



# AMERICAN PROBATION AND PAROLE ASSOCIATION

Leadership Institute  
Participant Application

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**APPLICATION DEADLINE:  
WEDNESDAY, JULY 31, 2024**



# APPA LEADERSHIP INSTITUTE PARTICIPANT APPLICATION

The American Probation and Parole Association's (APPA) Leadership Institute is a **twelve-month journey of self-discovery and organizational change for community corrections professionals**. It provides current supervisors and managers, from diverse backgrounds and cultures, with the opportunity to develop knowledge and competencies required of effective leaders.

The multi-disciplinary curriculum is a blend of on-site and distance learning. It is intended primarily for community corrections professionals who are in first or mid-level management jobs, although other experienced staff who have been identified as prospect future leaders via their organization's succession planning process or those who aspire to become senior-level leaders may be accepted into the program. In all cases, the individual must be endorsed by an executive leader.

The curriculum addresses current issues of concern to effective community corrections providers. Competencies critical to successful development as leaders will be discussed such as: systems thinking, self-assessment, leading in an evidence-based environment, managing internal and external political settings, understanding and promoting a diverse workforce, and strategic implementation. The goal is to enhance critical thinking skills and analytical abilities as well as to further develop personal capacities to exercise leadership, authority, and partnership.

The curriculum includes discussion-oriented lectures and web-based sessions, group exercises, homework, project development, self-assessment, and linking with current community corrections leaders. Faculty for the Leadership Institute are selected from both nationally recognized leaders and trainers with expertise in facilitation.

A cornerstone of the Leadership Institute is routine interaction and exchanges with recognized national leaders in the field. During the on-site sessions, participants are provided the opportunity to develop a national network of colleagues and are paired with a mentor. They are expected to actively engage in the profession via volunteer interaction at all levels of government.

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**INSTITUTE FORMAT:** During the twelve-month learning series, participants meet three times in on-site sessions with web-facilitated learning in the two intervals between the sessions. Each on-site session co-occurs with an APPA training institute. The 10th Leadership Institute class will begin on Friday, January 24, 2025 in Las Vegas, Nevada, and takes place in conjunction with APPA's 2025 Winter Training Institute.

**SELECTION PROCESS:** Emerging leaders must be endorsed for the Leadership Institute by someone in an executive management position who can attest to the referral as part of formal or informal organizational succession planning. An applicant will be considered for acceptance into the Leadership Institute upon receipt of a letter of recommendation from said leader on agency letterhead. The endorser must sign at the bottom of the letter, which serves as an acknowledgement of the time commitment required of the applicant and the agency's willingness to financially support this endeavor.

**GOALS:** Below you will find the goals of the Leadership Institute.

- I. Provide participants with a fundamental understanding of leadership and management within the community corrections arena.
  
- II. Increase participants' critical thinking skills and analytical abilities to sustain the increasing demands of leadership and management and to further develop their leadership capacity for organizational change.
  
- III. Develop participants' skills for navigating through various levels of the systems in organizations, including organizational units, and sub-service delivery systems to advance the objectives of community corrections.
  
- IV. Enhance participants' professional growth through sustained interaction with a national network of community corrections leaders, managers, and executives.
  
- V. Provide participants with an understanding of the importance of succession planning both in a community corrections agency and a professional association through a visionary process that fosters planning leadership and success of the agency and the association.

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**CRITERIA FOR GRADUATION:** Participants are encouraged to review the Leadership Institute schedules prior to enrolling to ensure availability for scheduled events. Criteria for successful graduation includes:

- Attendance at each of the three on-site Leadership Institute sessions.
- Attendance at the three training institutes consecutive to the Leadership Institute sessions.
- Completion and timely submission of all intersession assignments.
- Completion of a final project aimed at improving their agencies.
- Assignment and project completion according to [these established rubrics](#).
- Participation in intersession calls and web-based discussions.
- A minimum average grade of 70% upon curriculum completion.

If an emergency prevents a participant from attending the program once it begins (unknown situation outside of the participant's control), they will have the option of returning to complete program with the next class. If a participant chooses to discontinue attendance or fails to adhere to the graduation criteria above due to a voluntary situation, no return attendance or refund will be offered. *Please review the class schedule below.*

## **Las Vegas, NV**

Leadership Institute: January 24 - 26, 2025

Training Institute: January 26 - 29, 2025

## **New York, NY**

Leadership Institute: August 21 - 23, 2025

Training Institute: August 23 - 26, 2025

## **TBD**

Leadership Institute: TBD

Training Institute: TBD

**FEES:** Tuition for the Leadership Institute learning series is \$3,000 per participant which covers class materials, books, assessments, faculty, speakers, and classroom facility. The agency, sponsoring organization, or participant will be responsible for all other expenses including but not limited to meals, lodging, transportation and registration for co-occurring training institutes. Generally, five nights lodging are required for each on-site session and training institute (arrival on Friday and departure on Wednesday). The estimated total cost for participation averages \$9,000 split between two calendar or fiscal years.

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**SCHOLARSHIP OPPORTUNITY:** Applicants for APPA's 10th Leadership Institute have the opportunity to apply for a **scholarship worth \$3,000 to cover tuition**. Selections will be made based on regular application information along with additional scholarship documentation. To be eligible for this scholarship, applicants must submit the following additional documents:

- **Summary:** one page or 500 words, maximum (30 points)  
Explain the reason(s) why you need to request funding to attend the APPA Leadership Institute.
- **Background:** one page or 500 words, maximum (35 points)  
Describe your background – including what motivated you to work in community corrections; the philosophy or orientation that guides your work; significant lessons you have learned in the field.
- **Goals:** one page or 500 words, maximum (40 points)  
Considering your current employment position, please describe your short and long term goals and indicate how you expect the Leadership Institute will assist you in attaining these goals.

The scholarship solely covers the cost of tuition, so applicants must cover other expenses, such as travel, lodging, meals, and training institute registration. Those interested in the scholarship should indicate so on the APPA 10th Leadership Institute application and provide the additional documentation described above. Decisions on the APPA 10th Leadership Institute application will occur before scholarship decisions are made. Scholarship selections will be announced before the Leadership Institute begins.

If an applicant is accepted into the Leadership Institute and declined for scholarship funding, the applicant reserves the right to withdraw from the Leadership Institute before the class begins on January 24, 2025 in Las Vegas, NV. If an applicant is accepted into the Leadership Institute, receives scholarship funding, and discontinues attendance or fails to adhere to the graduation criteria due to a voluntary situation, they will forfeit scholarship funding for that Leadership Institute class.

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# APPA LEADERSHIP INSTITUTE PARTICIPANT APPLICATION

**APPLICATION PROCESS:** The application for APPA's 2025 - 2026 Leadership Institute Class can be found here: <https://www.surveymonkey.com/r/LIClass2026>

You will be able to complete the application in stages, but only one applicant can fill out the survey from the same device. The application is not considered complete until all required fields are entered. Mandatory information includes:

- **Application Information** – Information related to the applicant must be included: name; title; contact information; agency name and address; APPA membership status; supervisor's name, title, and contact information; electronic signatures from the applicant and supervisor; and the applicant's three primary areas of leadership improvement.
- **Written Endorsement** – A letter of endorsement must be completed by the applicant's immediate supervisor or agency's chief executive officer on agency letterhead with the endorser's signature at the bottom. If the applicant is not currently in a management role, the endorsement must include information relating to succession planning. Providing this letter acknowledges the agency's awareness of the time commitment expected of the applicant, and that the agency is able and willing to financially support the applicant's endeavor.
- **Written Statement of Intent** – A statement that describes the applicant's need for or interest in this program, leadership roles or intent for leadership roles in the agency, and willingness to complete the yearlong Leadership Institute including completion of all assignments (web-based work, development and completion of a leadership project, etc.), interaction with an assigned mentor, attendance at three Leadership Institute sessions and the co-occurring training institutes, completion of several self-assessments and development, and completion of a leadership project. Also, include involvement in APPA, if applicable.
- **Agency Organizational Chart** – Copy of current organizational chart and indicate applicants' position.
- **Current Resume** – Resume which clearly describes work responsibilities for each position held, time in each position, past management and leadership experience, subordinate structure, education, and affiliation with professional organizations.
- **Headshot** – Recent headshot of the applicant.
- **Biography** – Short bio of 150 words or less.

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Take your career to the next level!

[APPLY HERE](#)

Applications are due by  
**Wednesday, July 31, 2024**

Questions regarding submissions should be directed to Joshua Nelsen, APPA Professional Development Manager, via [jnelson@csg.org](mailto:jnelson@csg.org) or 859.244.8236.

