LEADERSHIP AND SUPERVISION FOR PROGRAMMING IN CORNELL COOPERATIVE EXTENSION IN NEW YORK STATE

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MISSION

Cornell Cooperative Extension puts knowledge to work in pursuit of economic vitality, ecological sustainability and social well-being. We bring local experience and research based solutions together, helping New York State families and communities thrive in our rapidly changing world.

VISION STATEMENT

Cornell Cooperative Extension is a national leader in creating positive change on behalf of families and communities through rigorously-tested extension programs. We create measurable change in the following priority areas by aligning local needs with the resources and priorities of the land grant system and its state and federal partners.

PRIORITY PROGRAM AREAS

Priorities for current programs are:

- Agriculture and Food Systems
- Environment and Natural Resources, Sustainable Energy, and Climate Change
- 4-H Youth Development/Children, Youth and Families
- Nutrition, Food Safety and Security, and Obesity Prevention
- Community and Economic Vitality

EDUCATIONAL FUNCTIONS

- Encourage the use of knowledge through the interpretation and practical application of research information to help individuals make better decisions about their lives, their families, and their communities.
- Extend knowledge and research-based information from Cornell University, the land-grant university, to the people of New York State through a partnership of federal, state, and county governments.
- Develop non-formal education for people of all ages through a broad range of programs determined by the needs of the people.
- Provide education that assists and augments agencies, institutions, organizations, businesses, and industries whose programs, services, and products are essential to the social and economic well-being of the people of New York State.

LEGAL AUTHORITY

The legal authority for Cornell University’s role in Cooperative Extension program leadership and supervision comes from several acts of the United States Congress and the New York State Legislature:

- Morrill Land-Grant Act of 1862; 1
- Second Morrill Act, 1890; 2
- Smith-Lever Act of 1914;
- County Law of New York, Section 224, as amended;
- Civil Rights Legislation of 1964; and
- Executive Law of New York, Section 296

The historical and philosophical basis for work with youth and adults in the conduct of Cornell Cooperative Extension work in New York State derives from the philosophy of Ezra Cornell, founder of Cornell University, and Liberty Hyde Bailey, dean of the College of Agriculture 1903-1914. Beliefs of leaders Maurice C. Burritt, Howard E. Babcock, and Albert Høefer in 4-H; and Martha Van Rensselaer in Human Ecology, each contributed much to the developmental framework of what exists as the Cornell Cooperative Extension system in New York State today.

This paper offers one description of the pertinent legal acts and philosophical tenets basic to implementation of Cornell Cooperative Extension Programming in New York State.
THE LEGISLATIVE GROUNDWORK FOR COOPERATIVE EXTENSION

In 1862, just weeks after the passage of an act creating the United States Department of Agriculture, the U.S. Congress and President Abraham Lincoln provided for the establishment of colleges to teach agriculture.

A COLLEGE OUTREACH TO THE PEOPLE

The Smith-Lever Act of 1914 and amendments is the foundation upon which the whole system of Cooperative Extension work is built. It provides comprehensive legislation and appropriate guidelines for Extension work. The act specifies Extension functions.

THE COOPERATIVE CHARACTER OF EXTENSION WORK

The Smith-Lever Act established the procedure for the cooperative character of Extension work:

The Director

“The director of Extension draws up, through the state, [regional and local] Extension staff, plans of work that include the estimated funds necessary for personnel, expenses, and materials to carry them out, subject to the approval of the dean and trustees, regents, or curators of the land-grant institution. The plans are then forwarded to the administrator of Extension, U.S. Department of Agriculture, who, with the federal Extension staff, checks them for final approval.”

People To Be Served

“... work is to be with persons not attending or resident in land-grant colleges. There is no limitation as to age, sex, race, or business.”

Federal And State Cooperation

“States determine which college or colleges shall administer the funds. Each college shall make, annually, a detailed report of operations, receipts, and expenditures to the governor of the state and the Secretary of Agriculture. The law gave the Secretary of Agriculture and the state agricultural colleges joint approval authority. It established a national system of cooperative Extension education.”

Cornell and USDA Cooperate

During the initial years after passage of the original Smith-Lever Act, there were many administrative problems. Ultimately, a “Memorandum of Understanding” between the state agricultural college and the U.S. Department of Agriculture regarding Extension work in agriculture and home economics was prepared and used as a basis for procedures. The agreement had three principal parts:
1. that which the state college agreed to;
2. that which the U.S. Department of Agriculture agreed to;
3. and that which both parties agreed to.

This key signed agreement governing the relationship between Cornell University and the U.S. Department of Agriculture with respect to Cooperative Extension work implements the Smith-Lever Act of 1914.

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**MEMORANDUM OF UNDERSTANDING BETWEEN CORNELL UNIVERSITY AND THE UNITED STATES DEPARTMENT OF AGRICULTURE ON COOPERATIVE EXTENSION WORK IN AGRICULTURE AND HOME ECONOMICS**

(Febuary 1955)

**CORNELL MANAGEMENT RESPONSIBILITIES**

Whereas Cornell University has under its control Federal and State funds for Extension work in agriculture and home economics which are and may be supplemented by funds contributed for similar purposes by counties and other organizations and individuals within said State, and the United States Department of Agriculture has funds appropriated directly to it by Congress which can be spent for Extension work in the State of New York;

Therefore, with a view to securing economy and efficiency in the conduct of Extension work in the State of New York, the president of Cornell University acting subject to the approval of the Board of Trustees of the said Cornell University and the Secretary of Agriculture of the United States, hereby execute the following memorandum of understanding with reference to cooperative relations between said Cornell University and the United States Department of Agriculture for the organization and conduct of Extension work in agriculture and home economics in the State of New York.

**IN PLANNING AND ADMINISTRATION OF EDUCATIONAL EFFORTS**

I. Cornell University agrees:

   (a) *To organize and maintain at said institution a definite and distinct administrative division for the management and conduct of all cooperative Extension work* in agriculture and home economics, with a director selected by the institution and satisfactory to the Department;

   (b) *To administer through such division* thus organized, known as the Extension Service in Agriculture and Home Economics, *any and all funds it has or may hereafter receive for such work* from appropriations made by Congress or the State Legislature, by allotment from its Board of Trustees or from any other sources;

   (c) *To accept the responsibility for conducting all educational work in the fields of agriculture and home economics and subjects related thereto* as authorized by the Smith-Lever Act as amended and other Acts supporting cooperative Extension work, and such phases of other programs of the Department as are primarily educational, which the Department has been authorized to carry on within the State.

II. [Section II deals with that which the United States Department of Agriculture agrees to.]
IMPORTANCE OF JOINT PLANNING – COUNTY, STATE, AND NATION

III. Cornell University and the United States Department of Agriculture mutually agree:

(a) That, subject to the approval of the President of Cornell University and the Secretary of Agriculture, or their duly appointed representatives, all cooperative Extension work in agriculture and home economics in the State of New York involving the use of Federal funds shall be planned under the joint supervision of the director of Extension Service of the New York State Colleges of Agriculture and Home Economics at Cornell University and the administrator of the Federal Extension Service; and that approved plans for such cooperative Extension work in the State of New York shall be carried out through the Extension Service in agriculture and home economics of Cornell University in accordance with the terms of individual project agreements.

(b) That all State and county personnel appointed by the Department as cooperative agents for Extension work in agriculture and home economics in the State of New York shall be joint representatives of Cornell University and the United States Department of Agriculture, unless otherwise expressly provided in the project agreement. Such personnel shall be deemed governed by the requirements of Federal Civil Service Rule No. IV relating to political activity. (Hatch Act)

(c) That the cooperation between Cornell University and the United States Department of Agriculture shall be plainly set forth in all publications or other printed matter issued and used in connection with said cooperative Extension work by either Cornell University or the United States Department of Agriculture.

(d) That annual plans of work for the use of Smith-Lever and other Federal funds in support of cooperative Extension work shall be made by the Extension Service in agriculture and home economics of the State of New York and shall be subject to the approval of the Secretary of Agriculture in accordance with the terms of the Smith-Lever Act as amended or other applicable laws, and when so approved shall he carried out by the Extension Service in agriculture and home economics of the said State of New York.

WORKING WITH OTHER AGENCIES

IV. Cornell University and the United States Department of Agriculture further mutually agree:

(a) That the Department of Agriculture shall make final determination on any proposed supplementary memoranda of understanding or similar documents, including those with other agencies, affecting the conduct of cooperative Extension work only after consultation with appropriate designated representatives of the Land-Grant Colleges and Universities.

(b) That Cornell University will make arrangements affecting the conduct of cooperative Extension work with agencies of the Department, or with other Federal agencies, only through the administrator of the Federal Extension Service, or in accordance with an existing general agreement which has been approved by him.

(c) That all memoranda and similar documents hereafter executed affecting cooperative Extension work, whether between agencies of the Department or between State Extension Services in Agriculture and Home Economics and agencies of the Department, shall be within the framework of, and consistent with the intent and purpose of, this memoranda of understanding.

(d) That all memoranda and agreements affecting policies in cooperative Extension work shall be reviewed periodically by appropriately designated representatives of the Land-Grant Colleges and Universities and the Secretary of Agriculture for the purpose of determining whether modification is necessary or desirable to meet more effectively current developments and program needs.
Agricultural Research, Extension, and Education Reform Act (AREERA) 6

The Agricultural Research, Extension, and Education Reform Act (AREERA) was passed in 1998. The act requires the 1862 and 1890 land-grant universities to submit Plans of Work (POWs) in order to receive federal funding under the Smith –Lever Act 3(b)&(c) and 1890 Extension program. Other Extension funding authorities require individual project/program proposals for their continued distribution of funds. The National Institute for Food and Agriculture (NIFA) administers the Federal funds appropriated for these programs. The full text of this law is available at: http://www.csrees.usda.gov/about/offices/legis/pdfs/areera98.pdf

1955 Extension MOU Terminated

In a communication from USDA received in the Directors unit of Cornell University Cooperative Extension Administration in February of 2012, the 1955 MOU between USDA and Cornell University is terminated. The official notification was received from the acting director of NIFA indicating that USDA is terminating the Extension MOU with Cornell University.

ADMINISTRATION FOR CORNELL COOPERATIVE EXTENSION IN NEW YORK STATE

While the New York State legislature supported early Extension work in the form of appropriations for Farmers’ Institutes in 1887 and Horticultural Extension in 1894, it would be nearly two decades before Cooperative Extension Administration was established and supported financially.

The New York State legislature passed the first act in support of Extension work in May 1913, appropriating $25,000 for the purpose of assisting in the organization of and contributing toward the support of county Associations. This was the forerunner of County Law 224, which designates responsibility for supervision of Extension programming to Cornell University and provides funding for programming in agriculture, human ecology, 4-H youth development, and community betterment.

JOINT RESPONSIBILITY FOR PLANNING AND MANAGEMENT IS LEGISLATED IN NEW YORK STATE LAW

COUNTY LAW, STATE OF NEW YORK, SECTION 224 7

Subdivision 8(a) – The board of supervisors of any county in which a county Extension service association has been organized may from time to time, appropriate and pay out for the support and maintenance of county Extension service associations and the work
thereof, and for the employment by the county association of professional staff, and for any other purposes which the board of supervisors shall deem proper and may raise money for such purpose by a tax on real and personal property in the county.

The board of supervisors may direct the county treasurer to pay out moneys from such appropriation upon the order of the treasurer of the county association, upon his giving a proper receipt ....

... the chairman of the board of supervisors may be authorized to enter into an agreement to pay such funds ...

provided that this money shall be expended under an agreement to be entered into between the county association and Cornell University, as agent for the state, for the cooperative management of said work of the county Extension service association and the proper supervision of the professional staff employed therefor.
“The New York plan for county agent work had become well established before the passage of the Smith-Lever Act. It aimed to put the responsibility for the organization, management, and conduct of the work on the farmers themselves. To this end, the farmers were expected to form a(n) ... association, which should be non-partisan and non-sectarian and open to all farmers who desired to join, and should contain not less than ten percent of the farmers in the county. The association would furnish the farmers of the county (1) means of collective action, (2) local machinery for carrying on Extension work, (3) organized local direction and support for such work, and (4) a local clearing house for all activities and organizations promoting agriculture and country life....

To carry on Extension work, the association would unite with the State college of agriculture and, through it, with National and State Departments of Agriculture in the formation of a county [association], which would thus be a cooperative institution both in management and financial support.”

The above quotation from A History of Agricultural Extension Work in the United States by A.C. True, reflects the Cornell tradition of Freedom With Responsibility and the philosophy of Liberty Hyde Bailey, which many identify as the cornerstone of the organization of New York State Extension. Carl L. Becker, Cornell historian, best expressed the tradition of freedom with responsibility:

“Cornell has a character, a corporate personality, in this sense, an intellectual tradition by which it can be identified. The word which best symbolizes this tradition is freedom ... it is less the amount than the distinctive quality and flavor of the freedom that flourishes at Cornell that is worth noting.

... The catch was that, since I was free to do as I pleased, I was responsible for what it was that I pleased to do ... bound by some inner sense of responsibility, by some elemental sense of decency or fair play or mere selfish impulse of justifying myself ....”

This tradition of freedom with responsibility was extended to the county Extension agents.

Liberty Hyde Bailey, dean of the College of Agriculture, writing about Extension in his publication, The Holy Earth, says the following about The Democratic Basis in Agriculture:

“It is very important in our great experiment in democracy that we do not lose sight of the first principle in democracy, which is to let the control of policies and affairs rest directly back on the people.”

The principles for Extension work flowing from this philosophy were based on beliefs stated by
Maurice C. Burritt and Howard E. Babcock, early agriculture Extension leaders.

1. That practically every community has within itself the inherent ability and leadership to discover and to bring about the solution of its own problems.

2. That the self-help principle underlies all good organizations.

3. That there must be great participation of farm people in giving local direction to Extension service programs, organization, and in securing county funds for this purpose.

Through a partnership of men and women at the county, state, and national level:

4. That there should be a public partnership between local associations ... and the college for the conduct of county agent work — that respect and confidence must be mutual, and power and authority substantially equal.

5. That the county (association program) should be for educational purposes only.


STRENGTHENING THE URBAN CONNECTION: NEW YORK CITY PROGRAMS

Recognizing the need for connection with the land-grant university in urban areas, the first Cooperative Extension program in New York City was established in 1948 with funds from the Federal Agricultural Marketing Act.

The Cornell Cooperative Extension office in New York City continues today, with a main office in Manhattan affiliated directly with Cornell Cooperative Extension Administration at Cornell University. The lead college overseeing New York City programming is the College of Human Ecology.

BRANDING “CORNELL COOPERATIVE EXTENSION”

In 1987 a statewide Cooperative Extension marketing committee recommended to the Director of Extension that “Cornell” be added to the “Cooperative Extension” name. This recommendation was received and adopted. “Cornell Cooperative Extension” is the official name of the organization, including county Associations.
CORNELL COOPERATIVE EXTENSION ASSOCIATIONS

County Cornell Cooperative Extension Associations are vital partners in fulfilling the land-grant and Extension missions of Cornell University. Established by state statute in 1912 as subordinate government agencies, county Extension Associations operate under memoranda of agreement with Cornell University to provide educational program to residents of New York State.

Each Association is governed by a board of locally elected volunteers who are responsible for identifying their community’s educational needs, offering a mix of programs which address those needs, hiring qualified staff to develop and deliver programs, and securing adequate funds to support the work of the Association.

Fundamental to county Cornell Cooperative Extension Associations is the idea that individuals and communities should be a part of decisions about educational programming that will affect them, and that a high degree of local involvement can inform the public work of the university. Also central to the system’s design is the idea that a strong partnership with local governments can strengthen and add to the support for Cornell and its Extension programs that is provided by state and federal government.

Chronology, by county, of the establishment of Cornell Extension Associations in New York State:

1911
Broome
Niagara
1912
Chemung
Onondaga
St. Lawrence
1913
Allegany
Cattaraugus
Chautauqua
Cortland
Delaware
Dutchess
Franklin
Montgomery
1914
Cayuga
Erie
Nassau
Otsego
Saratoga
Sullivan
1915
Chenango
Orange
Western
1916
Albany
Essex
Schoharie
1917
Suffolk
Wayne
Columbia
Genesee
Greene
Madison
Orleans
Rensselaer
Rockland
Schuyler
Washington
Wyoming
1918
Fulton
Lewis
Livingston
Ontario
Schenectady
Seneca
Steuben
Yates
1944
Putnam
1975
Hamilton
CORNELL COOPERATIVE EXTENSION ASSOCIATION’S RESPONSIBILITY
Cornell Cooperative Extension Administration is responsible for assisting county Associations to:

MEMORANDUM OF AGREEMENT BETWEEN CORNELL UNIVERSITY AND THE CORNELL COOPERATIVE EXTENSION ASSOCIATION OF A COUNTY

To carry out the provisions of Subdivision 8 of Section 224 of the County Law of the State of New York, Cornell University and county Cornell Cooperative Extension Associations annually sign a Business Requirement (BR) Memorandum of Agreement.  

The Association agrees to:

(a) maintain its qualification as an association, as determined by Cornell in its capacity as Agent for the State of New York under Subdivision 8 of Section 224 of the County Law of New York State as amended, and pursuant to Cornell’s agreement with the United States Department of Agriculture;
(b) develop and implement a plan of work approved by Cornell that meets accountability needs consistent with local, state, and federal guidelines, regulations, and laws;
(c) submit annually an approved budget for the current fiscal year;
(d) hire, employ, and supervise Extension Educator staff selected from candidates who meet the hiring criteria set forth by Cornell. In order for Cornell to fulfill its obligations under County Law 224 (8e), all position descriptions should be reviewed at Cornell or by designated Shared Business Network HR staff. The parties agree that such employees are and will remain employees of the Association and subject to the exclusive supervision and control of the Association;
(e) implement the classification plan set forth by Cornell and a compensation plan for all Association employees, meeting minimum established requirements for Resource Educator through Executive Director’s titles;
(f) adopt, implement and abide by appropriate personnel policies in accordance with Cornell guidelines for all Association employees;
(g) adopt, implement and abide by University Policy 5.10 Information Security
(h) Financially participate in mutually agreed upon cost-share arrangement for connections to operational business systems in the areas of Finance, HR and IT (i.e. Shared Business Network); whereas the Executive Director or a board appointed designee represents the Association on the Administrative Management Group; works collaboratively with SBN staff to develop and implement standard operating procedures in functional business operations;
(i) at a minimum, complete an annual performance review for each staff member as well as an in-depth performance review at least once every four years for Exempt Educator employees. Develop and implement ongoing performance development processes for all staff;
(j) provide bonds for officers and employees of the Association, expense of bonds to be borne by the Association;
(k) maintain adequate third party liability insurance covering the Association’s potential liability for bodily injury and property damage resulting from the performance of its functions and maintain a current certificate of insurance. The Association shall be named as an insured in each of said policies;
(l) submit program and administrative reports as requested;
(m) comply with applicable local, state and federal civil rights laws and regulations and applicable affirmative action laws, Equal Employment Opportunity and Equal Program Opportunity laws, and all related policies;
(n) adhere to financial management policies;
(o) each year prepare and submit the Federal IRS form 990T and the New York State form CT13 to the appropriate agencies;
(p) submit requested financial information for each ending fiscal year to Cornell of the following year (or more often if requested), and make necessary documents available for audits;
(q) each year prepare IRS Form 1099;
(r) collect sales tax in compliance with New York State's laws and regulations. Remit taxes to New York State in a timely manner and maintain detailed records to support sales tax returns;
(s) comply with the New York State escheat laws in existence;
(t) provide to Cornell payments for support services;
(u) provide to Cornell payments for programs per budgets mutually negotiated between Cornell and partnering Associations (such as Regional Team management);
(v) submit invoices for operating expenses for programs.

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**AFFIRMATIVE ACTION POLICY**

Since 1960, Congress has enacted legislation that seeks to preclude, whenever possible, discrimination in our society. For Cooperative Extension, the major areas impacted are employment and program delivery. However, legislation also addresses the workplace, professional development opportunities, and other aspects of human interaction.

The following sections of Civil Rights legislation are particularly germane:

**CIVIL RIGHTS ACT OF 1964**

The Civil Rights Act of 1964 establishes the legal base for equal opportunity in Cooperative Extension. It forbids discrimination in employment and employment-related activities on the basis of race, color, national origin, sex, or religion. Also, in the provision of any services and for educational programs with Cooperative Extension’s involvement, the law forbids discrimination on the basis of race, color, or national origin.

**TITLE VI – NONDISCRIMINATION IN FEDERALLY ASSISTED PROGRAMS**

Title VI of the Civil Rights Act of 1964 requires that the Cornell Cooperative Extension System develop and maintain a data base that identifies eligible populations and measures the extent to which programs and services are delivered to diverse populations. Data must be sufficient to measure the delivery of programs. Various court rulings have held that merely certifying that a nondiscriminatory policy is in effect is insufficient. Positive, affirmative steps must be taken to ensure participation by individuals from protected categories identified in the act.

**TITLE VII – EQUAL EMPLOYMENT OPPORTUNITY**
Title VII of the Civil Rights Act of 1964, as amended, is the federal law that prohibits employment discrimination based on race, color, religion, gender, or national origin.

The Equal Employment Opportunity Act of 1972 extended Title VII to cover federal, state, and local public employers and educational institutions.

In 1978, Title VII was amended to include the Pregnancy Discrimination Act. This requires employers to treat pregnancy and pregnancy-related medical conditions the same as any other medical disability in administering employment practices and employee health benefits.

Title VII of the Code of Federal Regulations, Subtitle A, Office of the Secretary of Agriculture, Part 18, speaks to Equal Employment Opportunity in the state Cooperative Extension Services without regard to race, color, national origin, sex, or religion. This legislation amendment addresses state Cooperative Extension Services directly with definitions and specific instructions for carrying out the equal employment opportunity programs.

TITLE IX – EQUAL PROGRAM OPPORTUNITY

Title IX of the Education Amendments of 1972 prohibits discrimination on the basis or gender for students and employees in federally assisted education programs or activities. Title IX specifically states:

No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance ...

REHABILITATION ACT OF 1973 AND AMERICANS WITH DISABILITIES ACT (ADA)

The Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 prohibit discrimination on the basis of being differently abled. The intention of both acts is to extend the employment, services, and programs to citizens who are differently abled. This includes providing access for the physically or mentally disabled and signage for the visually impaired in buildings in which the employment, services, and programs are offered. The acts stipulate corrective actions and penalties for those not meeting the requirements. Cornell Cooperative Extension is covered by these acts.

AGE DISCRIMINATION

A number of federal laws address age discrimination. These include: Title VII of the Civil Rights Act of 1964, as amended; the Equal Pay Act of 1963, as amended; the Age Discrimination in Employment Act of 1967, as amended; Section 501 of the Rehabilitation Act of 1973, as amended; and the Americans with Disabilities Act of 1990.
NEW YORK STATE EXECUTIVE LAW (HUMAN RIGHTS LAW), ARTICLE 15, SECTION 296 (AMENDED 1976)

It shall be an unlawful discriminatory practice: a) For an employer ... because of the age, race, creed, color, national origin, sexual orientation, military status, sex, genetic predisposition or carrier status, disability, or marital status of any individual, to refuse to hire or employ or to bar or discharge from employment such individual or to discriminate against such individual in compensation or in terms, conditions or privileges of employment.

CORNELL AND ASSOCIATIONS EQUAL RIGHTS AGREEMENT

In the Memorandum of Agreement between Cornell University and county Cornell Cooperative Extension Associations, Section 3: 12

Cornell University and the Cornell Cooperative Extension Association jointly agree to abide by the spirit and intent of all applicable Federal and State legislation including, but not limited to, laws pertaining to equal opportunity in employment and program and Fair Labor Standards Act regulations. Each agrees:

(a) To cooperate in seeking diversity through its mission and vision, staff, audiences, groups, and organizations.

(b) To cooperate in the development of program (including evaluation and reporting systems) and in the development and implementation of Association personnel practices and administrative processes. 12

CORNELL COOPERATIVE EXTENSION ADMINISTRATION

EXTENSION ADMINISTRATION RESPONSIBILITY

The Director of Cornell Cooperative Extension has an administrative unit for management and conduct of the Cornell University Cooperative Extension Program. This administrative unit has been in place for many decades at Cornell University and was a requirement through a memorandum of understanding with the USDA in effect from 1955-2012. There are memorandums of agreement between the Cornell University Cooperative Extension Administrative unit at Cornell University and County Cornell University Cooperative Extension Associations that are renewed annually.

The Director of Cornell University Cooperative Extension is responsible to the Deans of the College of Agriculture and Life Sciences and the College of Human Ecology at Cornell University
for the quality of Cooperative Extension programming emanating from the two colleges. The Cornell University Cooperative Extension Administrative unit also provides fiscal leadership, management, reporting and evaluation of program efforts for the statewide system. The administrative unit led by the Director of Cornell University Cooperative Extension also ensures the relationship with USDA is carried out with the Agricultural Research, Extension, and Education Act (AREERA) of 1998 as the primary guiding legislation.

POLICY DECISIONS

The Director makes Cornell Cooperative Extension system-wide policy decisions. The Director makes decisions after consultation with the Associate Directors, and the Director’s Council—which consists of the Associate Directors, the Assistant Directors, and State Specialists. The Director also appoints and consults with a variety of stakeholder advisory groups.

PROGRAM LEADERSHIP

Program Leadership And Management

The Associate Directors and Assistant Directors provide the leadership in the Colleges of Agriculture and Life Sciences and Human Ecology for the development, maintenance, and operation of an adequate resource base for Extension programming. They work with department chairpersons in the colleges and with faculty who have extension responsibilities to develop the resource base and program content necessary to an effective Extension program.

EMPLOYMENT AND TRAINING

Cornell Cooperative Extension Administration is responsible for the following items in the memorandum of agreement:

- Establish standards for the professional staff employed by the Association;
- Provide system support and educational tools for recruitment and selection of staff employed by the Association;
- Provide in-service opportunities and staff development support for professional staff.

MANAGEMENT LEADERSHIP

Policy Counsel

The Administrative Systems unit serves in a role with county Association boards of directors, personnel committees, Executive Directors, administrative supervisors, as well as program administration and support staff at the university. It interprets policies and procedures and
provides counsel and resources to program and administrative support staff as needed in their work with college and county personnel. The Administrative Systems unit also collects data and provides information to staff for use in personnel management, program activities, job classification, fringe benefits, and affirmative action programs.

SUMMARY

Cornell Cooperative Extension Administration at Cornell—in leadership and supervision of county programming—has both a legal and a philosophical basis. The partnership of Cornell University with the United States Department of Agriculture and with each county Association was established and framed by both federal and state law. Responsibility for carrying through the provisions of the legislative foundations are delegated by the Director of Extension to Extension program, administration, and support personnel.

Effective local leadership is the cornerstone of Cooperative Extension programs in county Associations. County Cornell Cooperative Extension Associations were created and exist to deliver educational programs to the people of the county. The traditions of freedom with responsibility, of development of local leadership, of self-help and freedom of initiative (within the scope, priorities, and limitations of the available resources) still prevail.

The decentralized, cooperative organization which produces the best results for the people within the tenet of the law and the memorandum of agreement—a dispersion of the initiative and responsibility, letting the coordination and standardizing arise very much from conference and very little from arbitrary regulation—still evidence Liberty Hyde Bailey’s sound vision and leadership. ¹⁰

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    http://staff.cce.cornell.edu/program_development/Course%20Resources/CU_Leadershi
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