

Administration

Developing Students' Leadership Effectiveness in the New Millennium. Jack D. Cichy, Davenport University, Department of Management, Grand Rapids, Michigan, 49503; 616/451-3511, ext 1366

This paper presentation focuses on popular research supporting essential leadership effectiveness traits for undergraduate students to master across disciplines. Twenty-two areas of leadership effectiveness are briefly examined within six categories along with strategies to utilize in "teaching to" these traits. (1) Creating a vision: developing ideas within organizational traditions, creating new realities, being alert to prospects in one's field, fostering a positive sense of self, developing a broad-gauged vision. (2) Developing followership: actively selling ideas, being outgoing and spontaneous, energizing others in a meaningful manner, and exhibiting self-control of one's emotions. (3) Implementing the vision: taking a measured and considered approach to "getting the job done;" possessing a bias towards action; being clear, concise, and precise; and enlisting cooperation of others. (4) Following through: developing predictable and unwavering systems and providing straightforward feedback. (5) Achieving results: listening to one's inner convictions and articulating them, demonstrating courage and commitment in taking charge, taking forceful decisive action, and inspiring others. (6) Team playing: creating a supportive environment, promoting collegial problem-solving, being willing to defer one's point of view when appropriate, paying close attention to people problems, and being supportive.

Orchestrating a Business Advisory Board. Monica C. Holmes, Central Michigan University, Department of Management, Mount Pleasant, MI 48858; 989/774-4364

Colleges and departments are being strongly urged to have advisory boards that provide curricular advice as well as financial support. The rationale for this being that faculty need assistance in bringing the workplace into the classrooms. However, establishing such advisory boards is not something that comes naturally and easily to faculty members who, besides teaching and conducting research, sometimes barely have time for self-reflection. An advisory board is typically made up of the constituents of the college or department, that is, external stakeholders or employers, alumni, and faculty. The Management Information Systems (MIS) Advisory Board at Central Michigan University is different, however, in that MIS students are active participants on the Board. Such a deviation from the norm has worked well for the Business Information Department because not only do these students provide valuable help and input, they graduate and become alumni, who, in turn, return to participate on the Board. This presentation will focus on how a business advisory board may be set up. Interactive exercises will be conducted so that participants will leave the meeting with an understanding of what they can accomplish at their own institutions.

1

*Indicates the person who presented the paper.

0026-2005/02. Copyright ©2002 by the Michigan Academy of Science, Arts, and Letters. All rights of reproduction in any form reserved.

Threatened Homoptera of Michigan's Prairies: Rare or Elusive? James P. Dunn*, Casie J. Summerfield, and Holly Hereau, Grand Valley State University, Biology Department, Allendale, MI 49401

The distribution, seasonal abundance, and host plant preference of the Michigan threatened species, the great plains spittlebug, *Lepryonia gibbosa*, was investigated. *Lepryonia gibbosa* is a prairie-endemic species that occupies the rare and declining sand prairies and oak savannahs of southwest Michigan. Collection sites were located by searching USDA Forest Service stand maps, historical collection reports, air photos, and interviews. All potential sites were visited and those selected had to be dominated by big and little bluestem, which have been suggested to be *L. gibbosa*'s host plants. Results indicated a wide distribution of *L. gibbosa* in six counties of Southwest Michigan. Thirty three of 49 sites surveyed had *L. gibbosa* populations. Most of these were new collection records. Our surveys also extended the seasonal distribution by eight weeks which occurs from early May into the month of September. Apparently this state-threatened insect species is much more common than previously believed. Future surveys for this and other rare insects are planned.

Treeline Responses to Physiographic and Climatic Variation, Alaska Range.

Harold Zald, University of Michigan, School of Natural Resources and Environment, Dana Building, 430 E University Avenue, Ann Arbor, MI 48109-1115

Field data were collected on treeline dynamics of *Picea glauca* (Moench) Voss on the North Slope of the Alaska Range during summer 2000. Three study areas were established covering the eastern half of the Alaska Range. In each study area three landscape units were sampled: north facing slopes, south facing slopes, and riparian drainages. A total of 9 transects with 108 sampling points were established where tree cores, soil samples, and additional data were collected. A total of approximately 750 tree cores and cross sections were collected. Nested regression models were used to analyze tree age distributions with respect to landscape unit and elevation. Models showed that tree age distribution along elevational gradients (a proxy for treeline migration rates) can be different between dissimilar landscape units. The same models also showed tree ages along elevational gradients can be different between similar landforms from different study areas, suggesting that interactions of landform units in a larger regional context may play an important role in treeline movement. Correlation analysis using tree age distribution and climatic data indicates a nonlinear tree recruitment pattern based on trigger periods of favorable climate. These results are consistent with past seed crop research conducted in interior Alaska.

Grapevine Compensation to Foliar Herbivory: Timing Matters. Rufus Isaacs*

and Rodrigo Jose Mercader, Michigan State University, Entomology Department, 201 Center for Integrated Plant Systems, East Lansing, MI 48824

During their annual growth cycle, plants are often subjected to leaf area loss due to arthropod feeding, potentially limiting growth and reproduction. However, the detrimental effects of foliar herbivory may be attenuated by plant compensatory responses to foliar damage. In this study, the effect of phenophase (physiological stage of development) on the vine's compensatory abilities was investigated in terms of source-sink relationships. Twenty percent of all fully expanded leaves of *Vitis labrusca*