



The Empire State Food and Agricultural Leadership Institute



Cornell University
College of Agriculture
and Life Sciences

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LEAD New York Program Year 1 Syllabus “Leadership Fundamentals”

The mission of LEAD New York is to inspire and develop leaders for the food, agriculture and natural resource industries.

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Program Objectives

1. Improve participants’ leadership skills and competencies
2. Enhance participants’ level of self-awareness and emotional intelligence
3. Improve participants’ knowledge of and familiarity with NYS agriculture, relevant issues, and the public policy process at the local and state levels
4. Enhance participants’ personal and professional networks

Prerequisites

1. Minimum age for participation is 25 years
2. Though there is no minimum educational requirement, much of the work in this program could be considered graduate level, and therefore a college degree is strongly recommended
3. All participants must have some professional affiliation with the food, agriculture or natural resource industries (broadly defined)
4. No spouses/partners will be accepted to the same cohort
5. Selection to the program is competitive. All prospective participants must submit a written application, statements of support from spouse/partner and employer (if applicable), letters of recommendation, and be interviewed by the Selection Committee of the program board of directors.

Tuition and Other Costs

Tuition for this year of the program is \$2,300.00. An invoice for tuition will be sent out during the summer preceding the start of the program, and is due October 1 of that year. However, if a participant is in need of flexible payment options, he/she should speak with the executive director about a payment plan.

Participants are welcome to seek tuition support from outside sources. Employers, organizations they are a member of, and suppliers will often pay for a portion of the participant’s tuition. In the event that outside sources of support cannot be secured, the program also maintains a modest scholarship fund. If a participant wishes to obtain a

scholarship (no more than 50% of the full tuition cost), they must request it in writing to the executive director. It is the participant's responsibility to pursue these financial aid options, and it is also the participant's responsibility to ensure that all tuition charges are paid in full. Any participant that does not secure payment in full for this year's tuition will be barred from participation in the second year of the program.

The program covers most seminar expenses, including lodging, most meals, travel expenses while at the seminar (e.g. bus tours), and other seminar expenses (e.g. materials, admission fees). Other costs that the participant is responsible for include travel to and from each seminar, additional lodging costs not included in the seminar schedule (i.e. if extending one's stay in a location beyond that which is required to participate in the seminar), some meals (relatively few), tips, incidental expenses at hotels (e.g. room service, movies, etc.), alcoholic beverages, and some materials (e.g. a few books may need to be purchased as reading assignments). The program makes every effort to keep these additional, out-of-pocket expenses to a minimum.

The majority of lunches and dinners will be arranged as group meals and paid for by the program. Unless it is a working meal, breakfasts are generally not included as a group meal, but efforts are made to secure lodging at establishments that offer a continental breakfast with the stay. The program staff will make every attempt to accommodate special dietary requirements (e.g. food allergies, diabetic requirements) for group meal functions. However, it may not be possible to accommodate all requests in all locations, so it would be advisable for those participants with particularly unique requirements to look after their own needs in certain situations (i.e. carry extra energy bars, etc.). In all cases, it is the participant's responsibility to inform restaurant wait staff if they are the one to be served a special meal.

Attendance Policy

Selection to the program is very competitive. We select individual participants not only because we believe we can help them develop into better leaders, but also because we believe they have something to contribute to their classmates. So when a participant misses a seminar, they not only diminish their own ability to get the most out of this program, but they also compromise their classmates' ability to learn from them.

Furthermore, class members pay only a fraction of the full cost of participation in the program. Our donors have made a significant investment in the leadership potential of each participant. As such, these investors have a legitimate right to expect a return on that investment, and that is also compromised when participants miss seminars.

Finally, much of what we do in the program builds upon material covered in earlier seminars. If one seminar is missed, it is often difficult or impossible for that participant to "catch up" or make up the material that is missed. Participants are not just expected to show up at seminars; they are also expected to participate fully and productively. Furthermore, class members are expected to show up on time for the beginning of each seminar, and stay until the completion of each seminar, unless prior arrangements have been made with the executive director.

For these reasons and more, we set a very high attendance expectation. We expect ALL of our class members to be at ALL of our seminars, ALL of the time. That said, we are also realistic enough to realize that as busy adult professionals, sometimes circumstances beyond your control may prevent your full participation. Unexpected

health emergencies, a death in the family, a true crisis at work or a previously scheduled, major commitment, may be grounds for an excused absence. (Note that simply being “too busy” is not an acceptable excuse; it is more an indicator of poor planning and time management.)

No matter the cause, *each absence should be brought to the executive director’s attention as soon as possible and before the seminar begins.* With the multiple modes of communication available today (telephone, e-mail, text message), there is no excuse for lack of communication in advance with the executive director. Each absence will be evaluated on a case-by-case basis, and excessive absences may be grounds for dismissal from the program (see Grounds for Dismissal section below).

Homework and Other Assignments

We do have assignments in LEADNY, and we expect those assignments to be completed. It may not be the same type of homework you were accustomed to in your academic career, and you will not receive a numerical or letter grade, as may be the custom in other educational settings. Rather, the executive director will monitor the completion of all assignments, participation, attendance and other indicators of participant performance. Undesirable patterns of performance will be discussed with the participant, and if necessary, brought to the attention of the board of directors. Ultimately, however, class members should hold themselves accountable for their own performance and behavior throughout the program. This is a leadership development program after all, and leaders should take responsibility for their own actions.

Homework and other assignments include:

1. Electronic Media: Almost all communication between program staff and participants will be via email. All evaluations and most assessment instruments will be web-based, and many program materials (e.g. pre-seminar reading materials, speaker presentations, evaluation summaries, etc.) will be shared with the participants via a program website. It is therefore imperative that all participants have their own e-mail account and check it regularly. In addition, participants will need to learn how to access information electronically and use other electronic media (basic instruction will be provided).
2. Reading: At least two books will be required reading for this year of the program. Additional books and articles may be required or suggested depending on the seminar; see the program schedule and outline below. Readings are designed to prepare class members to get the most out of other program activities.
3. Presentations: Each class member will give several oral presentations. These include a self-introduction, a persuasive speech, a practice debate, brief speaker introduction and thank you presentations, and may include other impromptu or scheduled presentations. Most of these will require some advance preparation work (outside of the seminar), many will be video-taped, and the class member will receive feedback on their performance.
4. Fundraising: Each class member will be expected to contact at least 5 alumni to solicit a donation for the program. Training will be provided in advance on the basics of making fundraising solicitations.
5. Seminar Facilitation: Each class member will serve as a session facilitator during at least one seminar this year. Facilitators may be asked to suggest potential

- seminar speakers or investigate potential tour locations, but they should understand that much of the program curriculum has been tested and established far in advance of the actual seminar. Facilitators are responsible for introducing and thanking speakers, moderating Q&A sessions, managing the class activities and environment, organizing the hospitality room (with the other seminar facilitators), and writing thank you letters to speakers. Copies of the speaker thank you letters must be submitted to the LEAD office for our records within one week of the seminar. Facilitators should be prepared to receive feedback on how they performed as seminar facilitator.
6. Completing Assessments: We do a lot of self-awareness work in this year of the program, and completing assessment tools is a big part of that. To that end, class members will be required to complete several self-assessments (e.g. the MBTI and a 360 assessment) as well as identifying and facilitating the participation of several observers or multi-raters (for the 360 assessment). Instructions on how to do these assessments will be provided.
 7. Peer Coaching: Each class member will be assigned to a peer coaching group. These groups will meet regularly, both during seminars and between seminars, to support each other on individual development plans, assignments, etc.
 8. Seminar Evaluations: Each class member is expected to complete a written (on-line survey) seminar evaluation within one week following each seminar. These evaluations are more than just “smile sheet” evaluations; they serve as very important reflection tools that help to complete the adult learning cycle, and allow all class members to gain from the insights of each of their classmates. Evaluation summaries will be shared with all class members and the program board of directors. These evaluations are very important in LEADNY and their completion should not be taken lightly.

Grading and Credit Options

As discussed previously, your assignments in LEADNY will not be “graded” in the traditional sense. However, their completion is no less important, as the assignments are an integral part of the overall learning experience. Assignment completion will be monitored by the executive director, and a pattern of missed assignments may be grounds for dismissal from the program.

No graduate credit is awarded for participation in LEADNY, but Continuing Education Units (CEUs) may be awarded, for a small fee, from Cornell’s School of Summer Session and Continuing Education. The number of CEUs awarded is calculated based on the number of hours of instruction successfully completed by the participant. Participants interested in earning CEUs must speak to the executive director by March so that the necessary paperwork may be initiated and fees collected.

Code of Conduct and Other Responsibilities

Participation in LEADNY is voluntary. We assume that our participants come to us freely and without coercion to participate (e.g. from an employer or business partner), and that they want to take full advantage of the learning and development opportunities presented to them by the program. In elementary, secondary and even post-secondary education, course assignments may be required, and compliance may be enforced through

grading policies, denial of progression to the next grade level, etc. This is an *adult* education program, and adult education is different.

In many cases, our program format follows adult education principals offered by David Kolb and others. These principals suggest that adults learn best through a continuous cycle of Instruction, Practice, Feedback and Reflection. Though our instructors, tour hosts, panel members, facilitators, and your peers may provide much of the Instruction and Feedback, some of the Practice and most of the Reflection will take place on your own, outside of the “classroom” or formal educational setting. It is your responsibility to follow through on those steps of the adult learning cycle. As the old cliché suggests, “You will get out of this program what you put into it.”

Not only is this an adult education program, but it is also a *leadership development* program, and as such, participants are expected to conduct themselves in a manner becoming of a leader. They represent not only themselves and the companies they work for, but they also represent the program, our sponsors, alumni and board of directors, and the College of Agriculture and Life Sciences at Cornell. To that end, we ask that all participants read the Commitment Statement at the end of this document, and sign to indicate their understanding and agreement to abide by our code of conduct, program expectations, and requirements for participation as outlined in this syllabus. One signed copy of this document will be kept in each participant’s file.

Tolerance, respect, and open-mindedness: As a participant in LEADNY, you will be exposed to points of view, value systems, allegiances and individual beliefs which may not be consistent with your own perspectives. We believe that exposure to these differing points of view challenges you and helps you learn. We do not expect that you will necessarily change your beliefs or values, but we do expect that you will consider others’ viewpoints in an environment of tolerance and mutual respect.

Non-partisan, non-political: Though we teach participants about government, the political process, and lobbying, it is important to remember that we do not lobby. LEADNY does not endorse candidates or take a position on political/legislative issues, and participants should refrain from portraying themselves as representing the program when engaged in such activities. While we hope our participants do get involved in the political process, and some may even lobby on specific issues, our role is to teach you how to be more effective in those roles, but not to actually facilitate your enactment of those roles. You should pursue those activities on your own time, and not suggest that you are doing so as a representative of LEADNY.

Cell phones and other electronic technology: There was a time when we simply would have said that there should be *no* use of electronic devices during sessions. Today, many learners use smart phones, tablets or laptop computers to take notes, look up related information on the web, take photos, or post real-time updates (related to the class activities) to social media sites – activities that might be considered legitimate uses of the technology for the learning experience. Therefore, it would be unrealistic to eliminate *all* use of electronic technology during seminars. It is incumbent upon each class member, however, to use their own judgment (e.g. turn cell phones off or set to vibrate) and behave professionally. Ample time is provided at breaks to check messages. No matter how discrete you think you may be, the use of electronic technology to check email, play a game, write a work-related document, or text a friend gets noticed. When noticed by our speakers, it is rude, inconsiderate, and unprofessional. If noticed by a classmate, they

should tactfully – and privately – point out that inappropriate behavior.

Hospitality Suites: At most seminars, the program makes arrangements for the class to have a “hospitality suite” at their hotel. The intent is to provide a location for our participants to congregate informally at the conclusion of activities for the day. We hope that class members will engage in meaningful discussions and group reflection; in fact, many program alumni indicate that a significant amount of learning takes place during these informal discussions in the hospitality suite. Although the program staff reserves the room, it is the responsibility of the seminar facilitator team to make arrangements for any refreshments that are to be served, to lock the room when vacated, and to clean the room before departure from the hotel. All participants should be mindful of their behavior while in the hospitality suite, and not disturb other hotel guests.

Room Assignments: Participants will share a room with a classmate of the same gender at all seminars except those where spouses/partners are invited. Room assignments will be rotated so that each participant will room with a different classmate throughout the program. Program staff will make the room assignments.

Dress Code: Leaders in general - and representatives of the LEADNY Program in particular - are expected to present themselves in a manner appropriate to the settings in which we operate. Dress code for specific portions of our program will usually be suggested in our seminar agendas, but when they are not, participants should use good judgment and dress better than may be required. When seminar agendas include tours or other outdoor activities, warm outerwear (hats, gloves, boots, jacket) may be required. Tee shirts and hats of any kind should not be worn while in attendance at a seminar, with the exception of hats or caps for protection from the elements during outdoor tours. Sandals and open-toe shoes are often not allowed during tours and should be avoided. Our dress code will be listed as one of three categories, with the following descriptions:

1. **Business Attire:** worn in some of our more formal settings
 - a. Men – suit (or sports coat and slacks), dress shirt, tie, and dress shoes
 - b. Women – business suit or business dress, dress shoes
2. **Business Casual:** Our most frequent dress code for most of our seminars
 - a. Men – sport coat or sweater (depending on weather), dress or collared shirt (tie optional), slacks or khakis (no jeans), dress shoes
 - b. Women – Dress slacks, skirt, suit or business dress, blouse or dress shirt, dress shoes
3. **Casual:** Infrequent; used only on travel days, free time and some farm tours
 - a. Men – Casual slacks (or clean, neat jeans), collared shirt, casual shoes
 - b. Women – Casual slacks or skirt (or clean, neat jeans), shirt or blouse, or dress, casual shoes

Grounds for Dismissal from the Program

The circumstances surrounding an individual’s participation (or lack thereof) in an adult education program are typically unique (i.e. they may include employment situations, family health situations, program performance issues, behavior outside of the program, etc.). Dismissal from the program, or denial of a certificate of completion, will therefore be handled on a case-by-case basis by the executive director in consultation with the program board of directors (or the executive committee). As with any educational setting, individual student data is private and therefore will be treated as

confidential by the executive director and board members. In other words, the specific reasons for an individual participant's dismissal from the program will *not* be discussed with other members of the class. On the rare occasions that it is necessary, dismissal is usually the result of several contributing factors, not one occurrence of poor behavior or performance. Some reasons for dismissal from the LEADNY program may include, but are not limited to the following:

1. Failure to meet financial obligations (e.g. arrange for payment of tuition)
2. A pattern of excessive or unexcused absence
3. Failure to complete homework assignments (including seminar evaluations)
4. Failure to turn in work (e.g. speaker thank you letters, assessments)
5. Failure to communicate with the executive director (e.g. regarding absences)
6. Failure to participate in the program with an open mind and constructively interact with classmates, speakers and others encountered in the program
7. Failure to treat others with respect and tolerance, including speakers, guests, classmates, board members, and program staff
8. Inappropriate or unprofessional behavior (including during seminar free time)

Application for Participation in Year 2 of the Program

Participants in the *Leadership Fundamentals* (year 1) portion of LEADNY who wish to participate in the *LEAD Fellows* (year 2) portion of our program will need to reapply during the spring of this program year. Application procedures will be reviewed by the executive director during the winter of this program year. Selection decisions will be made by the selection committee of the board of directors, in consultation with the executive director. Some criteria for selection to the *LEAD Fellows* group will include but may not be limited to:

1. Satisfaction of year 1 financial obligations
2. Satisfactory completion of year 1 assignments (including seminar evaluations)
3. Acceptable attendance and participation in year 1
4. Demonstration of growth and application of learning during year 1
5. Plans for development and application of learning in year 2, including:
 - a. A personal development plan; and/or
 - b. An acceptable leadership project proposal

Program Schedule and Outline

The following schedule is tentative and subject to change, but provides an outline of what is to be covered during the *Leadership Fundamentals* portion of LEADNY. Dates, locations, readings and other homework assignments, as well as general seminar topics and activities are included. Specific workshops may need to be shifted from one seminar to another depending on speaker or facility availability, etc.

Dates and Location	Readings and Other Assignments	Topic Outline and Activities
July 11, 12 or 13 Western, Central and Eastern NYS	Multiple handouts and forms; MBTI and 360 instructions	Meet local classmates; disseminate class materials; review syllabus; sign forms; assign summer homework; assessment instructions; sign up for facilitation duty; review program resources (course website)
September 28-30 Oswegatchie Educational Center, Croghan	MBTI Step II; self-introduction presentation	Teambuilding activities; self-introductions; listening and leadership; MBTI introductory workshop; teambuilding model and introduction to leadership theory
November 2-4 Rochester	360 Assessment; sign up for fundraising calls	Food retailing, food safety and consumers; business etiquette; food service tours; fundraising training; 360 feedback; public speaking training; directory photos
December 7-9 Batavia	First reading assignment; persuasive speech preparation	Farm production and processing tours; technology in agriculture; Panel – following food through the supply chain; persuasive speeches and feedback; debate training; book discussion
January 4-6 Syracuse	Debate preparation; writing sample	NYS Ag Society (topic TBD); networking; cooperatives in agriculture; equine industry; debate activity and feedback
February 5-7 Albany	Year 2 application guidelines	State government and legislative process; state agencies; legislative shadowing; lobbying; written communications skills
March 4-8 New York City	Attend a local meeting	Urban consumers and food enterprises; food distribution; financial institutions; media training; LI agriculture, CSAs and land preservation; gain confidence in a large city
April 4-7 Watkins Glen (<i>spouses invited</i>)	Civic engagement readings	Local government and civic engagement; local leader interviews; Libertyville simulation; meeting management and board service; forest products industry; year 1 wrap-up and debrief; certificate presentation

**TRAVEL RELEASE AND HOLD HARMLESS AGREEMENT FOR FIELD STUDY
LEAD New York**

1. I agree that my participation in the LEAD NY Field Trips is entirely voluntary.
2. That in consideration of my participation in the field trips, I agree, on behalf of myself, my assigns, executors, and heirs, to release, indemnify, and hold harmless LEAD NY and Cornell University, their trustees, officers, agents and employees from any and all liability, damage, claim of any nature whatsoever arising out of or in any way related to my participation in any travel, including any act or omission of any third party. (Rescue Squad, Hospital, etc.).
3. I understand that neither LEAD NY, nor Cornell University, provides any Accident or Medical Insurance and that I am required to provide my own Accident and Medical Insurance. I hereby agree that I am financially responsible for all such expenses whatsoever.
4. I understand that all participants are subject to LEAD NY and Cornell University regulations, guidelines, laws of the United States, and the laws of New York State, and that in the event of violation of these, or behavior which is considered by LEAD NY to be detrimental to the participant, or other participants, LEAD NY shall have the right to dismiss the participant from the trip while retaining all payments, if any.
5. I further state that I am cognizant of all inherent dangers of participation and the risks involved (including death) in the trips, and that travel to and from these locations may involve the use of commercial airlines and private and/or rented passenger vehicles not owned or controlled by LEAD NY or Cornell University.
6. I understand that there will be free time while I am on these trips, and during the free time LEAD NY and Cornell University are not responsible for my well-being. LEAD NY and Cornell University are not responsible for my personal belongings at any time.
7. I have read and understand the terms of this Agreement and Release and agree to all terms and conditions on behalf of myself, heirs, representatives, executors, or administrators. I hereby certify by my signature that I am physically fit and able to participate in these field trips. Consistent herewith, I assume responsibility for my own physical fitness and capability to participate and I have taken such steps as I deem are appropriate to assure myself that I am fit and capable of such participation. I certify that I am of lawful age and legally competent to sign this affirmation and release and that I understand the terms herein are contractual and not mere recital, and that I have signed this document as my own free act.

Participant Signature	Date	Printed Name
Witness	Date	Printed Name

Class Member Commitment Statement

I accept the invitation to become a class member in the LEAD New York Program. As part of the class, I agree:

1. That I understand the program goals of personal and professional development and will try to achieve these goals and give back to the community which supported my participation,
2. That I will conduct myself at all times with integrity and in a manner befitting a leader; and will participate in all scheduled sessions with an open mind and treat others to an atmosphere of tolerance and respect,
3. That I understand that the executive director and administrative assistant, in cooperation with the board of directors, have the responsibility of administering the program as well as all management decision-making processes relating to this experience,
4. That I understand that participants are encouraged to make suggestions regarding speakers, tour locations, and seminar content, but that most seminar content and speakers are booked far in advance. LEADNY staff coordinate all speaker and tour location logistics, and class members should only contact these resources at the express request of the LEADNY staff,
5. To complete all assignments and other expectations as outlined in the syllabus,
6. To participate in fundraising as described in the program syllabus and personally support the next class to the best of my ability,
7. To pay or arrange for payment of the year 1 tuition of \$2,300 which is due October 1, 2017. I understand I will be responsible for incidental expenses incurred, some meals, and for transportation to and from the workshops within New York State.
8. To allow the LEAD New York Program to use my image (formal photo, class photo, and candid session photographs) in the program website, class directory, newsletter, and other program promotional materials.
9. To allow the program to make available my contact information to appropriate parties (alumni, board members, host locations, speakers, etc.). Sensitive information (family member names, home and cellular telephone numbers, medical information, etc.) will be kept strictly confidential.
10. That I understand that spouses/partners may be invited to select LEADNY functions or seminars (e.g. commencement), and are usually welcome at many points in the program (e.g. to join the class for a meal function or tour), but that they are *not* members of the class and cannot be accommodated at all seminars.

I agree to uphold and follow these conditions and other responsibilities as outlined in the program syllabus, and realize that failure to do so could result in removal from the program and/or denial of a certificate of completion.

Signature _____ Date _____

Printed Name _____