate in ELDI. In addition, participants are expected to participate in all segments of every session. Missing a session for any reason counts as an absence, and more than two absences will result in failure to graduate and forfeiture of all tuition paid.

<b>Date/Time</b>	<b>Application and Selection Dates</b>	<b>Session Topic</b>
February 22, 2008	Last date to postmark an application	
5 p.m., February 22, 2008	Hand-delivered applications due in Fort Worth City Hall	
March 1, 2008	Applicants notified of admission status	
March 14, 2008	Acceptances and 1 <sup>st</sup> tuition payment due	
March 29 (Saturday), 9:00 a.m. – 1:00 p.m.		Opening Session

Sessions for the Executive Leadership and Development Institute will be conducted at the following host universities and cities:

- Texas Christian University (Fort Worth, Texas)
- University of Texas at Dallas (Dallas, Texas)
- University of North Texas (Denton, Texas)
- University of Texas at Arlington (Arlington, Texas)
- Texas Wesleyan University (Fort Worth, Texas)
- Southern Methodist University\* (Dallas, Texas)
- City of Fort Worth
- City of Dallas
- City of Arlington
- City of Plano\*
- City of Garland\*

### \*Unconfirmed

Saturday, March 29 – 9:00 a.m. – 1:00 p.m.	Personality Profile Assessment
Friday, April 25 – 12:00 p.m. – 5:00 p.m.	Council/Staff Relations; Media Relations/Communications; and Professional/Business Etiquette.
Friday, May 23 – 1:00 p.m. – 5:00 p.m.	Strategic Visioning for Public Organizations
Friday, June 13 – 1:00 p.m. – 5:00 p.m.	Policy Development/Analysis and Problem Solving
June 28 (Sunday), 12 to 6 p.m.	Presentation Skills
Saturday, July 26 – 9:00 a.m. – 3:00 p.m.	Labor Negotiations/Collective Bargaining/Ethics in Government
Friday, August 15 – 1:00 p.m. – 5:00 p.m.	Human Resources; Financial Management; and Budgeting
Friday, September 12, 9:00 a.m. – 3:00 p.m.	Economic & Community Development
Friday, October 3 – 1:00 p.m. – 5:00 p.m.	Local Government Management/Community Building
Saturday, October 24 – 12:00 p.m. – 5:00 p.m.	Government Finance & Bonding; Transportation Mobility and Air Quality
Friday, November 7 – 1:00 a.m. – 5:00 p.m.	Emergency Management and Preparedness
December 5 - December 6	Closing Retreat (Overnight Stay)

---

### ELDI APPLICATION DUE: FEBRUARY 22, 2008

#### National Forum for Black Public Administrators – North Texas Chapter

P.O. Box 17092, Fort Worth, TX 76102

Phone: 817.392.8819

Fax: 817.392.8195

E-Mail: [anthony.snipes@fortworthgov.org](mailto:anthony.snipes@fortworthgov.org)

Web Site: [WWW.northtexasnfbpa.org](http://WWW.northtexasnfbpa.org)

**Executive Leadership**  
**&**  
**Development Institute**  
*Professional Development Program*  
*for Public Servants*

---

**ELDI APPLICATION DUE: FEBRUARY 22, 2008**

**National Forum for Black Public Administrators – North Texas Chapter**

P.O. Box 17092, Fort Worth, TX 76102

Phone: 817.392.8819

Fax: 817.392.8195

E-Mail: [anthony.snipes@fortworthgov.org](mailto:anthony.snipes@fortworthgov.org)

Web Site: [WWW.northtexasnfbpa.org](http://WWW.northtexasnfbpa.org)

## **Candidate Questionnaire**

Community Involvement: Please list in order of importance to you up to 5 educational, professional, civic, religious, political, athletic or community organizations in which you have been active. Describe your activities within the organizations very briefly.

Please give a one paragraph biographical sketch of your life.

What do you consider your highest leadership responsibility to date? What have you learned from the experience?

What do you like about the DFW Metroplex? What are its best attributes? What are its most significant challenges?

The ELDI Class will be a very diverse group of individuals. What advantages can diverse groups bring to municipal organizations?

What are some of the characteristics and skills of an outstanding community leader? Which of those assets would you bring to ELDI? Which of those assets do you hope to enhance in yourself?

What else would you like us to know about you?

---

**ELDI APPLICATION DUE: FEBRUARY 22, 2008**

**National Forum for Black Public Administrators – North Texas Chapter**

P.O. Box 17092, Fort Worth, TX 76102

Phone: 817.392.8819

Fax: 817.392.8195

E-Mail: [anthony.snipes@fortworthgov.org](mailto:anthony.snipes@fortworthgov.org)

Web Site: [WWW.northtexasnfbpa.org](http://WWW.northtexasnfbpa.org)

**BACKGROUND INFORMATION**

Please provide background information on your agency or organization in the space below. Include information on the agency’s primary functions, operating budget, overall structure and number of employees. In addition, speak briefly to your current role in the management of the agency.

---

---

---

---

---

**PROFESSIONAL ASSOCIATIONS**

Organization	Dates of Involvement	Office(s) Held
_____	_____	_____
_____	_____	_____
_____	_____	_____

**CIVIC AND SOCIAL ACTIVITIES**

List civic, fraternal, and community organizations in which you participate.

Organization	Leadership Role, if any
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

**DISTINCTIONS, HONORS, AWARDS, AND OTHER RECOGNITIONS OF ACHIEVEMENT**

Please indicate the date of award and basis of selection.

---

---

---

---

---



NORTH TEXAS CHAPTER



National Forum for Black Public Administrators and Hispanic Leadership Organization  
EXECUTIVE LEADERSHIP AND DEVELOPMENT INSTITUTE

CANDIDATE APPLICATION

Personal Data Section

LAST NAME FIRST NAME MIDDLE

OFFICE ADDRESS

CITY STATE ZIP

HOME ADDRESS

CITY STATE ZIP

( ) ( ) BUSINESS TELEPHONE HOME TELEPHONE EMAIL ADDRESS

DATE OF BIRTH GENDER

EDUCATION

List chronologically, beginning with the most recent, all colleges, universities and other educational institutions attended since high school.

Table with 3 columns: SCHOOL/INSTITUTION, DEGREE, DATES. Includes four empty rows for data entry.

**EMPLOYMENT HISTORY**

List a brief employment history in chronological order starting with present position.

TITLE	DEPARTMENT/JURISDICTION	DATES
SUPERVISOR (Name and Title)		( ) TELEPHONE
DUTIES/RESPONSIBILITIES (Include number of people you supervise)		

TITLE	DEPARTMENT/JURISDICTION	DATES
SUPERVISOR (Name and Title)		( ) TELEPHONE
DUTIES/RESPONSIBILITIES (Include number of people you supervise)		

TITLE	DEPARTMENT/JURISDICTION	DATES
SUPERVISOR (Name and Title)		( ) TELEPHONE
DUTIES/RESPONSIBILITIES (Include number of people you supervise)		

TITLE	DEPARTMENT/JURISDICTION	DATES
SUPERVISOR (Name and Title)		( ) TELEPHONE
DUTIES/RESPONSIBILITIES (Include number of people you supervise)		

(Continued)

1. In the rating chart below, please evaluate the applicant with other public managers you have known during your professional career.

	<b>EXCELLENT</b>	<b>VERY GOOD</b>	<b>AVERAGE</b>	<b>BELOW AVERAGE</b>
<b>Intellectual Ability</b>				
<b>Knowledge of Field</b>				
<b>Work Habits</b>				
<b>Motivation</b>				
<b>Resourcefulness</b>				
<b>Initiative</b>				
<b>Emotional Maturity</b>				
<b>Adaptability to New Situations</b>				
<b>Leadership Qualities</b>				
<b>Community Leadership</b>				
<b>Management Ability</b>				
<b>Interpersonal Skills</b>				
<b>Communication Skills</b>				

---

NAME AND TITLE (Print)

---

ORGANIZATION

---

SIGNATURE

DATE

Please return this form to:  
**National Forum for Black Public Administrators**  
*Executive Leadership and Development Institute*  
P.O. Box 17092  
Fort Worth, TX 76102  
[www.northtexasnfbpa.org](http://www.northtexasnfbpa.org)

---

**ELDI APPLICATION DUE: FEBRUARY 22, 2008**

**National Forum for Black Public Administrators – North Texas Chapter**

P.O. Box 17092, Fort Worth, TX 76102

Phone: 817.392.8819

Fax: 817.392.8195

E-Mail: [anthony.snipes@fortworthgov.org](mailto:anthony.snipes@fortworthgov.org)

Web Site: [WWW.northtexasnfbpa.org](http://WWW.northtexasnfbpa.org)

**National Forum for Black Public Administrators  
EXECUTIVE LEADERSHIP AND DEVELOPMENT INSTITUTE**

**LETTER OF REFERENCE**

This letter of reference must be written by an employer under whom the applicant has worked in his/her field of study, by someone who has supervised the applicant, or by someone who knows the applicant's work performance. This letter should be typewritten if possible.

---

NAME OF APPLICANT

---

NAME OF RECOMMENDER

2. How long have you known the applicant?
  
  
  
  
  
  
  
  
  
  
3. In what capacity have you known the applicant?
  
  
  
  
  
  
  
  
  
  
4. Please provide a candid evaluation of the applicant's past performance and ability to pursue and successfully complete an executive training program for public managers. Your statement will be given strong consideration by the panel reviewing this application, and should, therefore, be as complete and detailed as possible. Please continue your comments on the reverse side if more space is needed.

**THE REVERSE SIDE OF THIS FORM SHOULD ALSO BE COMPLETED**

(Continued)

5. In the rating chart below, please evaluate the applicant with other public managers you have known during your professional career.

	<b>EXCELLENT</b>	<b>VERY GOOD</b>	<b>AVERAGE</b>	<b>BELOW AVERAGE</b>
<b>Intellectual Ability</b>				
<b>Knowledge of Field</b>				
<b>Work Habits</b>				
<b>Motivation</b>				
<b>Resourcefulness</b>				
<b>Initiative</b>				
<b>Emotional Maturity</b>				
<b>Adaptability to New Situations</b>				
<b>Leadership Qualities</b>				
<b>Community Leadership</b>				
<b>Management Ability</b>				
<b>Interpersonal Skills</b>				
<b>Communication Skills</b>				

---

NAME AND TITLE (Print)

---

ORGANIZATION

---

SIGNATURE

DATE

Please return this form to:  
**National Forum for Black Public Administrators**  
*Executive Leadership and Development Institute*  
P.O. Box 17092  
Fort Worth, TX 76102  
[www.northtexasnfbpa.org](http://www.northtexasnfbpa.org)

---

**ELDI APPLICATION DUE: FEBRUARY 22, 2008**

**National Forum for Black Public Administrators – North Texas Chapter**

P.O. Box 17092, Fort Worth, TX 76102

Phone: 817.392.8819

Fax: 817.392.8195

E-Mail: [anthony.snipes@fortworthgov.org](mailto:anthony.snipes@fortworthgov.org)

Web Site: [WWW.northtexasnfbpa.org](http://WWW.northtexasnfbpa.org)

**National Forum for Black Public Administrators  
EXECUTIVE LEADERSHIP AND DEVELOPMENT INSTITUTE**

## **LETTER OF REFERENCE**

This letter of reference must be written by an employer under whom the applicant has worked in his/her field of study, by someone who has supervised the applicant, or by someone who knows the applicant's work performance. This letter should be typewritten if possible.

---

NAME OF APPLICANT

---

NAME OF RECOMMENDER

6. How long have you known the applicant?
  
  
  
  
  
  
  
  
  
  
7. In what capacity have you known the applicant?
  
  
  
  
  
  
  
  
  
  
8. Please provide a candid evaluation of the applicant's past performance and ability to pursue and successfully complete an executive training program for public managers. Your statement will be given strong consideration by the panel reviewing this application, and should, therefore, be as complete and detailed as possible. Please continue your comments on the reverse side if more space is needed.

**THE REVERSE SIDE OF THIS FORM SHOULD ALSO BE COMPLETED**

---

**ELDI APPLICATION DUE: FEBRUARY 22, 2008**

**National Forum for Black Public Administrators – North Texas Chapter**

P.O. Box 17092, Fort Worth, TX 76102

Phone: 817.392.8819

Fax: 817.392.8195

E-Mail: [anthony.snipes@fortworthgov.org](mailto:anthony.snipes@fortworthgov.org)

Web Site: [WWW.northtexasnfbpa.org](http://WWW.northtexasnfbpa.org)