

Strategic Plan for Cornell Cooperative Extension of Chemung County (CCE Chemung)

Executive Summary

CCE Chemung began reviewing the 2018-2024 strategic plan in late 2024. The CCE Chemung Board of Directors, staff, and community members provided feedback on the update, which was adopted on February 17, 2025.

Organizational Description

CCE Chemung is a sub-governmental 501c3 educational organization that began serving Chemung County, NY residents in 1912.

Objectives

The key objectives of the association, as stated in the association's constitution¹, are:

- To provide for an association of residents in cooperation with Cornell University and USDA.
- To extend educational resources of Cornell (including Ag and Life Sciences, Human Ecology, Vet Med), the land grant system, and other educational institutions to foster economic, social, and environmental improvement of individuals, families, and communities.
- To further the objectives of CCE Chemung and the CCE system in agriculture, community and economic vitality, environment and energy, nutrition and health, families, and youth development.

Philosophy

CCE Chemung's philosophy is based on the four components of the 4-H pledge (Head, Heart, Hands, and Health).

Our association believes we work best when we have strong working relationships and partnerships with individuals and organizations in our community. Therefore, when we help generate, disseminate, and/or apply local or academic knowledge and/or enhance learning, we start by understanding the needs of the individual or community, respecting their local knowledge and desires, working with them to identify the best source of information, and assisting them in applying it to gain the best results for their individual and community well-being.

Mission, Vision, and Values

Mission

The mission of Cornell Cooperative Extension is *“CCE 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.”* CCE Chemung uses the following abbreviated form of this mission statement: *“CCE Chemung provides experience and research-based knowledge to help residents improve the quality of life in their communities.”*

¹ CCE Chemung Constitution, last updated November 9, 2024

Vision

Our strategic plan builds on the prior strategic plan initiatives.

- 1. CCE Chemung meets all association requirements and maintains effective working relationships.**
 - a. CCE Chemung meets CCE accreditation and state and federal requirements.
 - b. CCE Chemung's facilities and technology reflect well on the association, support our educational mission, and provide a safe and productive environment for staff, volunteers, and visitors.
 - c. The CCE Chemung Board members are highly functioning, passionate community representatives.
 - d. CCE Chemung staff are effective, well-respected leaders within the association and community.
 - e. CCE Chemung works to further the CCE system initiatives:
 - i. Enhance organizational communication across Extension to work more effectively.
 - ii. Strengthen campus-county connections.
 - iii. Strengthen the association's abilities to diversify funding.
 - iv. Create a culture of innovation throughout CCE.
- 2. CCE Chemung is a leader for positive change in the community.**
 - a. CCE grows community involvement. We increase community awareness and participation in the opportunities that CCE provides.
 - b. CCE is the community resource of choice. We connect with the community to make CCE a resource that improves the quality of life through participatory learning, skill-building, and information transfer.
 - c. CCE positively influences the community. We guide productive discussion and action around issues that impact our community.
- 3. CCE Chemung is the gold standard for operational excellence.**
 - a. CCE utilizes effective marketing. We promote CCE's mission and benefits to increase community awareness and participation.
 - b. CCE effectively uses resources, staff, and volunteers. We use complementary organizational resources and staff to streamline our operations, applying each organization's strengths.
 - c. CCE is an innovator in the use of technology. We use innovation in technology to operate more efficiently and use technology for program delivery.

Values

We believe in the greater cooperative extension system², Cornell Cooperative Extension³, and these shared value statements:

² 'Extension: How We Work', National Institute for Food and Agriculture (NIFA) <https://www.nifa.usda.gov/about-nifa/how-we-work/extension>, accessed February 12, 2025

³ "About Cornell Cooperative Extension, Cornell Cooperative Extension (CCE) <https://cals.cornell.edu/cornell-cooperative-extension/about-cornell-cooperative-extension>, accessed February 12, 2025

- **Collaboration:** *We believe* effective collaboration lies at the heart of the Extension mission. Effective collaboration is a deliberate process where all partners work toward common goals that have been developed from shared commitment and responsibility. Collaboration requires all partners to share power, requires equity for all parties, and requires accountability to shared values and principles.
- **Community Engagement:** *We believe* CCE is the premiere mechanism for ongoing and meaningful engagement between the people of New York, Cornell University, and the Land Grant Universities. We take pride in the commitment to build and sustain the systems, relationships, and decision-making processes needed to ensure that CCE programs reflect the needs of our local communities. Providing opportunities for people from all ages, backgrounds, and walks of life to actively influence, shape, and participate in our educational mission is essential to community engagement.
- **Credibility:** *We believe* that our credibility is based on our commitment to bring science and research-based knowledge to address the problems and challenges facing the people of New York State. Furthermore, we believe that sustaining and increasing our credibility requires us to continually evaluate our approaches and impact through a democratic structure that is responsive to the changing needs, demographics, and processes for engagement.
- **Diversity and Inclusion:** *We believe* in achieving and supporting diversity and inclusion within the CCE system⁴. We are committed to building and sustaining an organization that welcomes and supports diversity at all levels, reflecting the diversity of New York State in our program participants, volunteers, and staff.
- **Partnership:** *We believe* that developing and sustaining partnerships is a core component of the Extension education process. A partnership is a relationship based on mutual trust, empathy, and shared values. We believe that knowledge and wisdom are found throughout our communities, as well as the labs and classrooms of Cornell University. CCE is committed to these partnerships that are based on our shared values, equity, and program development.
- **Volunteerism:** *We believe* volunteerism is a process and desire to give more, reaching beyond the norm, and committing to a noble outcome that requires commitment for great reward. Volunteerism provides a path for personal development and fulfillment and can be found throughout CCE, applying to our volunteer educators, board members, and community supporters as well as to our collaborators, professionals, and faculty.

⁴ Cornell Cooperative Extension is an employer and educator recognized for providing equal program and employment opportunities in accordance with applicable laws. This statement was last updated April 1, 2025.