

Board Orientation

Cornell Cooperative Extension of Delaware County

Delaware County
Resource Center, Hamden

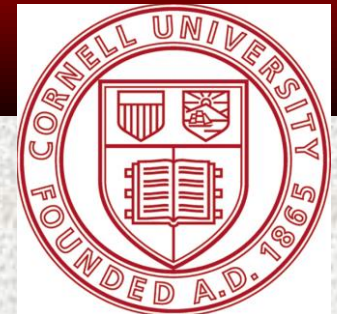
*Growing Healthy Families,
Confident Youth, Successful Farms and
Stronger Communities*

Section 1

Cornell Cooperative Extension
Delaware County

Committed to Excellence

Live Well, Grow Well, Be Well





Roberts Hall

Photo by Cornell University Photography

About the Organization

Our 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 NYS families and communities thrive in our rapidly changing world.

About the Organization

Our Vision

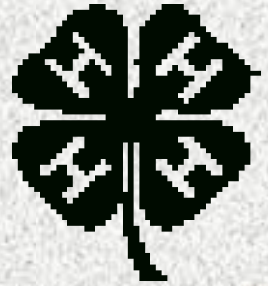
Cornell Cooperative Extension is a national leader in creating positive change on behalf of families and communities through rigorously-tested extension programs. We create measurable change in the following priority areas by aligning local needs with the resources and priorities of the land grant system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

About the Organization

Delaware County Vision

Cornell Cooperative Extension will continue to serve as a fundamental catalyst for promoting the quality of life in Delaware County by linking university-based research and innovative land-grant university programming with the talents, enthusiasm and goals of community groups, agencies, institutions, volunteers and our program staff through pro-active planning, focused programming and on-going partnering.

About the Organization



4-H Program Mission:

To provide youth in Delaware County with educational programs, experiences & resources designed to enable them to develop knowledge, skills, abilities, attitudes & behaviors to become competent, caring adults.



About the Organization

Human Ecology Program Mission:

To deliver dynamic collaborative research based educational programs to improve quality of life for individuals, families & communities in Delaware County through improved nutrition & health, promoting human development & effective parenting practices, addressing environmental/ housing issues, and developing work force preparation skills & successful home-based businesses.

About the Organization

Agriculture & Natural

Resource Program Mission:

To be a leader in the delivery of education programs, for a profitably sound and environmentally sensitive agricultural and natural resource community whose crucial contribution to the local economy is fully recognized by the public. The program will continue assisting Delaware County farm families & natural resource enterprises in the pursuit of their business & personal goals.



Home of Delaware County CCE



Live Well, Grow Well, Be Well

About the Organization

Program Issue 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**

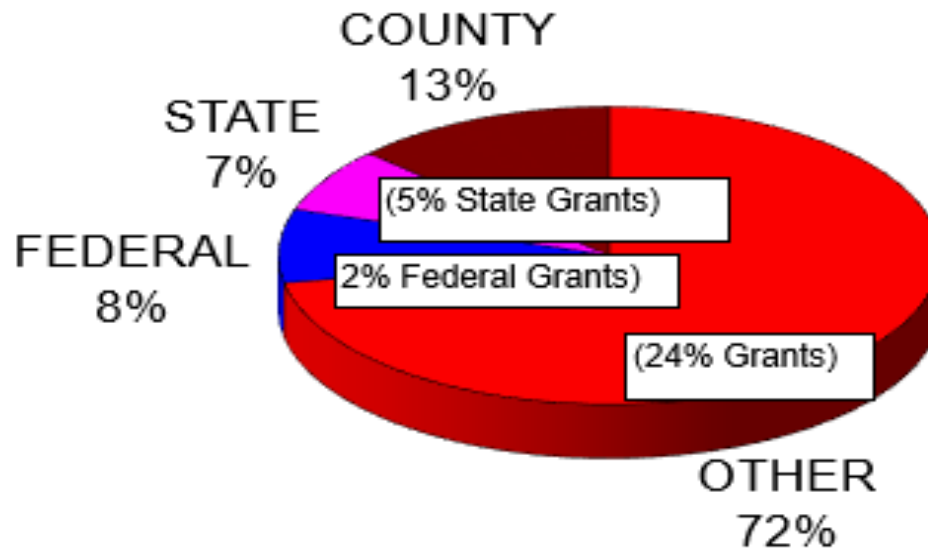
About the Organization

Target Audiences

- **Individuals and families, consumers, agricultural producers, youth, adults, and seniors**
- **Designated agencies, healthcare providers, organizations and industries**
- **Local and state decision makers, such as legislative staff members, elected officials, business community**

About the Organization

ESTIMATE OF SUPPORT RECEIVED



31% of Financial Support is from Grants

Based on 2019 Year-End Figures

About the Organization

Major Funding Sources

- *Federal Funds (Smith-Lever)*
- *State Funds (County Law 224)*
- *County Funds*
- *Grants and Contracts*
- *Participation Fees*
- *Fund Raising*

NYS County Law Section 224

- **Articulates the legal foundation for County-based Cooperative Extension work**
- **Authorizes county governments to appropriate funds to a county association, according to an agreement (BR) between the association and Cornell University**
- **“for extending to the people of the state of NY, not enrolled in said colleges, the educational programs of the NYS College of Agriculture and Life Sciences and the NYS College of Human Ecology at Cornell University...”**

County Law 224 (cont.)

- **“there shall be recognized and may be created a subordinate governmental agency...**
- **...consisting of an unincorporated organization of citizens of the respective counties...**
- **“It shall be known as a county or regional extension service association.”**
- **“The general supervision of the co-operative extension work in a county...shall be under the direction of Cornell University as agent for the state and Cornell is hereby authorized to set standards for professional staff and to make rules and regulations for the organization and conduct of such work.”**

What is CCE Administratins's Relationship to the association?

- **In CL 224, Cornell University is identified as the “agent for the state” for the purposes of:**
 - **Cooperative management of the work of the Associations**
 - **to set standards for professional staff ... to make rules and regulations for the organization and conduct of such work**
- **This relationship is detailed in an agreement (the BR) and governs the use of money allocated by the County under the AR agreement.**
- **Tax-exempt status is tied to that of Cornell University, for the purpose of conducting educational programming.**

What is an Association?

- **not a private, independent non-profit organization**
- **Subordinate governmental agency**
- **Tax exempt under 501(c) 3, tied to the University**
- **Public body**
 - **Open Meetings Law**
 - **Cannot conduct official business by phone or email**
 - **Meetings must be publicly advertised**
 - **You must retain minutes and records**
 - **Freedom of Information Act**
 - **NYS General Construction Law, Section 41**
 - **Quorum & majority**

WHAT DOES BOARD SERVICE ENTAIL?

How the three main roles of the board relate to the 10 basic responsibilities of nonprofit board members:



Sources: *Board Fundamentals*, *Ten Basic Responsibilities of Nonprofit Boards*, *Leading with Intent*, *Legal Responsibilities of Nonprofit Boards*

The three legal duties of a nonprofit board member:

Care

Pay attention to the organization's activities and operations

Loyalty

Put the interests of the organization before personal and professional interests.

Obedience

Comply with applicable federal, state, and local laws; adhere to the organization's bylaws; and remain the guardians of the mission.

How current boards rate themselves on the ten basic responsibilities:

Responsibility	CEO	Chair
Mission	A-	A-
Financial Oversight	B+	B+
Legal/Ethical Oversight	B+	B+
CEO Support	B	B+
Strategy	B-	B
CEO Evaluation	B-	B
Monitors Performance	B-	B
Community Relations	C+	C+
Board Composition	C	C+
Fundraising	C	C

How can you meet these duties?

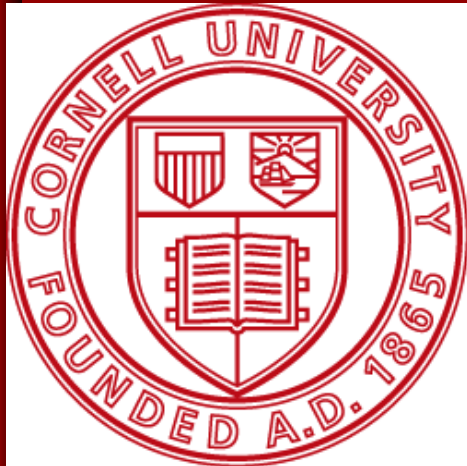
- Know the Constitution
- Attend meetings
- Read and understand financial statements
- Promote Board & Organizational diversity and an inclusive environment.
- Deliberate and decide responsibly and respectfully
- Disclose potential conflicts of interest
- Speak with one voice
- Respect policies and chain of command
- Others?

About the Organization

Volunteer Contribution

More than **1,361 volunteers** contribute time each year for a total contribution of **over \$279,000** to **Cornell Cooperative Extension in Delaware County.**

2018 – Yearend Figures



Cornell University
Cooperative Extension
of Delaware County

Committed to Excellence

Live Well, Grow Well, Be Well

About the Organization

Enhanced Program Development

Cornell Cooperative Extension will

- develop a collaborative program development process that involves campus faculty and staff, county association staff, and stakeholders
- strengthen the link between research and extension
- plan for diverse audience needs when developing programs invest in programs that generate results
- focus programs on priority concerns and issues of New Yorkers

About the Organization

Program Excellence

Cornell Cooperative Extension will

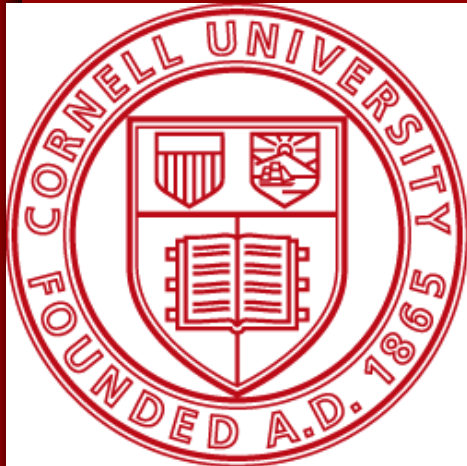
- develop dynamic, high-quality programming resulting in measurable outcomes
- create consistent standards for program development, delivery, evaluation
- deliver programs that reach diverse audiences

About the Organization

Professional Excellence

Cornell Cooperative Extension will

- establish standards of excellence for educators to assure they have the skills and tools necessary to excel
- create an effective performance management system
- achieve a diverse and productive workforce
- enhance staff abilities to work with new audiences and create a more inclusive organization
- competitively compensate educators and make Cornell Cooperative Extension a preferred career choice



Cornell University
Cooperative Extension
of Delaware County

STRATEGIC INITIATIVES

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About the Organization

University-Community Engagement

Cornell Cooperative Extension 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.

About the Organization

Core Programming

Cornell Cooperative Extension will

identify, develop, and give priority to supporting core educational programs that address critical and emergent needs within New York State. These programs will be reflective of Cornell faculty research priorities and be positioned within and across the five primary mission areas.

About the Organization

Regional Networks

In partnership with Cornell Cooperative Extension associations

The CCE system will implement regional program and administrative networks as the formal operational structure for high quality program delivery and efficient business system support across the state.

About the Organization

Resource Stability

The allocation of existing core resources and the acquisition of new resources will be focused on building the capacity of the system to achieve new strategic initiatives and the ongoing priorities of all CCE programming and administrative functions.

Section 2

About the Board

Live Well, Grow Well, Be Well

About the Board

Board Structure

Board Officers

- Donna Dickson-Noonan, President
- Carol Ann Michalski, Vice-President
- Betty Scott, Secretary
- Andrea Balcom, Treasurer

About the Board

Board Structure

Issue Committees

- Agriculture
- Human Ecology
- 4-H

About the Board

Board Guidance

- **Constitution**
- **Affirmative Action Policy**
- **Budget**
- **Prior year's annual audit**
- **Annual report**
- **Strategic plan**

About the Board

Funding

- **Morrill Act 1862 – establishes Land Grant Colleges**
- **Hatch Act 1887 – Experiment Stations**
- **Smith Lever Act – July 1914 – funding for Cooperative Extension**
- **County Law 224**
- **Memoranda of Agreements –
Association & Cornell
Association & County Government**
- **Grants & Contracts**
- **Gifts & Enrollment**

About the Board

*Legal Supports for Your Association
Are memoranda of Agreement
between. . .*

- **USDA and Cornell**
- **Your association and Cornell**
- **Your association and county government**

CCE Cornell Staff

As of November 2020

CORNELL COOPERATIVE EXTENSION Administration Operations

Benjamin Houlton

Dean - College of Agriculture & Life Sciences

Chris Watkins

Director, Cornell Cooperative Extension
Associate Dean, College of Agriculture & Life Sciences
and College of Human Ecology

Rachel Dunifon

Dean - College of Human Ecology

Sarah Dayton, Associate Director, CCE

Director's Office

Sarah Muzio
(Conf. Coord &
Exec Focus)
Alyssa Dray (HR
Focus)

HR

Michael Esposito
Connie Kan
Emily McFarland
Sarah Wolf

Food Systems

Vicki Giarratano

Finance

Pamela Mattone
Heather Blinn
Bea Brockner
Diane Lussier
Dan Nickerson
Rhodora Seymour
Julie Spencer

Financial Compliance

Vacant
Val Jordan-Mount

IT

Heather Russell
Jonathan Baird
Charlene Glowa
Catina Hyman
Jie Ma
Paul Treadwell

Organizational Development

Paul O'Connor
Assistant Director, Field
Operations

State Extension

Specialists

Danielle Hautaniemi
Adam Hughes
Renée Smith

Program Development

Celeste Carmichael

Professional Development

Kimberly Fleming

Communications

R.J. Anderson
Katie Baildon
Marc Ducharme
Melissa Jo Hill
Jeremy Veverka

Diversity & Inclusion

Eduardo González, Jr

Regional Ag Teams

Peter Landre
Assistant Director,
CCE Regional Teams

Craig Trowbridge
Regional Ag Specialists

NY State 4-H

Andy Turner
Assistant Director, State
Program Leader

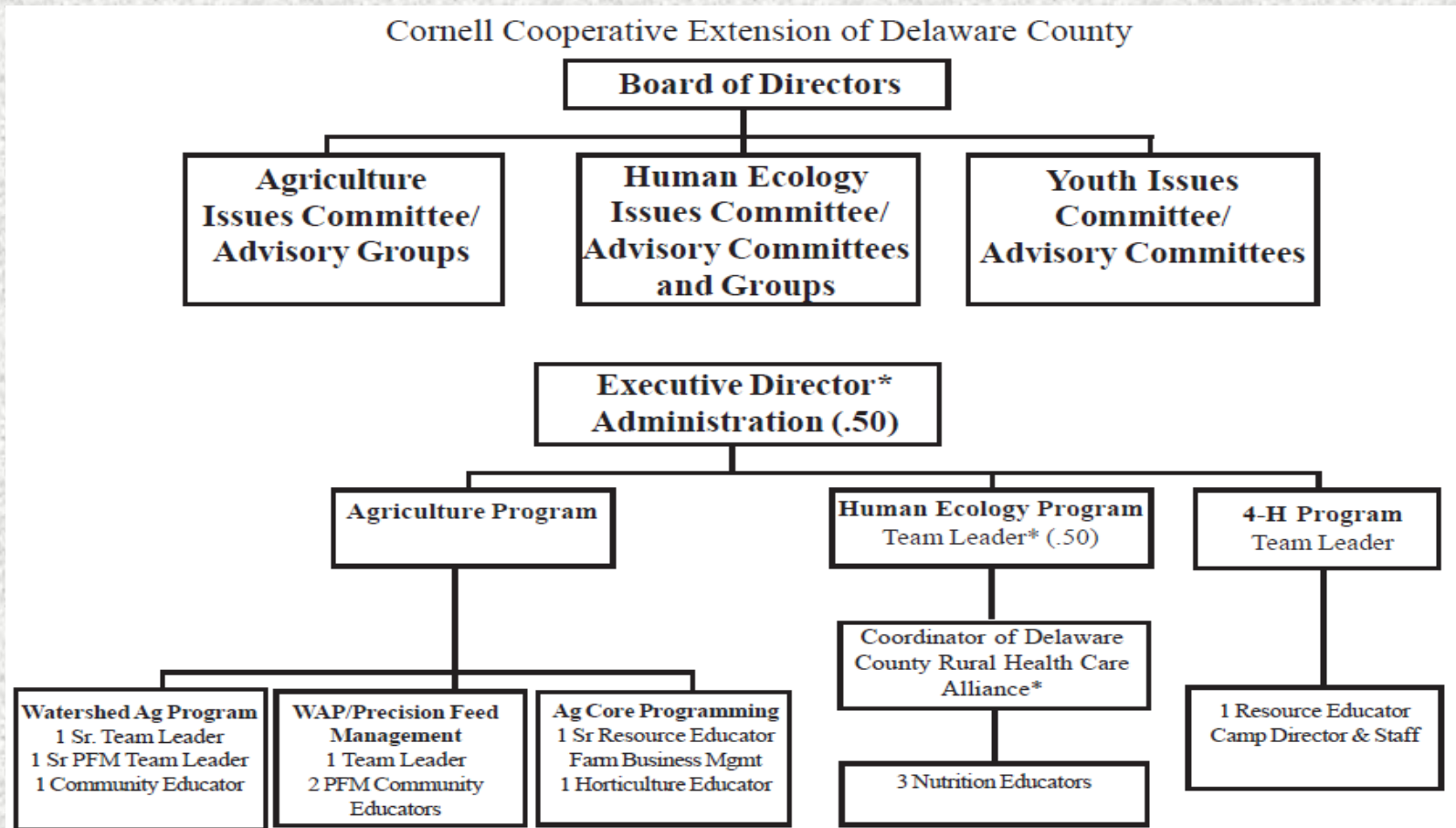
Jenn Bassman
Ruth Campbell
Mingla Charoenmuang
Adam Davis
Autumn Lavine
Alexa Maille
Alan Martinez
Jamila Walida Simon
Shawn Tiede

Program Leadership

- Kim Kopko, Associate Director, Human Ecology
- Jenny Kao-Kniffin, Associate Director, Agriculture & Life Sciences
- Kathy Bunting-Howarth, Assoc. Director NY Sea Grant & CCE Assist. Dir. for Coastal Programs
- Keith Tidball, Asst. Director, Disaster Education, Military Families & Veterans, Environmental & Natural Resources
- Anu Rangarajan, Director, Cornell Small Farms Program
- Jennifer Tiffany, Executive Director, CUCE-NYC

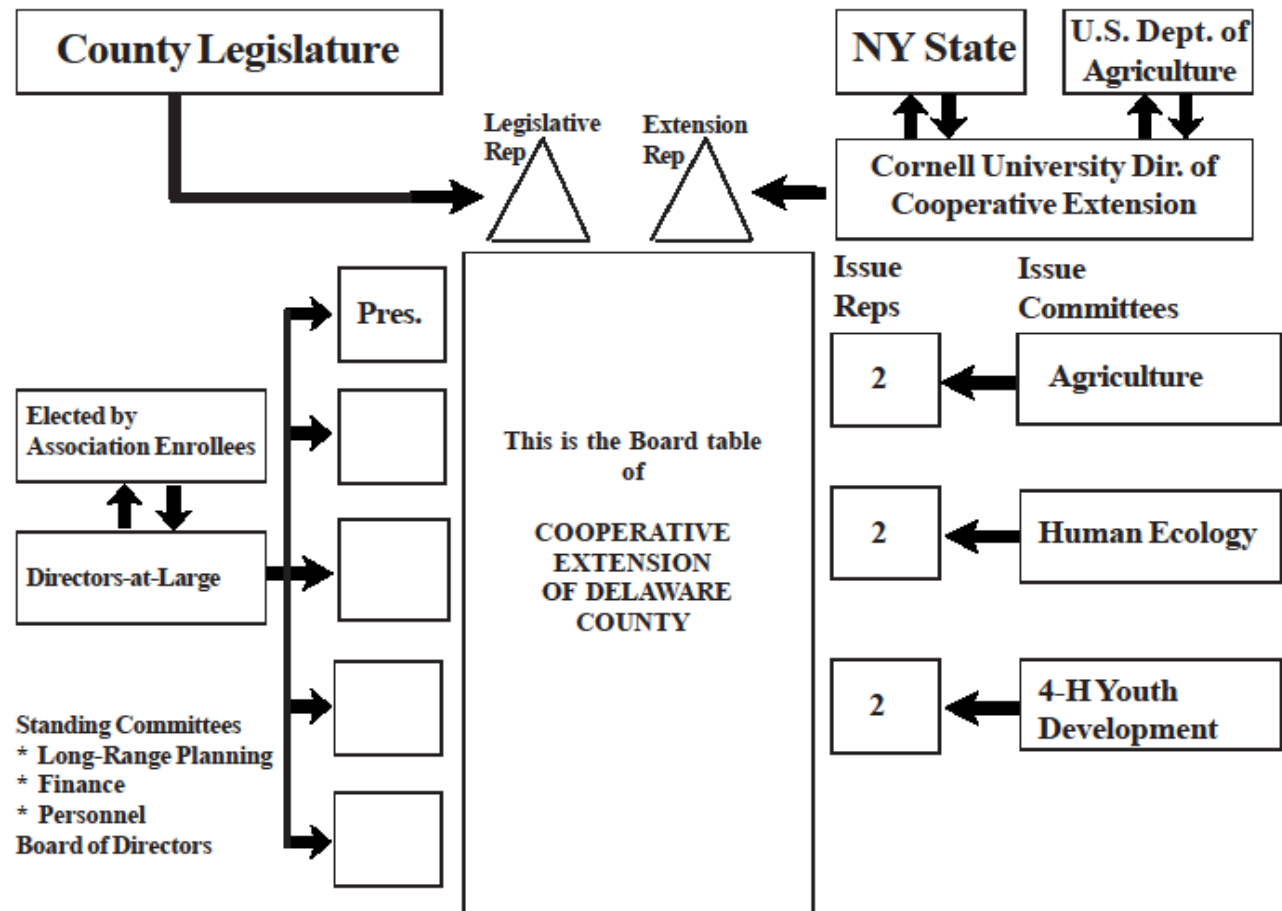
About the Board

Local Staffing



About the Board

Board Structure



Section 3

CCE Volunteer Roles & Responsibilities

Live Well, Grow Well, Be Well

Board Roles & Responsibilities

Key Roles of the Board

Set Organizational Direction

Ensure Necessary Resources

Provide Oversight

Board Roles & Responsibilities

Board Role

Set Organizational Direction

Responsibilities:

- Participate in regular strategic planning
 - Determine organization's mission
 - Set the vision for the future
 - Establish organizational values
 - Set major goals and develop strategies
 - Approve operational or annual plans



Board Roles & Responsibilities

Board Role

Ensure Necessary Resources

Responsibilities:

- **Hire capable executive leadership**
- **Ensure adequate financial resources**
- **Promote positive public image**
- **Ensure the presence of a capable and responsible board**

Board Roles & Responsibilities

Board Role

Provide Oversight

Responsibilities:

- **Oversee financial management**
- **Measure progress on strategic plan**
- **Monitor and evaluate programs and services**
- **Provide legal and ethical oversight**
- **Evaluate the chief executive (annually)**
- **Evaluate itself (every two to three years)**



Board Roles & Responsibilities

Individual Board Member Responsibilities

Act in accordance with legal standards

- **Duty of care**
 - Stay informed
- **Duty of loyalty**
 - Show allegiance to organization's welfare and ask questions
 - Stay faithful to the organization's mission

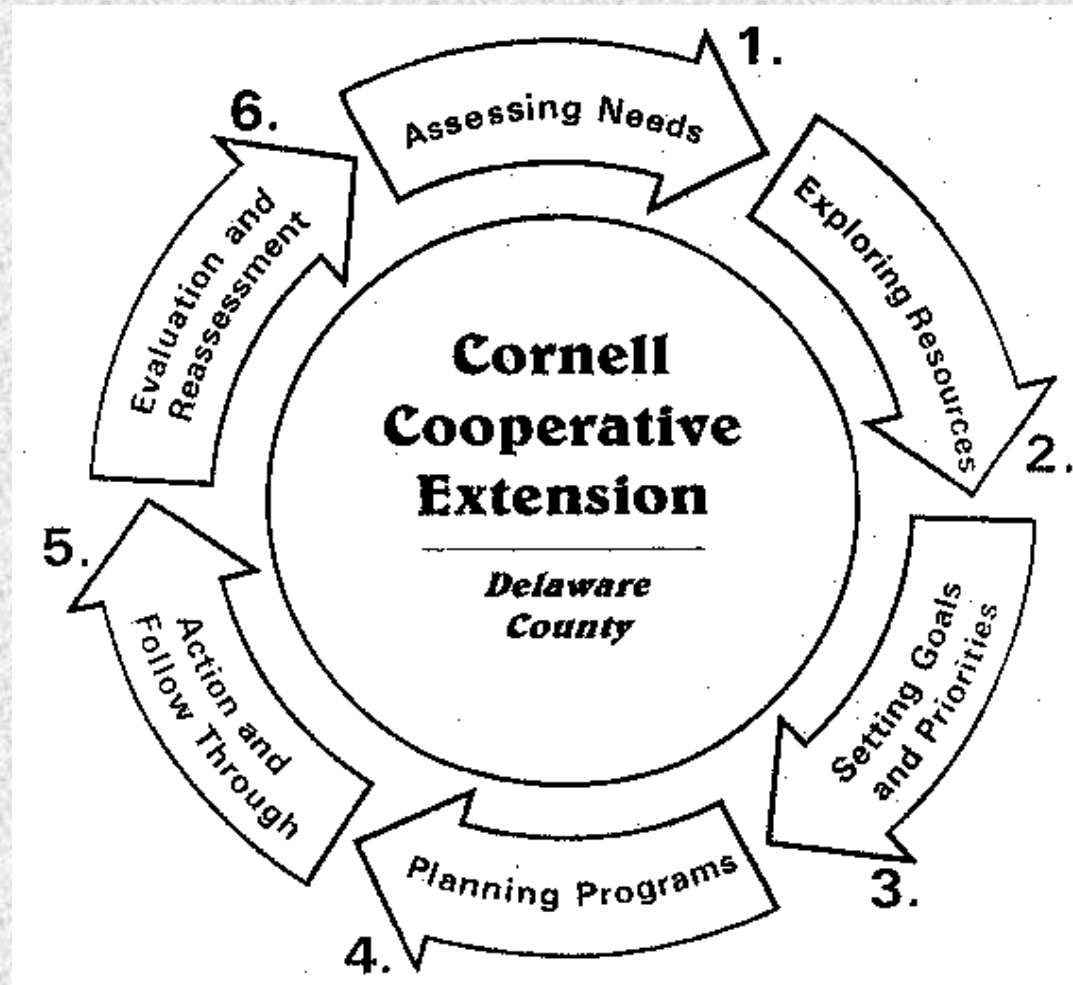
Board Roles & Responsibilities

Individual Board Member Responsibilities

- **Participate in the governance of the organization**
- **Work on committees and task forces**
- **Volunteer services to the organization outside of their board work**
- **Serve as ambassadors, advocates, and community representatives**



Board Roles & Responsibilities



Committed to Excellence in Education

Visit our website at:

www.ccedelaware.org

Or email us at:

delaware@cornell.edu

Live Well, Grow Well, Be Well

Board Toolbox

Dear CCE Board Members and Executive Directors,

Welcome to the CCE Board Toolbox. Here you will find tools and information to help better understand CCE and the roles and responsibilities of CCE Boards. If you are visiting for the first time, we suggest starting with the Orientation materials. The Board Member Role and Purpose and History and the Structure and Philosophy section provide more in-depth coverage of the materials covered in the Orientation section. The Tools and Support section provide additional materials on specific topics and links to other resources. Thank you for visiting and let us know if you have suggestions or questions.

COVID-19

Board Briefing - May 12, 2020(link is external)

Board Briefing - April 22, 2020(link is external)

NYS Open Meeting Laws During Declared
Emergency(link is external)

Board Briefing - April 9, 2020(link is external)

Board Briefing - April 2, 2020(link is external)

COVID-19 and Cornell Cooperative Extension Q&A for
CCE Board of Directors(link is external)

COVID-19 Board Of Directors Call on 3-18-2020

Report to Boards

Spring 2020(link is external)

Autumn 2020