People, Purpose, Impact:
A Strategy for Engagement in the 21st Century

STRATEGIC
PLAN
2013-2017
Strategic Planning
Your Bridge to the Future

Where You Are Now.
- History
- SWOT Analysis
- Make Assumptions About The Future

Where You Want To Go.
- Vision
- Values
- Strategic Priorities

How you will get to where you want to go.
- Develop Strategies
- Set Goals & Action Steps
- Address Capacity & Resources
- Face Structural Concerns
People, Purpose, Impact: A Strategy for Engagement in the 21st Century

CORNELL COOPERATIVE EXTENSION
People, Purpose, Impact: A Strategy for Engagement in the 21st Century
2013 – 2017

MISSION STATEMENT

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.

PRIMARY MISSION AREAS

Cornell Cooperative Extension (CCE) focuses its activities on five primary mission areas:

- 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

These five areas provide the lens through which decisions regarding program content, funding, staffing, and infrastructure will be assessed.

STRATEGIC INITIATIVES, GOALS AND OBJECTIVES

CCE will serve as the Flagship for the University’s federally and statutorily mandated efforts in public engagement and outreach, thereby ensuring that the research, knowledge, and collaborative potential across the University is readily accessed and utilized by New York State residents, institutions, and communities.

11/3/2013 Page 1
**TIME TABLE**

- **February 28, 2013 Strategic Planning Committee Meeting**
  - Strategic Planning Committee Commission
  - CCE Cornell University Long Range Strategic Plan
  - “Steps For A Successful Long Range Strategic Plan”
  - Strategic Planning Meeting – May 2, 2013
  - Strategic Planning Budget
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- **March 28, 2013**
  - Strategic Plan Organization Plan Completed
  - Strategic Planning Details Completed
    - Thursday, May 2, 2013
    - Columbia-Greene Community College
    - 2:00 – 8:00 p.m.
    - Meal and Refreshments
    - Room Set-Up/Microphone/Office Supplies
  - Strategic Plan Budget Completed
  - Names of Invitees Finalized
  - “Save the Date” E-Mail Sent
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**Invitees**

20 Members, Board of Directors, CCE of Columbia and Greene Counties

- Donna Williams, Past Board Member, Owner - "Field Goods"
- Bill Martin, Farm Credit East
- David Colby, ED, Columbia County Chamber of Commerce
- Jeff Friedman, ED, Greater Northern Catskill Chamber of Commerce
- Warren Hart, Director of Economic Development, Greene Co
- Ron Caponera, Controller, Columbia County
- Florence Ohle, Executive Director, Community Action Group
- Ken Flood, Columbia County, Economic Development
- Richard Gibbs, NYFOA (NY Forest Owners Association)
- Shaun Groden, Greene County Administrator
- Dick Brooks, Former Board Member
- Don Gibson, Bank of Greene County
- Theresa Lux, Executive Director of Catholic Charities
- Mark Maraglio, Sr. V.P, National Bank of Coxsackie
- Jeff Rovitz, Exec. Dir., Mental Health Association Columbia/
- Julie Fulling, Branch Manager, National Bank of Coxsackie
- Tina Sharpe, Executive Director, Columbia Opportunities
- Jim Campion, President, Columbia-Greene Community College
- Jeff Flack, Greene County Soil and Water
- Joe Watson, Dean of Students, Columbia-Greene Community College
- Laura Sager, Columbia County Soil and Water
- Claire Parde, ED, Columbia County Healthcare Consortium
- Sandy Ferry, Farm Services Agency (for Columbia and Greene)
- Eric Rasmussen, Philanthropist, CCE of Columbia - Greene
- Linda Fix, Fix Brothers Fruit Farm

Charles Fausold, CCE State Extension Specialist

9 Members, CCE Staff Administrative Team
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• April 5, 2013
  o Formal E-Mail Invitations Sent

• April 15, 2013
  o Strategic Plan Information Book Completed and Distributed to Attendees

• May 2, 2013
  o Strategic Planning Day
  o Administrative Team Receives Planning Meeting Notes
People, Purpose, Impact: A Strategy for Engagement in the 21st Century

INFORMATION BOOK TABLE OF CONTENTS

COVER

TABLE OF CONTENTS

STRATEGIC PLAN – GENERAL INFORMATION
  • Strategic Planning – Your Bridge to the Future
  • Update from the Director, Helene Dillard
  • Strategic Plan of Cornell Cooperative Extension: People, Purpose, Impact: A Strategy for Engagement in the 21st Century

THE LEGISLATIVE GROUNDWORK FOR COOPERATIVE EXTENSION

ASSOCIATION CONSTITUTION

2013 OPERATIONAL GUIDELINES AND GOVERNANCE

DEMOGRAPHIC INFORMATION – “A Profile of Socioeconomic Measures (2011)”

CCE OF COLUMBIA AND GREENE COUNTIES PROGRAM PRIORITIES

2012 PROGRAM PARTICIPANTS AND DEMOGRAPHIC DATA

FOCUS GROUP SUMMARIES
  • 4-H Youth
  • 4-H Parents
  • 4-H Community Programs
  • Columbia County Fair – Parents
  • Environment/Natural Resources – Participants
  • Nutrition/Parenting Programs

PROGRAM MATRIX BY PROGRAM AREA/AGE – LOCAL
  • Agriculture and Food Systems
  • Horticulture/Master Gardeners
  • 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

2012 STATE PROGRAM LIST BY ASSOCIATION

REGIONAL PROGRAM DESCRIPTIONS
  • Capital Area Agriculture and Horticulture Program
  • Eastern New York Commercial Horticultural Team
  • Shared Business Network

RESOURCES

BOARD
  • Board Organization Chart
  • Board Audit

FACILITIES
  • CCE Maintenance/Repairs Priorities
  • Facilities Audit

FINANCES
  • 5 year Financial History
  • 5 Year History of Grants/Contracts/Appropriations/Other Revenues

PERSONNEL
  • Employee Organizational Chart

MARKETING PLAN

CCE ASSOCIATION VOLUNTEER INVOLVEMENT POLICY UPDATE

CORNELL COOPERATIVE EXTENSION ACCREDITATION PROCESS

COLUMBIA COUNTY FARMLAND PROTECTION PLAN – S.W.O.T. ANALYSIS

2012 ANNUAL REPORT

COPIES - CCE Newsletter/Program Guide, 4-H newsletter, General Flyer – CCE of Columbia and Greene Counties, Newsletter and Publications Flyer, Volunteers Opportunities Flyer, CAAHP Flyer, CDVSFP Report

Cornell University Cooperative Extension Columbia & Greene Counties
2:00 p.m. WELCOME AND INTRODUCTIONS
• Registration – Sign In/Name Tags
• Welcome –
• Purpose of Meeting -
• Ground Rules -

2:15 p.m. GET ACQUAINTED ACTIVITIES
• Small Group to Large Group

2:30 p.m. REVIEW STRATEGIC PLANNING PROCESS
• Review Information Provided in Strategic Planning book
• Large Group
• PowerPoint Presentation
• PowerPoint – Printed Copies provided to participants

2:45 p.m. REVIEW OF CCE MISSION - UNDERSTANDING THE MISSION AS A CONTEXT FOR YOUR WORK
• Large Group
• Power Point – CCE Administration
• Cornell Video

3:00 p.m. CELEBRATION
• Large Group

3:15 p.m. BREAK

3:30 p.m. SWOT ANALYSIS – COMMUNITY AND CCE
• Internal – CCE of Columbia and Greene Counties and How they Affect CCE?
  Strengths – To Be Leveraged
  Weaknesses – To Be Mitigated
• External – Community/Service Area Issues and How they Affect CCE?
  Opportunities – To Be Harnessed
  Threats – To Be Neutralized

4:30 P.M. IDENTIFYING CRITICAL ISSUES (Five Independent Program Groups by Program Area)
• 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

6:00 p.m. DINNER

6:30 p.m. RESOURCE DISCUSSION
• Finances/Funding/Fund Development
• Personnel
• Facilities
• Governance
• Internal & External Communications & Marketing

8:00 p.m. Meeting End
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• **May 3 to May 21**
  - Administration Team Meets
  - Team Members Meet with Executive Director
  - Administrative Team Prepares Written Strategic Plan - Initial Draft Due

• **May 22 – 24, 2013**
  - Administrative Team Completes Written Strategic Plan

• **June 4, 2013**
  - Board Provided Written Strategic Plan
  - Instructions to Board for Review of Written Plan Over the Summer

• **September 3, 2013**
  - Strategic Plan Approved By CCE Board Of Directors
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- **STRATEGIC INITIATIVE A: UNIVERSITY-COMMUNITY ENGAGEMENT**

  Executive Committee

- **STRATEGIC INITIATIVE B: CORE PROGRAMMING**
  - Agriculture and Food Systems  
    Agriculture and Food Systems Program Advisory Committee
  - Environment and Natural Resources  
    Environment and Natural Resources Advisory Committee
  - 4-H Youth Development/Children, Youth, and Families  
    4-H Youth Development Program Advisory Committee
  - Nutrition, Food Safety and Security, and Obesity Prevention  
    Nutrition, Food Safety and Security, and Obesity Prevention Program Advisory Committee
  - Community and Economic Vitality  
    Community and Economic Vitality Program Advisory Committee
  - General Programs and Services  
    All Program Advisory Committees
People, Purpose, Impact: A Strategy for Engagement in the 21st Century

- **STRATEGIC INITIATIVE C: REGIONAL NETWORKS**  Executive Committee

- **STRATEGIC INITIATIVE D: RESOURCE STABILITY**
  - **COLUMBIA-GREENE COMMUNITY COLLEGE**  Executive Committee

- **PERSONNEL**  Finance/Human Resource Committee

- **GOVERNANCE**  Executive Committee

- **FACILITIES**  Facilities Committee

- **FINANCES**  Finance/Human Resource Committee
  Financial Development Committee

- **MARKETING AND COMMUNICATIONS**  All Program Advisory Committees
MISSION

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People, Purpose, Impact: A Strategy for Engagement in the 21st Century

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People, Purpose, Impact: A Strategy for Engagement in the 21st Century

STRATEGIC INITIATIVES

A. University-Community Engagement

B. Core Programming

C. Regional Networks

D. Resource Stability
# People, Purpose, Impact: A Strategy for Engagement in the 21st Century

## Long Range Strategic Planning Committee

### Status/Update Color Coding

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*Highlighted in Gray = Current Year "Due By" Date*
INITIATIVE #4 – RESOURCE STABILITY

- Collaborative/partnership relationship with Columbia-Greene Community College
- Personnel
- Governance/Board
- Facilities
- Finances
- Marketing and Communications
- Long Range Strategic Plan
People, Purpose, Impact: A Strategy for Engagement in the 21st Century

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LEARNINGS FROM STRATEGIC PLANNING PROCESS

(Prior to Strategic Planning Meeting)

• **Board/Staff Responsibility** – Decision to Complete a Strategic Planning Process

• **Board/Staff Responsibility** – Decision on the Process to Complete a Strategic Plan

• **Board/Staff Responsibility** – Invitees to Strategic Planning Meeting

• **Staff Responsibility** – Strategic Plan Invitations, Strategic Plan Information Book
LEARNINGS FROM STRATEGIC PLANNING PROCESS
(During/After to Strategic Planning Meeting)

• **Board/Staff Responsibility** – Participate In Strategic Planning Discussion/Sharing Of Ideas
  
  • NOTE – Staff Need To Be Coached To Prepare For This Discussion And Prepare To Share Their Ideas/Concerns/Vision Of The Future During Meeting Discussion.

• **Staff Responsibility** - Prepares Written Strategic Plan

• **Board/Staff Responsibility** – Discussion And Revision Of Draft Document In Preparation For Final Document

• **Board Responsibility** – Final Approval Of Document – Goals/Objectives

• **Staff Responsibility** – Integrate Strategic Plan Into Their Normal Work Plan – Action Plans

• **Board/Staff Responsibility** - Evaluate And Monitor Plan
LEARNINGS FROM STRATEGIC PLANNING PROCESS

- **Look For Lofty Goals and Objectives** (High Above All Others, Distinguished, Elevated)
  - **GOAL B.4** Present excellence in service through our Community Horticulture Program
  - **GOAL B.5** The Agroforestry Resource Center and the Siuslaw Model Forest will be acknowledged regional facilities providing research, education and applications related to the protection and enhancement of regional forests leading to effective forest stewardship practices.
  - **GOAL B.8** The Agroforestry Resource Center and the Siuslaw Model Forest will be a key regional tourism destination
  - **GOAL B.13** 4-H Youth Development programs will reach all towns in Columbia and Greene Counties.
  - **GOAL B.18** Our Association programming will reflect the regional, economic, social, cultural, racial, ethnic, and linguistic diversity of our area to ensure engagement and equitable benefit to all residents.
Vision without action is a daydream.
Action without vision is a nightmare!


People, Purpose, Impact: A Strategy for Engagement in the 21st Century

**DOCUMENTS AVAILABLE ON ELC WEB SITE**

- Strategic Planning Committee Commission
- List of Strategic Planning Day Invitees
- Strategic Plan Information Book Table of Contents
- Strategic Planning Day – Mini-Script
- 2013 Summer Board Committee Review Assignments
- Final Draft – Strategic Plan – Approved by CCE Board of Directors 9/3/2013
- 6 Month Review Color Code
- Samples of Bi-Annual Review Reporting Document
  - Agriculture and Food Systems Program Advisory Committee
  - Environment and Natural Resources, Sustainable Energy, and Climate Change Program Advisory Committee
  - Executive Committee Standing Committee