



# The History of the Food Systems Leadership Institute

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# Food Systems Leadership Institute: 2000–2023

## Impetus for the Establishment of a Food Systems Leadership Program

In 1862, the U.S. Morrill Act provided a pathway for states to create new colleges by means of lands donated by the U.S. government.<sup>1</sup> While not excluding other areas of study, these land-grant colleges were established to teach branches of learning related to agriculture and the mechanic arts. Although agriculture was a fundamental discipline among land-grant institutions, by the late 20<sup>th</sup> century, few people in leadership positions in higher education had roots in those fields of study. Consequently, concern rose among agriculture academics over the potential for diminishing recognition of the importance of agriculture and the effect of this waning recognition on allocation of resources.

In the early 1990s, the W.K. Kellogg Foundation (WKKF) funded several regional projects promoting multi-institutional linkages with local communities to address issues of food insecurity. These projects culminated in the launch of the WKKF Food and Society Initiative in 2000, inspired by a vision of a future food system that provides all Americans with safe and nutritious food while bringing social and economic value to both urban and rural communities. A subsequent report by the National Academy of Sciences predicted dramatic changes in our food systems. Such changes were expected to require leaders within land-grant universities to expand their perspectives to include increasing collaborations with farmers, agricultural firms, and government agencies in order to adapt to progressively open and competitive world markets, climate and environmental issues, changing government regulations, and an ever-expanding global population.

Simultaneously, leaders in academia, the agricultural community, government, and industry recognized the rapid advancement in scientific knowledge and a greater need for an understanding of the complex nature of food production, distribution, and consumption. Moreover, evolving concepts of the need for environmental stewardship of resources within these systems necessitated an enhanced understanding of food within a social context. It was also apparent to these leaders that individuals who will guide the agricultural sector in the future must have a holistic understanding of domestic and global food system concepts. It was understood that to have an impact in the future, these individuals must be educated in concepts of leadership and trained to implement change in the culture of organizations, in addition to comprehending the complexity of the food system. These considerations inspired the National Association of State Universities and Land-grant Colleges (NASULGC; now known as The Association of Public and Land-grant Universities [APLU]), working with its Board on Agriculture Assembly (BAA), to create and implement a leadership program to better prepare leaders for the highest levels of administration within the academy and to apply a systems approach to food production, distribution, and consumption.

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<sup>1</sup> It is acknowledged that some of these lands were expropriated from Native American tribal communities.

## Planning Process for the Development of a Leadership Program

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A design team ([Appendix 1](#)) was appointed by NASULGC President C. Peter Magrath upon the recommendation of the chair of the BAA's Policy Board of Agriculture. The team was charged with the conceptualization of a leadership development program for higher education leaders who would transform the education and research programs of land-grant institutions to encompass a broader food systems approach. The design team exchanged communications, met at national meetings, and held planning sessions to create a strategy to address the challenges presented to them by the NASULGC. Their work culminated in the development of a proposal for the establishment of a Food Systems Leadership Institute (FSLI), which would be submitted to the WKKF for sponsorship.

## Proposal to Establish Food Systems Leadership Institute

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### Overview

The proposal to establish the FSLI was submitted by the NASULGC to the WKKF in February 2004. Expected outcomes of the institute's programs were leadership development and institutional change. Distinguishing this proposed program from other leadership development programs was its focus on leadership for food systems and the inclusion of leading institutional change within land-grant universities toward broader and more inclusive food systems perspectives.

These concepts resulted from the synergy created by bringing together food systems leaders, leadership development professionals, and experienced university chief executive officers to focus on leadership development for institutional change. Several simple but profound observations stemming from these conversations influenced the design of the proposed Leadership Institute. For example, the team recognized that leadership skills are best developed through a specific context, and food systems provided that context. Other observations included:

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*"Leadership is making a difference."*

*"The culture of an organization changes because people lead that change."*

*"Different leadership styles can be effective."*

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The design team concluded that institutional change and leadership development were both essential to accomplishing the ultimate goal of the program, which was to advance and strengthen the food system. The design team also concluded that the transformation to a food systems culture within land-grant universities would require a new generation of leaders, "a cadre of new leaders to create and recreate the food systems of the future." First, the design team defined the leadership characteristics that were required and then developed a proposed program to cultivate those skills and characteristics among participants. The program also included a series of food systems forums, reflecting the design team's conclusion that a content component would be required to support professionals within land-grant universities toward a full understanding and appreciation for food systems perspectives, concepts, and issues.



## Vision for Food Systems Leadership in Land-grant Universities

Extraordinary leaders of flourishing and growing food systems programs in land-grant universities will:

- Consistently articulate a broad, integrated food systems perspective focused on healthy humans, environments, communities, and economies
- Be skilled at bringing together multiple constituencies to focus on major food system challenges, issues, and opportunities
- Influence and commit to their university's values, goals, and strategic directions
- Advocate for change within their university consistent with the food system vision

## Establishment of FSLI

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### Organizational Structure

Oversight of the FSLI was envisioned as a commission, which would be housed within NASULGC, appointed by the President of NASULGC, and sanctioned by the NASULGC Board of Directors, reporting to the Executive Vice President of NASULGC. The commission was expected to oversee the work of the FSLI and have policy responsibility for the program. Specific responsibilities of the commission:

- Select the host university for the institute and periodically review the performance of the host institution
- Appoint the institute director, and perform annual evaluations of the director
- Review and approve appointments of an external evaluator and members of the Advisory Council to the Institute
- Review curricula for the training program, selection criteria for participants, guidelines for the mentoring and fellowship components of the program, etc.
- Review input from the Advisory Council to the Institute, evaluation feedback from participants, and external evaluator reports on the outcomes and impacts of the program; make recommendations for change accordingly
- Report periodically to NASULGC and WKKF regarding the development, progress, and results of the institute and its programs
- Assume overall responsibility for fund development for the financial sustainability of the institute's programs
- Develop operating procedures for the commission
- Assume any other duties or responsibilities necessary for the success of the Food Systems Leadership Institute

The commission would consist of seven to nine members from within and outside the food system. The NASULGC BAA's Policy Board of Directors would recommend commission members, who would be formally appointed by the NASULGC Board of Directors. Representative skills and experience expected

for commission members included a broad vision of and experience in food systems, university or industry leadership experience, fund-raising experience, experience in leadership development, understanding of and commitment to the goals and objectives of the program, and diversity. A list of commission members and staff is included in [Appendix 7](#).

The FSLI Commission selected the host land-grant university for the institute. Criteria for selection of the institute host site included:

- Commitment by institutional and unit leaders to hosting the institute at their institution
- Proximity to an adequate airport
- A leading food systems college
- Location in a state with a significant food systems economic sector
- Organizational and management plan to carry out the responsibilities of the institute
- Strength of nominee(s) for institute director
- Presence of a critical mass of leadership programs related to disciplinary strengths
- Demonstrated success in operating national centers or institutes
- Availability of office space and conference services support
- Other in-kind and/or financial support of the Institute and its programs

The institute commission was also charged with appointing an institute director, nominated by the host university. Criteria for selection of the institute director included leadership experience and interest and commitment to leadership development, particularly as related to food and society initiatives and food systems programs in higher education.

## Implementation of FSLI

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A \$1.1 million grant was approved by WKKF in 2004, and the commission was appointed immediately thereafter. The initial commission was the design team.

The commission sent a request for proposals to members of NASULGC to determine a host institution for the FSLI. In addition, a request was sent to members of NASULGC for statements of interest in serving as one of the secondary sites.

After review, the FSLI Commission selected North Carolina State University (NCSU) as the host institution and appointed Dr. Ken Swartzel of NCSU as the first Director of the FSLI.

Five land-grant universities expressed interest in serving as secondary sites and hosting a FSLI workshop. The group of secondary sites represented diverse geographical locations in the nation and diversity of size, specializations, and perspectives of institutions. The group was representative of the cross section of land-grant Institutes. Additional qualities included that each university was located within a state with a significant economic food system, had a leading food systems college, was convenient to an airport, and was committed at the highest administrative level to serving as a secondary site for the FSLI.

Applications to serve as secondary sites for the FSLI were submitted by the following institutions:

- The Ohio State University
- Oregon State University
- Texas A&M University
- University of Maryland
- University of Vermont

Of these institutions, The Ohio State University and the University of Vermont were selected as the initial secondary sites of the FSLI program. A description of responsibilities for participating institutions serving as secondary sites is added as [Appendix 2](#).

The director of the FSLI, with the approval of the commission, recruited, interviewed, and appointed the lead instructor for the program and a program manager to assist with the development of the program, recruitment of participants, and meeting logistics.

The first year (2005), FSLI was housed with the UNC System offices, at the request of Dr. Molly Board, President of the UNC System. Her successor, Mr. Erskine Bowles, was appointed as the President of the UNC System in 2006. In a streamlining move, he requested that FSLI be transitioned to the NCSU campus. The FSLI was provided space in the structure housing the Department of Food Science at NCSU, which was also the home department of the FSLI Director. The offices of the FSLI remained at this location until the appointment of the second director, when the offices were relocated to Patterson Hall, the administration building of the College of Agriculture and Life Sciences at NCSU.



## FSLI Personnel

**Director:** Dr. Ken Swartzel (NCSU) was selected as the first Director of the FSLI, leading the program from 2004–2013. Dr. Marshall Stewart, a member of Cohort 6, was director from 2013–2016; Dr. Ken Esbenshade, a member of Cohort 1, from 2017–2020; and Dr. Sam Pardue, a member of Cohort 3, from 2020–present.

**Director of the Leadership Core:** Dr. Claudia Fernandez (UNC-Chapel Hill) has served in this capacity since the inception of the program. Fernandez was charged with developing the initial curriculum for the program’s leadership and organizations core content.

**Assistant Director/Program Manager:** Mr. Michael Brian (NCSU) was selected to oversee the management of the program, including the logistics at the residential sites, recruitment of participants, and correspondence with participants and presenters. In January 2023, Dr. Sarah Kotzian (NCSU) was hired as FSLI’s Program Manager.

**External Evaluator:** Dr. Rita O’Sullivan (UNC-Chapel Hill) was the lead external evaluator for the project, assisted by Dr. John O’Sullivan (North Carolina A&T State University).

**Administrative Support:** Ms. Carol Reilly (NCSU) was hired in September 2007 as FSLI Administrative Support Specialist to further assist with logistics and program management. She saw the program through to December 2022, adding more responsibilities as leadership personnel changed.



## Curriculum and Program Development

The director of the leadership core, along with support from the director and program manager, began developing the curriculum in 2005. The FSLI curriculum was grounded in adult learning theory and addressed personal, organizational, and food systems leadership ([Appendix 3](#)).

The leadership team developed 24 initial competencies based on the expectations of the funding agency (WKKF) and in recognition of leadership education and training in other fields that led to successful programming. Components of the program were developed with the aim to not be limited to a specific disciplinary area or program focus, but rather to encompass a more holistic approach of leadership development.

**Twenty leadership competencies were finalized and divided into two skill areas as follows:**

Core Leadership Skills	Organizational and Institutional Leadership Skills
1. Self-Awareness	1. Creating/Impacting Organizational Culture
2. Communication	2. Systems Thinking
3. Negotiation	3. Bench Building and Succession Planning
4. Conflict Management	4. Leading Change/Change Management
5. Visioning	5. Stakeholder Analysis
6. Innovation	6. Futuring
7. Emotional Intelligence	7. Collaboration/Creative Partnerships
8. Thinking Politically	8. Innovation and Performance Management
9. Reflective Leadership	9. Advocacy
10. Career Management	10. Food Systems Thinking

Additional review of the scholarly literature was used to validate the competencies. The competencies were then prioritized and developed into a curriculum for the FSLI. The curricular design ensured that each competency was scaffolded throughout the program. Further validation of the curriculum was conducted in 2008 using program alumni and food system experts and again in 2014 using stakeholder interviews. The leadership competencies have remained stable throughout the multiple validation and review processes.

## Food Systems Leadership Institute (FSLI) Timeline

### FSLI Trailblazers



**Dr. Mort Neufville**, Project Director for the Initial Design Team

National Association of State Universities and Land-Grant Colleges



**Dr. Ken Swartzel**, Program Director 2004–2013

North Carolina State University



**Dr. Claudia Fernandez**, Leadership Core Director 2004–Present

University of North Carolina at Chapel Hill

2004	2005	2006	2007	2014	2015
<p><b>\$1.1 million proposal funded</b> to establish FSLI submitted to W.K. Kellogg Foundation</p> <p>Design Team develops <b>expected outcomes</b>: Leadership development &amp; institutional change using a food systems approach within land-grant universities</p> <p>Dr. Ken Swartzel (NCSU) selected as <b>first director of FSLI</b></p>	<p>New FSLI housed at the <b>University of North Carolina (UNC)</b> System offices</p> <p>Leadership Specialist, Dr. Claudia Fernandez (UNC-Chapel Hill) begins to oversee <b>curriculum development</b></p> <p><b>First cohort</b> recruited</p>	<p><b>First cohort selected</b></p> <p><b>First residential session</b> takes place in Chapel Hill, NC</p>	<p><b>First cohort finishes program</b></p> <p>Cohorts 1 and 2 attend the <b>Global Consortium on Higher Education, Research and Agriculture</b> in Costa Rica</p> <p>Carol Reilly hired as <b>first Program Specialist</b> for FSLI</p>	<p><b>Food Systems Leadership Award</b> created</p> <p><b>Dr. Gail Imig</b> first recipient of Food Systems Leadership Award</p>	<p><b>Cohort 9 enrolls</b></p> <p><b>One-day leadership workshop begins as FSLI Encore</b>; held as pre-conference session before APLU Annual Meeting</p>

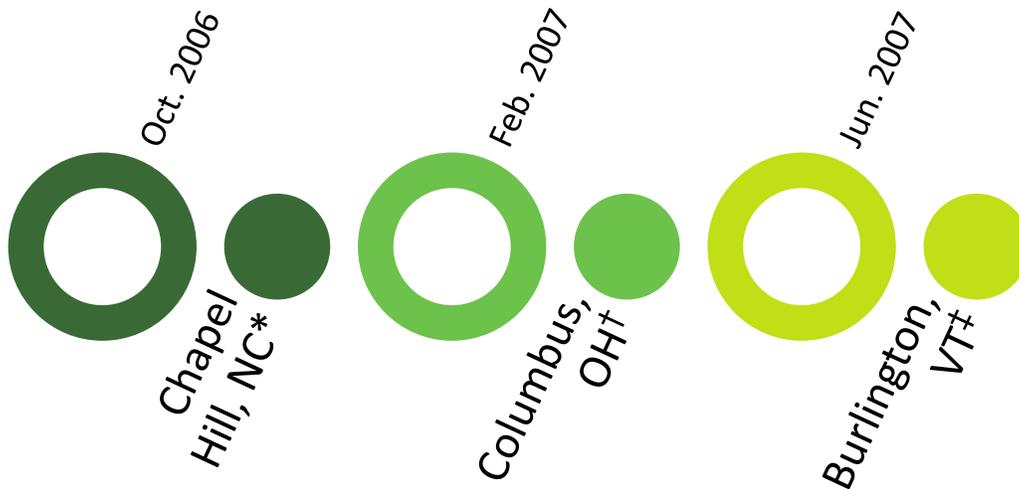


## Participants and Program Structure

The program was envisioned as a 2-year leadership development program focused primarily on academic leaders in agriculture and agriculture-related areas; the vision quickly expanded to include similar leaders in industry and government. A prerequisite for all participants in FSLI was prior knowledge of or training in leadership. Participants from academic environments had additional minimum qualifications, including having served for at least three years in a position comparable or higher than department chair/head. In government and industry, a similar leadership role within their organization was the minimum qualification.

Recruitment of the first cohort began in the latter part of 2005, with the selection of participants made by late spring 2006. The program consisted of three intensive, residential sessions held at partnering universities during year one. The residential sessions were five days, providing a total of 115 hours of continuing education. The residential sessions included presentations, workshops, collaborative exercises, and experiential learning activities. Session one was primarily devoted to personal leadership, session two on organizational structure and change, and session three to the food systems. Core competencies are reflected in all three sessions.

### Residential sessions for the first cohort:



\*Sponsored by NCSU and the UNC System; †sponsored by The Ohio State University; ‡sponsored by the University of Vermont

For subsequent cohorts, the first residential session has been held in October in Chapel Hill or Raleigh, NC, and sponsored by the UNC System or NCSU. The second residential session has been held in February on the campus of The Ohio State University, and the third residential session has been held in June by the University of Vermont (cohorts 1–6) and California Polytechnic State University, San Luis Obispo (cohorts 7–16).

Initially, year two was envisioned as a national programming effort, but that vision transformed into a second year of hybrid leadership training and education, in which face-to-face instruction was supplemented by a multifaceted approach. The following elements were expectations of the participants and contributed to the learning objectives of the program:

- Participating in professional executive coaching
- Establishing a personal development plan
- Developing a mentoring program
- Creating and executing a project
- Reading articles, literature, and books pertaining to leadership, organizations, change, and the food systems
- Participating in conference calls, book clubs, online tutorials, and webinars

## Outcomes from FSLI

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### Projects

Individual and group projects were developed during the two-year FSLI. Cohorts 1 and 2 produced collaborative/group projects. In addition, each cohort member reported on an individual project they led during their participation in the FSLI. The cohort projects were as follows:

- Cohort 1 – Land-grant College Response to a Changing Food System
- Cohort 2 – FSLI Leading a Legacy: Strategic Plan for FSLI Sustainability



### Encore

Beginning with cohort 9 in 2015, a program was developed and conducted at the annual meeting of the APLU. Each cohort was responsible for developing program content, securing speakers, advertising and promoting the program, and providing oversight during the delivery of the program. The objectives of the Encore program and the titles of the programs are presented in [Appendix 4](#).



## International Programming

The first international experience was an opportunity for cohorts 1 and 2 to attend an international conference of the Global Consortium on Higher Education, Research and Agriculture (GCHERA) in 2007. Subsequently and following much discussion and a survey of FSLI Fellows, it was decided to sponsor another international experience within the program. An additional international travel experience was undertaken in September 2019. A summary of international programming activities is presented in [Appendix 5](#).



## Awards

In concert with the APLU, the commission created the Food Systems Leadership Award to recognize a senior leader who has made an extraordinary impact on the food system through leadership and service and who exemplifies the core principles established by the FSLI, including personal leadership, organizational leadership and food systems leadership. The award was also designed to recognize the leadership, innovation, engagement and service that APLU promotes through its programs. A Community of Scholars Honoring Excellence award program is held at the APLU Annual Meeting each November, and the leadership award is presented there. The award criteria, process, and recipients are presented in [Appendix 6](#).



## FSLI Fellows

The FSLI was designed for approximately 20 participants annually. Cohort participation has varied between 19 and 28 between 2005 and 2022. A total of 423 fellows have participated in the institute. A complete list of fellows by cohort is available on the FSLI website at <https://fsl.org/>. Fellows are selected primarily from institutions of higher learning, and to a lesser extent from government (federal and state) and food/nutrition-related corporations. A total of 88 different organizations have enrolled FSLI participants, including 18 of the 1890 land-grant universities, 4 of the 1994 institutions, and 3 international institutions.



## Impacts

A review of the first 14 cohorts indicated that 94% of the participants came from an academic setting, with the majority of the remaining participants coming from an industry related to agriculture. The positions and the percentage of participants were as follows: chair or head (32%); associate or assistant dean (25%); assistant, associate, or director (22%); dean (6%); associate chair or head (1%); vice chancellor (1%); and associate/vice provost (1%). The review of the first 14 cohorts occurred at the conclusion of year two of their leadership program. In total, 43% of the participants advanced in their careers assuming a higher position than the one they had when they entered the FSLI. In academia, fellows tended to move from the departmental level to college level (i.e., head to associate dean or

associate dean to dean) or from the college level to university level (i.e., dean to president). Of the participants entering the program from non-academic environments, 50% moved into positions of higher authority, including director/head, vice president, president/CEO, and global vice president.<sup>2</sup>

Previous research assessing FSLI Fellow learning and leadership skill implementation in three alumni cohorts supported the hypothesis that FSLI Fellows gain knowledge and skills in the program, with statistically significant gains in perceived learning and reported use of skills from the program's curriculum, and that these changes are sustained for years post-participation. A stakeholder-informed article was published in the *Journal of Leadership Education* in 2016 with contributing authors of two program alumni, one of whom was serving as the current FSLI director.<sup>3</sup>

As of this writing, the true impact of the FSLI is evident in the combined effect on individuals, programs, and institutions, specifically at the interface of earth sustainability, food production, and food security. FSLI Fellows consistently contribute within their individual work environments, often while progressing in their careers. Fellows benefit from an elevated awareness of their own roles, as well as the roles of others, in meeting local and global challenges related to food production, distribution, and consumption. Institutions and organizations continue to be changed by leaders trained in the FSLI program. Previous FSLI Fellows have initiated, resourced, and sustained programming in all aspects of feeding humanity with impacts at the local, state, national, and global levels. The FSLI program continues to meet the objectives envisioned by its founders.

## More Information

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For more information about FSLI, including residential session schedules and FSLI graduates, as well as other information, visit <https://fsl.org>. This information will be permanently housed through the [North Carolina State University Archives](#).

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<sup>2</sup> Fernandez CSP, Esbenshade KL, Reilly C, Martin LC. (2021). Career trajectory in academic leadership: Experiences of graduates of the Food Systems Leadership Institute (FSLI). *Journal of Leadership Education* 20(3), 75–88. DOI: 10.12806/V20/I3/R4

<sup>3</sup> Fernandez CSP, Noble CC, Jensen ET, Martin L, Stewart M. (2016). A retrospective study of academic leadership skill development, retention and use: The experience of the Food Systems Leadership Institute. *Journal of Leadership Education* 15(2), 150–71. DOI: 10.12806/V15/I2/R4

# Appendices

1. Design Team Members
2. Responsibilities of Participating Institutions Serving as Sites for the FSLI Program
3. FSLI Objectives and Core Competencies
4. FSLI Encore
5. FSLI International Program
6. APLU Food Systems Leadership Award
7. FSLI Commission Members and Staff

## Appendix 1

### Design Team Members

Carolyn Brooks	Dean, Agriculture & Natural Sciences; 1890 Research Director	University of Maryland Eastern Shore
John DiBiaggio	President Emeritus	Tufts University and Michigan State University
Art Hecker	Vice President for Research & Development	Ross Laboratories Division of Abbott Laboratories
Stan Johnson	Vice Provost, Extension	Iowa State University
Stephen Jones	Vice Chancellor, Extension & Engagement	North Carolina State University
Colin Kaltenbach	Vice Dean & Director, Agricultural Experiment Station	University of Arizona
Vic Lechtenberg	Dean, Agriculture	Purdue University
Bobby Moser	Vice President, Food, Agricultural & Environmental Sciences	The Ohio State University
L. H. Newcomb	Senior Associate Dean, College of Food, Agricultural & Environmental Sciences	The Ohio State University
Penny Ralston	Professor & Dean, College of Human Sciences	Florida State University
Mark Ritchie	President	Institute for Agriculture & Trade Policies
James Zuiches	Professor of Community and Rural Sociology; former Dean, College of Agriculture & Home Economics	Washington State University



### Design Team Leadership

Mort Neufville	Executive Vice President (Project Director)	NASULGC
Gail Imig	Program Director	W. K. Kellogg Foundation
Roy Arnold	Project Consultant	Executive Associate Dean, College of Agricultural Sciences, Oregon State University

## Appendix 2

### Responsibilities of Participating Institutions Serving as Sites for the FSLI Program (as described at the start of FSLI, 2006)

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Participating institutions will be proactive in nominating strong candidates for the program. They will also share in supporting the program financially and in covering the expenses of program participants from their institution to participate in various components of the program, particularly the training program and a Food Systems Forum.

Participating universities will be expected to provide decentralized, long-term, and sustainable, institution-specific programs and activities pertaining to leadership development for food systems. Educational materials from the Food Systems Forum series will be incorporated into institutional workshops focused on food systems. Institutions will also manage internships of local participants in the fellowship program and the formal mentoring components of the Food Systems Leadership Development Program within the guidelines developed by the Food Systems Leadership Institute. Institutions will also work with program participants in the development of their individual career development plan.

Local alumni of related leadership development programs will be invited to join local leadership networks along with program participants. Institution presidents, provosts, other senior university administrators, and leaders from outside higher education will be encouraged to serve as mentors for program participants. The resulting local leadership networks will provide ongoing opportunities for sharing and analyzing food systems leadership challenges, opportunities, and successes. These networks will continue beyond the formal training, mentoring, and internship components of the program.

## Appendix 3

### FSLI Objectives and Core Competencies

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The FSLI Core Competencies were developed by a team of senior leaders, including Dr. Claudia Fernandez, Dr. Ken Swartzel, and Mr. Michael Brian, with lead given by Dr. Fernandez. Competencies were based on their experiences, analysis, and input from selected leadership development professionals. The Personal Leadership and Organizational Change competencies were later operationalized into the 20 overarching competencies described in the main body of this document. The original competencies were organized by the three FSLI program objectives:

- Enhance **Personal Leadership**—Increase understanding of personal leadership to make participants more effective in a variety of leadership roles.
- Develop Leadership for **Organizational Change**—Develop skills and knowledge of organizational change, to enable participants to implement their vision.
- Develop a **Food Systems Vision**—Broaden the integrated food systems perspective of participants, focusing on healthy humans, environments, communities, and economies.



#### Personal Leadership

1. Self-understanding and reflection
2. Continuing assessment, feedback, and change; creating a personal professional development program
3. Visioning
4. Communicating within organizations (internal communications)
5. Communicating with partners and stakeholders (external communications)
6. Developing and implementing political strategies, both within the organization and externally
7. Valuing diversity and leading across cultures
8. Managing resources using budgets and financial strategies and systems
9. Maintaining core principles and values (e.g., interdisciplinary collaboration, passion for mission)



#### Organizational Change

10. Publicly communicating changes and their impacts on programs, personnel, and stakeholders
11. Defining and understanding organizational cultures
12. Understanding organizational design, structure, and governance
13. Inspiring inclusive entrepreneurship and collaboration (inspirational leadership)
14. Setting goals and establishing targets
15. Accurately diagnosing and solving problems in a complex organizational environment
16. Designing tactical plans for moving an organization forward



## **Food Systems**

17. Including/engaging diverse constituents of the food system (holistic thinking)
18. Engaging stakeholders and clientele to address food systems challenges and opportunities
19. Bringing current stakeholders to new levels of understanding of food systems (including changing demands and expectations of food system programs)
20. Understanding political, social, and economic contexts for changes in world food systems
21. Applying systems thinking to understanding food production, processing, distribution, and consumption relationships
22. Thinking strategically and critically to solve problems and identify opportunities
23. Integrating and aligning the organization with a food system vision
24. Building partnerships to advance a food systems vision

## Appendix 4

### FSLI Encore

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FSLI Encore was created to enhance the professional development of FSLI Fellows and to provide a networking opportunity for FSLI Fellows to expand their leadership skills. Beginning with Cohort 9, a one-day leadership workshop has been held as a pre-conference meeting to the APLU Annual Meeting held in November. The FSLI Encore fulfills one of the originally intended roles and responsibilities of the institute which was to develop a series of Food Systems Forums with the purpose of building knowledge and understanding of food systems content information and policy issues.

The specific objectives of the FSLI Encore program are to:

- Continue the leadership journey of FSLI Fellows
- Provide an opportunity for networking among all FSLI Fellows and other interested individuals
- Cover topics of interest that relate to the food systems
- Serve as a concluding element for each cohort

Cohort	Year	Theme of FSLI Encore
9	2015	Making the Most of Your Human Capital
10	2016	Intercultural, Inclusion and Equity
11	2017	The Role of Administrative Leadership and Organizational Climate: How to Assess It, Improve It, and Maintain It
12	2018	University in Crisis—Preparing, Implementing, and Advancing Your Crisis Management Plan for Resiliency
13	2019	What Will Land-grant Universities Look Like in the Future?
14	2020	Rethinking Land-grant Universities in a Post-COVID-19 World: Challenges and Opportunities of Disruptive Change for Innovation Across the Teaching, Research, and Engagement Mission
15	2021	Post COVID Reality: The Innovative LGU: Generating Ideas to Bring Back to Your Institution
16	2022	Respected Public and Land-grant University Leaders—Their Road to Leadership and Vision for Cultivating New Leaders
17	2023	Leading Change in Higher Education: Evolving through Dynamic Programming

## Appendix 5

### FSLI International Program

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#### **International Conference in Costa Rica (Mar. 5–8, 2007)**

An international experience was held in conjunction with the Fifth Global Conference of the Global Consortium on Higher Education Research and Agriculture (GCHERA) in San Jose, Costa Rica. The director, assistant director, and director of the leadership core accompanied participating fellows from Cohorts 1 and 2.

Given the success of the first international program and the relative ease of partnering with GCHERA, FSLI attempted to base the international experience on the GCHERA conference. Unfortunately, conferences in other years were met with unforeseeable challenges. The meeting in Kenya was cancelled due to in-country instability with Kenya's civil war. The program in France was attended by Cohort 1 fellow and current commission member, Dr. Linda Martin, on behalf of the FSLI. The meeting scheduled to be held in Russia was cancelled by the host country. Thereafter, FSLI attempted to schedule an FSLI-only experience. The first such experience was scheduled to be held in Viet Nam; however, participation did not meet the minimum registration numbers, necessitating canceling the trip. Subsequently, following additional input from fellows, it was decided to conduct an international trip to Costa Rica that was open to all FSLI fellows, regardless of cohort.



#### **FSLI International Trip to Costa Rica (Sept. 15–20, 2019)**

The 2019 FSLI international experience consisted of 10 individuals. The learning objectives of the FSLI international tour were: 1) to experience a food system outside the United States within the context of the governance and culture of that location, and 2) discuss among one's peers the perspectives learned from international travel, develop new understandings of how different food systems function, experience the working relationships of different constituents and stakeholders in international food systems, and evaluate the impact of U.S. policy and influence on the country and organizations visited.

Prior to the trip, each fellow took the Intercultural Effectiveness Scale (IES) to measure their intercultural competencies. This assessment evaluated the skills critical to interacting effectively with people from cultures other than their own. Each fellow was asked to keep a journal during the trip so they could reflect on the report they received from the assessment, allowing them a chance to focus on any intercultural competency areas they wished to improve.

The group visited PROCOMER (<https://www.procomer.com>), an institute that promotes the exportation of Costa Rican goods and services throughout the world; a Starbucks coffee research farm; CATIE, Centro Agronomico Tropical de Investigacion y Ensenanza (Tropical Agricultural Research and Higher Education Center, <https://www.catie.ac.cr>); an organic family coffee and produce farm; EARTH University ([www.earth.ac.cr](http://www.earth.ac.cr)), and the InterAmerican Institute for Cooperation in Agriculture (IICA, [www.iica.int](http://www.iica.int)).

## Appendix 6

# Association of Public and Land-grant Universities Food Systems Leadership Award

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### Purpose

The Association for Public Land-grant Universities (APLU) Food Systems Leadership Award recognizes senior leaders who have made an extraordinary impact on the food system through leadership and service and who exemplify the core principles established by the Food Systems Leadership Institute (FSLI), including personal leadership, organizational leadership, and food systems leadership. The award also recognizes the leadership, innovation, engagement, and service that APLU promotes through its programs.



### Award Criteria

A nominee must

1. Be a leader in higher education, industry, or government who has impacted the food system
2. Exemplify the Core Principles established by FSLI that include:
  - a. articulating a broad, integrated food systems perspective focused on healthy humans, environments, communities, and/or economies
  - b. engaging diverse constituencies to focus on major food system challenges, issues, and opportunities
  - c. influencing values, goals, and strategic directions related to food systems
  - d. advocating for change within the food system



### Process

Each year, a call for nominations will be sent from APLU to appropriate groups who work on issues related to the food system. Brief nominations from these groups as well as nominations submitted by the FSLI Commission will create the candidate pool for the award. An Award Review Committee of FSLI Commission members will evaluate the nominations and select the most outstanding nominees for which additional material will be requested in support of the nominee. The FSLI Commission will select one recipient of the award each year. The award will be given at the awards program at the APLU Annual Meeting, usually held in November. The recipient(s) will be invited to address the current cohort of FSLI Fellows at one of their residential sessions; the recipients' expenses for attending the residential session will be covered by the Food Systems Leadership Award program.



## Recipients

2014 – Dr. Gail Imig

2015 – Dr. Gale Buchanan

2016 – Dr. Roy Arnold & Dr. Vic Lechtenberg

2017 – Dr. Sonny Ramaswamy

2018 – Dr. Robert A. Easter

2019 – Dr. Cathie Woteki

2020 – Dr. Wendy Wintersteen

2021 – Dr. Ian L. Maw

2023 – Dr. Mortimer H. Neufville

## Appendix 7

### FSLI Commission Members & Staff

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#### Commission Members

Jay Akridge, Board on Agriculture Assembly (BAA) Chair	Purdue University
Stan Albrecht	Utah State University
Roy G. Arnold	Oregon State University
Craig Beyrouthy	Colorado State University
Betsy E. Brown	North Carolina State University
Virginia Caples	Alabama A&M University
Jimmy G. Cheek, Commission Chair	University of Tennessee, Knoxville
William B. DeLauder, Commission Chair	Delaware State University
Joe DiBiaggio	Tufts University
Joseph DiPietro	University of Tennessee System
Robert L.E. Egger	D.C. Central Kitchen
Susan M. Fritz	University of Nebraska
Jim Hafner	Chief Dull Knife College
Arthur Hecker	Ross Products Division, Abbott Laboratories
Colien Hefferan, Ex-Officio	Cooperative State Research, Education, and Extension Service, U.S. Department of Agriculture
Karen Holbrook	The Ohio State University
Mark Hussey, BAA Chair	Texas A&M University
Gail L. Imig, Ex-Officio	W.K. Kellogg Foundation
Barbara Keenan	Institute of Food Technologists
William Kirwan	University System of Maryland
Linda Martin	University of Tennessee
Ian Maw	Association of Public and Land-grant Universities (APLU)
Orlando McMeans, BAA Chair	West Virginia State University
Bruce McPherson, BAA Chair	The Ohio State University

Robert H Miller	Abbott Nutrition
Ernie Minton, BAA Chair	Kansas State University
Bobby Moser, Commission Chair	The Ohio State University
Mortimer H. Neufville	National Association of State Universities and Land-Grant Colleges, APLU
Jack Payne	University of Florida
Dan Schmitz	Abbott Nutrition
Douglas L. Steele	APLU
Alton Thompson	Delaware State University, Association of 1890 Research Director
Catherine E. Woteki	Mars, Inc.
James Zuiches, Ex-Officio	North Carolina State University



### Program Staff

<b>Program Directors</b>	<b>Timespan</b>
Ken Swartzel	2004–2013
Marshall Stewart (Cohort 6)	2013–2016
Ken Esbenshade (Cohort 1)	2017–2020
Sam Pardue (Cohort 3)	2020–present
<b>Leadership Specialist</b>	
Claudia Fernandez, Leadership Core Director	2004–present
<b>Additional Staff</b>	
Carol Reilly, Program Specialist	2007–2023
Sarah Kotzian, Program Manager	2023–present