

LEAD New York Program Year 2 Syllabus

“LEAD Fellows”

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

Executive Director:

Larry Van De Valk, PhD

607-220-6155 (c)

Ljv4@cornell.edu**Program Coordinator:**

Terri Denman

607-255-7907 (o)

tld1@cornell.edu**Program Objectives**

1. Continue to practice leadership skills learned in year 1, and develop additional competencies introduced in this year
2. Continue to reflect on individual leadership behaviors; consider values and ethics; and develop a personal leadership philosophy
3. Improve participants’ knowledge of and familiarity with food, agriculture, and natural resource issues at the regional, national and international levels; and the public policy process at national and international levels
4. Broaden participant’s perspective and appreciation for diversity through travel experiences and examining leadership in different contexts (e.g. historical, military and cultural perspectives)
5. Continue to enhance participants’ personal and professional networks and emotional intelligence
6. Implement a personal leadership development plan
7. Practice what has been learned in LEADNY through a leadership project

Prerequisites

1. All conditions for participation in year 1 apply (i.e. age, education and professional affiliation)
2. Successful completion of LEADNY year 1, “Leadership Fundamentals”
3. Selection to the program is competitive. All prospective participants must submit a letter of intent, new statement of support from employer (if applicable), evidence of applied learning from year 1, and a personal development plan/project proposal for year 2. Participation in year 1 does not guarantee acceptance to year 2. Selection decisions will be made at the recommendation of the executive director in consultation with the board selection committee.

Tuition and Other Costs

Tuition for this year of the program is \$3,500.00. 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. Tuition is non-refundable.

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. Tuition must be paid in full in order to participate in the study tour, and any participant that does not secure payment in full for this year's tuition will not be recognized with a certificate of completion from the program.

The program covers most seminar expenses, including lodging, most meals, out-of-state travel expenses (e.g. bus and air travel), and other seminar expenses (e.g. materials, admission fees). Other costs that the participant is responsible for include travel to and from in-state seminar and departure points, 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, passports, shots for travel (if necessary) 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 (especially on the study trip), 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

Whereas participation in the first year of our program involved a 25-day time commitment and all seminars took place within New York State, the time commitment this year will be even greater – up to 30 days – and several out-of-state seminars will take you away from home and work for greater lengths of time (e.g. the study trip is nearly 2 weeks long). The cost of putting someone through this year of the program is significantly higher, and although you are paying more tuition, you are still only paying a fraction of the true cost of participation. We also expect each participant to be an active contributor to the class learning experience. So, we continue to have a very high standard for attendance in the *LEAD Fellows* Program.

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.

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 need to know how to access information electronically and use other electronic media (e.g. Facebook or other social media).
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**: Class members will continue to make oral presentations. Presentations include a project presentation at the end of the program, brief speaker introduction and thank you presentations, and may include other impromptu or unscheduled presentations. Some of these will be video-taped, and the class member should notice improvement in their public speaking skill from the beginning of the program to the end.
4. **Fundraising**: Each class member will be expected to suggest potential business/organizational donors and solicit at least 5 such contributions to the program. Program staff will provide guidance on this activity.
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. Peer Coaching and Alumni Mentoring: Participants will continue their peer coaching relationships with classmates as described in year 1. Additionally, participants have the option of requesting an Alumni Mentor to further enrich their leadership development experience. Program staff can assist participants in identifying a suitable mentor and suggest a framework for the relationship.
 7. Seminar Evaluations: Each participant 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 participants 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.
 8. Leadership Project: Practice is an important step in leadership development, and this capstone project provides participants an opportunity to put into practice some of the things they have learned through LEADNY. Program staff will describe the leadership project assignment near the end of the year 1 experience. The application process for year 2 will include a preliminary project proposal. After revising the project proposal and obtaining approval from the executive director, class members will be expected to actively pursue and make significant progress towards their project objectives during this program year. Nearly all of this work will occur outside of scheduled seminar time. Participants will make an oral presentation on their project and outcomes in March of this program year.

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 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, post to social media, 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 the first 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 *LEAD Fellows* 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
August 10, 2018 Auburn	Multiple handouts and forms; Reading #3 – <i>This Changes Everything</i>	Reconnect with classmates; disseminate class materials; review syllabus; sign forms; sign up for facilitation duty; reading assignment
Sept. 23 – 26, 2018 Washington, DC	Passports Project proposal draft	Federal political process; congressional roles simulation; special interest group visits; policy discussions with NGOs; visit embassy of study trip destination; leadership from a historical/military perspective; tours
Oct. 21 – 24, 2018 Toronto	Pen-pal assignment; meet with peer group (Nov. – Dec.)	Networking with AALP peers; Canadian government, agricultural policy, trade; US/Canada relations, Type Development
January 10 – 12, 2019 Syracuse	Business donor solicitation reports	NYS Ag Society (topic TBD); networking; labor and immigration reform; final preparations for study trip
February 1 – 11, 2019 Trip	Readings related to study trip;	(tentative dates; see study trip narrative below)
March 14 – 16, 2019 TBD	Project presentation; Reading #4 – <i>Start With Why</i>	Reflect on study trip; leadership project reports; discussion of values, ethics and leadership
April 12 – 13, 2019 Ithaca (<i>spouses invited</i>)	Commencement presentation; evaluations	Study trip and project discussion with board; commencement program; thanks and recognition; celebration with family

Study Trip: The study trip is often viewed as the capstone experience in LEADNY. In selecting study trip locations, the board considers factors such as: educational potential of the destination, safety issues, program budget, contacts in country, and other logistical issues. Every effort is made to select a challenging yet meaningful destination, and the final decision on location is always a board decision, in consultation with the executive director. Attendance on the trip is not optional – it is a required component to successfully complete the program. General goals for the study trip are to:

1. Get class members out of their “comfort zones” - Experience different culture, food, language, etc.
2. Compare/contrast agriculture in NYS to another part of the country/world – what are our comparative advantages/disadvantages?
3. Examine the US role in the world – foreign perspective on the US
4. See production agriculture, processing, technology, distribution, labor, environmental, trade and other issues through a different lens (examine issues from new perspectives)
5. “Put it all together” – synthesize all that has been learned through LEAD through discussion of leadership in other settings.
6. Practice our listening, analytical, critical thinking & decision making skills

**TRAVEL RELEASE AND HOLD HARMLESS AGREEMENT FOR FIELD STUDY
LEAD New York Class 17**

1. I agree that my participation in the LEAD NY Field Trips – including those to Canada, Washington DC, and the study trip - 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 17 LEAD Fellows Commitment Statement

I accept the invitation to become a member of the Class 17, year 2 portion of the LEAD New York Program, also known as “LEAD Fellows”. As a LEAD Fellow, 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 2 tuition of \$3,500 which is due October 1, 2018. I understand I will be responsible for incidental expenses incurred, some meals, and for transportation to and from the workshops or departure points within New York State. Tuition is non-refundable.
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 _____