



Mission: To sustain and support our community through collaborations that put experience and research to work.

Vision: Honoring the past, preparing for the future through: life-long learning; sustainable agriculture and natural resources management; healthy adults, youth and families; engaged communities.

BOARD OF DIRECTORS 2023 Organizational MEETING

February 21 @ 5:00 p.m.

Lakewood Vineyard

4024 NY-14, Watkins Glen, NY 14891

- Welcome, Introductions & Call to Order
- Public Comment
- Approval of Meeting Minutes – January 17, 2023
- Prior Business
 - 2023 Organizational Report
 - Review Standing Committees' and Board Roster
- New Business
 - BR Agreement – signed
 - Conflict of Interest Policy
 - Code of Ethics Policy
 - Affirmative Action Diversity Inclusion Plan (AADIP)
 - Designation of official newspaper for announcements
 - Agriculture and Natural Resources Board Liaison and Chair (approve)
 - Youth and Family, including Hidden Valley 4-H Camp Board Liaison and Chair (approve)

Reports and Updates – WIGO: (What Is Going On)

- *Finance Committee*, Howard Cabezas (5 min)
- *Mel Schroeder, Interim Director* (5 min)
- *Chad Hendrickson, CCESC Board President* (5 min)
- *Adam Hughes, State Extension Specialist* (5 min)
- *Marketing Committee*, Sarah Agan (5 min)
- *Legislative Report*, Michael Lausell (5 min)
- *PAC Reports*

Executive Session (if needed)

Next Meeting: March 21, 2023

Adjourn



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BOARD OF DIRECTORS 2023 Organizational MEETING

January 17 @ 5:00 p.m.

Schuyler County Human Services Complex, Room 120

323 Owego Street, Montour Falls, NY 14865

Board Correspondence: Email from Jim Nolan

Present: Chad Hendrickson, Chelsea Stamp, Howard Cabezas, Kristin Van Horn, Mark Rondinaro, Paul Bartow, Rick Reisinger, Riqui Hess, Steve Beaver

Public: None

Excused: Michael Lausell, Sara Agan

Staff: Adam Hughes, Melissa Schroeder, Virginia Montopoli

- Welcome, Introductions & Call to Order
Meeting called to order by Chad Hendrickson at 5:10 p.m. Board members introduced themselves to newest board member, Steve Beaver.
- Public Comment
None
- Approval of Meeting Minutes – December 1, 2022
Motion by Paul Bartow to approve minutes from the December 1, 2022 meeting; second Rick Reisinger; all were in favor. ***Motion passes unanimously.***
- Election of Officers: President, Vice President, Treasurer, Secretary (one-year terms)
Motion by Kristin Van Horn to re-elect Chad Hendrickson as President, Paul Bartow as Vice President, Michael Lausell as Secretary and Howard Cabezas as Treasurer; second Riqui Hess; all were in favor. ***Motion passes unanimously.***
- 2023 Board Meeting Schedule
Motion by Riqui Hess to adopt the proposed 2023 meeting dates (3rd Tuesday of the Month); second Howard Cabezas; all were in favor. ***Motion passes unanimously.***
- 2023 Staff Holiday Schedule
Motion by Mark Rondinaro to adopt the proposed 2023 staff holiday schedule; second Chelsea Stamp; all were in favor. ***Motion passes unanimously.***



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- Board Snapshot Orientation: Adam Hughes, State Extension Specialist
Adam Hughes presented a brief orientation for Board members.

Action Item: Adam Hughes will forward a copy of his PPT presentation to Mel Schroeder who will share with the Board. Melissa Schroeder will schedule a meeting next week with Steve Beaver to answer any additional questions on the Board Orientation.

Information: Mel Schroeder created a Cornell Box folder where CCEESC documents can be shared with Board members. All Board members were provided with an invite to the Box folder.

- Agreements and Authorizations

- AR Agreement

Motion by Mark Rondinaro to approve the AR agreement; second Howard Cabezas; all were in favor. **Motion passes unanimously.**

- Emergency Management Plan

Motion by Mark Rondinaro to approve the Emergency Plan; second Paul Bartow; all were in favor. **Motion passes unanimously.**

- Fiscal Authorization Approval

There is no fixed asset amount listed and should that amount be in this document.

Motion by Chad Hendrickson to refer the fixed asset question to the finance committee to check in with Sue Neal as Finance Manager and review the FORM Code. All were in favor. **Motion passes unanimously.**

Motion by Mark Rondinaro to accept the Fiscal Authorization; second Paul Bartow; all in favor. **Motion passes unanimously.**

- Committee Assignment/Appointments (see draft ORG Report)

- Recording Secretary
- Assistant to the Treasurer
- Finance Committee (President, Treasurer, and two additional members)
- Personnel Committee (Officers of the Board, one additional member)
- Nominating Committee (Five members, majority must be non-board)
- Marketing Committee (Minimum 5; at least 3 board members & 3 staff members)
- Agriculture and Natural Resources Board Liaison and Chair
- Youth and Family, including Hidden Valley 4-H Camp Board Liaison and Chair
- Finger Lakes Grape Program AMG
- Finger Lakes Shared Business Network AMG



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Motion by Kristen Van Horn to create a Governance Committee with Sara Agan as chair, Paul Bartow and Kristin Van Horn; second Mark Rondinaro; all in favor. *Motion passes unanimously.*

Motion by Kristin Van Horn to approve the Organization Report with the changes noted; second Mark Rondinaro; all in favor. *Motion passes unanimously.*

Reports and Updates – WIGO: (What Is Going On)

- Finance Committee, Howard Cabezas (5 min)
The Committee reviewed and approved the November financial report. Due to year-end closing the December report will be available for the February meeting.
Motion by Mark Rondinaro to approve the November report pending independent financial review, second Riqui Hess; all in favor. *Motion passes unanimously.*

CCE Schuyler County 2023 Budget

The 2023 budget includes use of funds from the Marketing designated fund. Mark Rondinaro pointed out that this was seed money for marketing and fundraising and the funds should be returned.

Resolution 0123 to reflect that the funds transferred out of the Marketing fund be returned when the SBN refunds are received. **All were in favor.**

Motion by Mark Rondinaro to approve the 2023 budget, second by Howard Cabezas; all in favor. *Motion passes unanimously.*

- Mel Schroeder, Interim Director (5 min)
 - Annual Report
Mel Schroeder shared a draft of the 2022 annual report, still working on it, hope to send it to printing by this Friday.
 - Legislative Day – Albany
Mel Schroeder will attend the Executive Leadership Conference in Albany, with five other counties to share associations' information with legislators.
Action Item: Mel Schroeder will add her presentation that includes her talking points to the Cornell Box.



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- Hiring Policies
There are several policies in the CCES HR Manual that have not been approved and/or adopted by the Board.
Action Item #1: For discussion at the February meeting.
Action Item #2: Mel Schroeder will add the Conflict of Interest form to the Cornell Box for each Board member to acknowledge and sign off on.
- Chad Hendrickson, CCESC Board President (5 min)
 - Chad Hendrickson and Adam Hughes gave an update on the Executive Director Search.
 - The search committee is made up of Adam Hughes and Chad Hendrickson (co-chairs), Chelsea Stamp, Fonda Chronis, Kai D'Alleva and Lindsay Wickham (at-large).
 - Interview Stages: 30-minute Zoom discussion with selected candidates, 15-30 minute in-person presentation with Q&A to the Search Committee, meeting with the CCES staff; possible tour of the maple program and camp; search committee will make their recommendations to the Board; Board president will then make an offer.
- Adam Hughes, State Extension Specialist (5 min)
No updates
- Marketing Committee, Sarah Agan (5 min)
No updates
- Legislative Report, Michael Lausell (5 min)
Mark Rondinaro reported that sales tax as a whole is up \$853,000 (5.7%) over last year. It would have been 8% had it not been for the August 2018 pullback.
- PAC Reports
No updates

Next Meeting: 5:00 pm, February 21, 2023 @ Lakewood Vineyards, 4024 NY-14, Watkins Glen.

Adjourned at 6:27 p.m.



Cornell University
Cooperative Extension
Schuyler County

**CORNELL COOPERATIVE EXTENSION SCHUYLER COUNTY
BOARD OF DIRECTORS
CODE OF ETHICS**

INTRODUCTION

The Cornell Cooperative Extension Schuyler County Association is a subordinate governmental agency formed to promote, develop, educate and otherwise advance the economic vitality, ecological sustainability, and social well-being of Schuyler County by extending to the citizens of the county the educational programs of the College of Agriculture and Life Sciences and the College of Human Ecology at Cornell University. The business of the association is managed under the direction of the CCESC board of directors with oversight by Cornell University as agent for the State of New York. The board's code of ethics serves as a code of conduct for association volunteers in their capacity as board members. The principles and requirements that comprise the code are designed to ensure full compliance by CCESC and its officers, directors, and employees with the fiduciary duties imposed on such individuals by applicable federal, state and local laws, regulations and statutes. Members of the board affirm their endorsement of the code and acknowledge their commitment to uphold its principles and obligations by accepting and retaining membership on the board.

BOARD OF DIRECTORS CODE OF ETHICS

Members of the board shall at all times abide by and conform to the following code of conduct in their capacity as board members:

1. Each member of the board of directors will abide in all respects by the CCESC Members' Code of Ethics and all other rules and regulations of the association (including but not limited to the association's constitution and bylaws) and will ensure that their participation in the association remains in good standing at all times. Furthermore, each member of the board of directors will at all times obey all applicable federal, state and local laws and regulations and will provide or cause to provide the full cooperation of the association when requested to do so by those institutions and their persons set in authority as are required to uphold the law.
2. Members of the board of directors will conduct the business affairs of the association in good faith and with honesty, integrity and diligence.
3. Except as the board of directors may otherwise require or as otherwise required by law, including the NYS Open Meetings Law and the Freedom of Information Law, no

board member shall share, copy, reproduce, transmit, divulge or otherwise disclose any personnel or other such confidential information related to the affairs of the association and each member of the board will uphold the strict confidentiality of all such meetings and deliberations and communications of the board of directors.

4. Members of the board of directors will exercise proper authority and good judgment in their dealings with association staff, suppliers, other organizations and the general public and will conduct association business in a responsible, respectful, and professional manner.

5. No member of the board of directors will use any information provided by the association or acquired as a consequence of the board member's service to the association in any manner other than in furtherance of his or her board duties. Further, no member of the board of directors will misuse association property or resources and will at all times keep the association's property secure and not allow any person not authorized by the board of directors to have or use such property.

6. Each member of the board of directors will make reasonable efforts to attend meetings and participate in professional development activities and will perform his or her assigned duties in a professional and timely manner pursuant to the board's direction and oversight.

7. Upon termination of service, a retiring board member will promptly return to the association all documents, electronic and hard files, reference materials, and other property entrusted to the board member for the purpose of fulfilling his or her job responsibilities. Such return will not abrogate the retiring board member from his or her continuing obligations of confidentiality with respect to information acquired as a consequence of his or her tenure on the board of directors.

8. The board of directors dedicates itself to leading by example in serving the needs of the association and its participants and also in representing the interests and ideals of the community.

9. The board of directors must act at all times in the best interests of the association and not for personal or third-party gain or financial enrichment. When encountering potential conflicts of interest, board members will identify the conflict, as required by the CCEC CONFLICT OF INTEREST POLICY, and remove themselves from all discussion and voting on the matter. Specifically, board members shall follow these guidelines:

1. Avoid placing (and avoid the appearance of placing) one's own self-interest or any third-party interest above that of the association; while the receipt of incidental personal or third-party benefit may necessarily flow from certain association activities, such benefit must be merely incidental to the primary benefit to the association and its purposes;

2. Do not abuse board membership by improperly using board membership or the association's staff, services, equipment, resources, or property for personal or third-party gain or pleasure; board members shall not represent to third parties that their authority as a board member extends any further than that which it actually extends;
3. Do not engage in any outside business, professional or other activities that would directly or indirectly materially adversely affect the association;
4. Do not engage in or facilitate any discriminatory or harassing behavior directed toward association staff, members, officers, directors, meeting attendees, exhibitors, advertisers, sponsors, suppliers, contractors, or others in the context of activities relating to the association;
5. Do not solicit or accept gifts, gratuities, free trips, honoraria, personal property, or any other item of value from any person or entity as a direct or indirect inducement to provide special treatment to such donor with respect to matters pertaining to the association without fully disclosing such items to the board of directors; and
6. Provide goods or services to the association as a paid vendor to the association only after full disclosure to, and advance approval by, the board, and pursuant to any related procedures adopted by the board.

Adopted 6/26/ 2014



Cornell University
Cooperative Extension
Schuyler County

BOARD OF DIRECTORS CONFLICT OF INTEREST POLICY

Reference Document: CCE Personnel Manual, Section: Personal Conduct,
Subject: Conflict of Interest, Policy: Compliance/System, Code: 903

PURPOSE

The purpose of the conflict of interest policy is to protect the interest of the CCESC Association when it is contemplating a policy decision, transaction or program arrangement that might provide private benefit to an officer or member of the Board of Directors or, any staff member having authority to commit Association funds. This policy is intended to supplement but not replace any applicable State or Federal laws governing conflict of interest laws that apply to governmental agencies.

DEFINITIONS

A. Interested Parties – Any member of the Association Board of Directors that can influence or has the authority to commit Association funds is considered an interested party.

B. Financial Interest – A person is said to have a financial interest if the person has, directly or indirectly, through business, investment, or family:

1. An ownership or investment interest in any entity with which the Association has a transaction or arrangement.
2. A compensation arrangement with the Association or with any entity or individual with which the Association has a transaction or arrangement.
3. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Association is negotiating a transaction or arrangement. Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial. A financial interest is not necessarily a conflict of interest. Under Procedures, Section B, below, a person who has a financial interest may have a conflict of interest only if the appropriate decision makers decide that a conflict of interest actually exists in the case being considered.

PROCEDURE

A. Duty to Disclose –In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the full board so that they can consider the disclosure in light of the issue before the board.

B. Determination of a Conflict – After disclosure of the issue and all of the material facts, and after any discussion with the interested party, the interested party will be excused from the meeting and the board will make a determination and vote. A majority of active board members is required to support a determination. The results of the vote shall be included in the minutes of the meeting.

C. Involvement of Cornell Extension Administration – Cornell Extension Administration is available for counselling on such matters if requested by the Association. The Cornell Cooperative Extension State Extension Specialist should be consulted when a board determines that corrective action is called for.

D. Process for Addressing the Conflict of Interest

1. An interested person must disclose a possible conflict of interest to the president of the board and will be offered the opportunity to make a presentation to the full board.
2. The Board President, or presiding Officer for that meeting, may, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
3. After exercising due diligence, the governing body shall determine whether or not the Association can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
4. If a more advantageous transaction or arrangement cannot reasonably be obtained, the board shall determine by a majority vote of the disinterested board members whether the arrangement or transaction is in the best interest of the Association and whether it is fair and reasonable. In conformity with the above determination the board shall make its decision as to whether to enter into the transaction or arrangement.

VIOLATIONS OF THE CONFLICT OF INTEREST POLICY

A.If the board has reasonable cause to believe a board member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

B.If, after hearing the member's response and after making further investigation as warranted by circumstances, the board shall determine whether or not the member has

failed to disclose an actual or possible conflict of interest and take appropriate corrective action as allowed by law.

C. Failure of a board member to comply with the provisions of this policy may, at the discretion of the board, result in corrective action as allowed by law.

RECORDS OF PROCEEDINGS

A. The minutes of the Board meeting where a conflict of interest issue has been addressed shall contain:

1. The names of the person(s) who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial or other interest, any action taken to determine whether a conflict was present, and the Board's decision as to whether a conflict of interest exists.

2. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

COMPENSATION

Any Board Member who receives compensation, directly or indirectly, from the Association for services is precluded from voting on matters pertaining to that member's compensation.

ANNUAL DECLARATION

Each Board member shall annually sign a statement which affirms that they have received a copy of this conflict of interest policy, have read it and understand it, have agreed to comply with the policy and understands that the Association is tax exempt and to maintain this status it must engage in activities within the boundaries of the mission of the CCE system.

Adopted 6/26/2014

Cornell Cooperative Extension (CCE) of Schuyler County

Affirmative Action, Diversity and Inclusion Plan

January 1, 2023 – December 31, 2023

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PROLOGUE

Cornell Cooperative Extension Director's Statement of Commitment to Diversity

Cornell Cooperative Extension (CCE) is committed to fostering a culture of belonging that embraces and promotes diversity, equity, and inclusion in our programs, our outreach, and among our staff and volunteers. It is this commitment that positions CCE to serve a richly diverse New York State population.

Belonging and equity at CCE are achieved through strategic and regulatory practices that ensure:

1. equal opportunity for all staff and volunteers;
2. the elimination of discrimination based on federal, state and local protected statuses, including but not limited to race, color, religion, political beliefs, national or ethnic origin, sex, gender/gender identity, transgender status, sexual orientation, age, marital or family status, protected veteran status and individuals with disabilities;
3. the values of diversity, equity and inclusion in employment and in educational programs; and
4. immediate and appropriate responses to actions that run contrary to CCE's commitment to furthering diversity, equity and inclusion.

CCE's Affirmative Action, Diversity, and Inclusion Plan (AADIP) provides guidelines for adhering to compliance mandates, and strategies for promoting belonging across the range of human differences. When combined with our robust diversity, equity, and inclusion efforts, AADIP guidelines serve to counteract the legacy of systemic racism and other forms of structural oppression within our organization, programs, and communities. Each member of the CCE community is called on to engage in the ongoing inner-work of challenging our own biases and examining the impacts of our behaviors, and take actions that affect substantive and long-lasting transformation of our organizational structures and policies. By moving toward individual, interpersonal, and organizational change, we collectively shift our vision of belonging and racial equity from the aspirational to the lived experience of all staff, program participants, volunteers, and communities.

I am fully committed to supporting our comprehensive Affirmative Action, Diversity and Inclusion Plan that rigorously incorporates compliance guidelines; a culture of belonging; an understanding of the historical and current systemic inequities; and robust organizational development practices as the firm foundations for building a more diverse, equitable and inclusive organization. I respectfully invite all members of the extension community to join me in critical self-reflection, honest assessment of past and present inequities and strategic actions that challenge the status quo and create opportunities for a radical reimagining of our role in creating a more, just, and equitable society.

Chris Watkins

Director, Cornell Cooperative Extension

Statement of Commitment to Affirmative Action, Diversity and Inclusion from the Executive Director of the Cornell Cooperative Extension Association of Schuyler County

Cornell Cooperative Extension of Schuyler County has a strong, ongoing commitment to equal opportunity and affirmative action in the development of its policies, programs, procedures and practices through its affiliation with Cornell University and as a part of the national extension system. Specifically, Cornell Cooperative Extension of Schuyler County is committed to 1) equal opportunity for all staff and volunteers; 2) the elimination of discrimination based on federal, state and local protected statuses, including but not limited to race, color, religion, political beliefs, national or ethnic origin, sex, gender/gender identity, transgender status, sexual orientation, age, marital or family status, protected veteran status and individuals with disabilities; and 3) the values of diversity, equity and inclusion in employment and in educational programs. Employment and educational opportunities are accessible and provided to all persons. CCE believes affirmative action policies are an effective means of aiding groups that have been historically marginalized and excluded from equal access to opportunity.

We work with Cornell Cooperative Extension Administration to create a more diverse and inclusive organization statewide among staff, volunteers, and program participants. We fully recognize that an emphasis on diversity and inclusion in CCE's strategic planning makes good business sense that will yield a more adaptable, productive, and innovative organization to meet the changing needs of our evolving communities. To that end, this Affirmative Action, Diversity and Inclusion Plan addresses compliance as the firm foundation for building a more diverse, equitable and inclusive organization and goes beyond to support organizational development and sustained culture change.

I am personally committed to leading an assertive and effective affirmative action policy in Cornell Cooperative Extension of Schuyler County and expect all staff and volunteers to contribute to our organization's diversity, equity and inclusion efforts.

Melissa C. Schroeder

Interim Director & Youth and Family Issue Leader
Cornell Cooperative Extension of Schuyler County

INTRODUCTION

Overview of Cornell Cooperative Extension (CCE) Associations and the Cornell Cooperative Extension System

Cornell University is both privately endowed and the public land-grant institution of New York State with a broad mission of teaching, research, and outreach and a proud motto of “any person...any study” that dates back to its founding. As New York’s land-grant university, Cornell enters into formal agreements with the federal government to provide and administer extension work. New York State County Law 224 authorizes the establishment of Cornell Cooperative Extension (CCE) Associations as subordinate governmental agencies, local or regional unincorporated organizations of citizens of the counties that operate under memoranda of agreement with Cornell University. Fundamental to Cornell Cooperative Extension Associations is the powerful 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 and be vital partners in fulfilling Cornell’s mission. Cornell Cooperative Extension operates on the Cornell campus through the leadership of faculty and staff primarily in the [Colleges of Agriculture and Life Sciences](#) and [Human Ecology](#) with contributions from the [College of Veterinary Medicine](#).

The Cornell Cooperative Extension system was one of the founding members of a national extension diversity project, Change Agent States for Diversity (CASD), to build the capacity of the Land-Grant university system to function more inclusively and effectively in a multicultural world. Since its inception, the CASD project has evolved into a consortium of 20 land-grant institutions in sixteen states bringing the needed technical skills and training to each of the member states. Through this multi-state collaborative approach, the consortium has developed successful models and systemic change strategies to support greater diversity and welcoming workplace climates throughout the Land-Grant system.

The CASD project and resulting Change Agent States (CAS) served as a springboard for much of CCE’s work in the areas of diversity and inclusion. Among the initiatives undertaken through the work of the CASD and CAS are organizational diversity climate assessments conducted periodically since 2002. These assessments provided much needed baseline information regarding the climate for diversity and inclusion at CCE. Professional development workshops and presentations were developed based on the findings of these assessments. Additionally, the CASD project prompted the creation of a multifaceted Diversity Catalyst Team (DCT), which served as a state level work-group for coordinating and implementing organizational change on diversity. The work initiated by the DCT is currently being led by the CCE Organizational Development and Accountability via [Belonging](#) with input and feedback from [CCE Administration Human Resources](#). Components of the CCE Association Affirmative Action, Diversity and Inclusion Plan.

This Affirmative Action, Diversity and Inclusion Plan (AADIP) covers Cornell Cooperative Extension of SAMPLE County for employment and program activity from January 1, 2023, through December 31, 2023. It is based on the guidelines set forth by Executive Order 11246, as amended; Title 41 Code of Federal Regulations (CFR) Section 60-300 (Vietnam Era Veterans Readjustment Assistance Act of 1974); Title 41 CFR Section 60 – 741 (Section 503 of the Rehabilitation Act of 1973); federal, state and local anti-discrimination laws; and association policies. Although the basis of this plan is formed by the association’s obligations under the regulations stated above, the intent is to provide additional guidance above and beyond these obligations.

Affirmative action requirements and guidelines as set per 41 CFR Chapter 60 for specified recipients of federal dollars are the underlying basis of much of this document, but the CCE Affirmative Action, Diversity and Inclusion Plan is designed to be a long-term framework for meeting our affirmative action obligations and for creating a sustained commitment to diversity and inclusion. According to 60-2.10 of 41 CFR Chapter 60, “an affirmative action program is a management tool designed to ensure equal employment opportunity. A central premise underlying affirmative action is that, absent discrimination, over time a workforce will reflect the gender, racial and ethnic profile of the labor pools from which the [employer] recruits and selects.” CCE’s Affirmative Action, Diversity and Inclusion Plan refers to the Netter Principles (see Appendix B) as a framework for building broad-based organizational inclusion which produces a workforce and programs relevant to our diverse communities.

Following is the CCE Association Affirmative Action, Diversity and Inclusion Plan Compliance Review Checklist, due annually as part of each CCE Association’s partnership with Cornell and CCE Administration. The CCE Association uses this internal checklist as a baseline for diversity and inclusion and utilizes the Netter Principles as a framework for building broader organizational diversity and inclusion. Together these documents guide Cornell Cooperative Extension in creating a workforce and programs relevant to our diverse communities and making CCE an employer and community resource of choice.

CCE AFFIRMATIVE ACTION, DIVERSITY AND INCLUSION COMPLIANCE REVIEW CHECKLIST

Cornell Cooperative Extension of Schuyler County

Basics for Civil Rights and Human Resources

Legal Compliance

This document is intended to serve as a resource to support CCE Associations in meeting EE/EPO compliance requirements. It contains a checklist of required EE/EPO policies, practices and procedures related to notifications, postings, trainings, demographic data collection, accommodations, professional development and record-keeping. More details as well as related tools and resources are available in the full [AADIP](#) online on the CCE Staff Site under the [Belonging](#) section.

The Association Executive Director, *Melissa Schroeder (Interim)*, is accountable for Equal Employment Opportunity/Equal Program Opportunity (EEO/EPO) in the association and is responsible for compliance including the items in the following checklist:

- Nondiscrimination statements and gender-neutral language is used in all communications to the public ([Civil Rights, Title IX](#)).**

Cornell Cooperative Extension's complete EEO/EPO statement used in all official CCE documents is: *"Cornell Cooperative Extension actively supports equal educational and employment opportunities. No person shall be denied admission to any educational program or activity or be denied employment on the basis of any legally prohibited discrimination involving, but not limited to, such factors as race, color, religion, political beliefs, national or ethnic origin, sex, gender/gender identity, transgender status, sexual orientation, age, marital or family status, protected veterans and individuals with disabilities. Cornell Cooperative Extension is committed to the maintenance of affirmative action programs that will assure the continuation of such equality of opportunity."*

The short version, *"Cornell Cooperative Extension is an employer and educator recognized for valuing AA/EEO, Protected Veterans, and Individuals with Disabilities."* may be used on brochures, posters and letterhead. (County offices may continue to use a variation of the short version on their postage letterhead and other county-specific items -- *"Cornell Cooperative Extension in Schuyler County provides equal program and employment opportunities."*)

Any Extension printed publications must contain the following: *"Cornell Cooperative Extension (optional: in Schuyler County) provides equal program and employment opportunities."*

- **Legally required office postings. Posters must be on display and may be downloaded by clicking on the links below or requested as indicated.**

It is the responsibility of each association to comply with yearly posting requirements or any changes to those requirements throughout and within the year. It is recommended that associations periodically review these posting requirements, to ensure continued compliance. Please review the following links in determining which of those posting requirements your association may be subject to:

- 1. [New York State Department of Labor Posting Requirements.](#)**
- 2. [United States Department of Labor Posting Requirements.](#)**

If unable to download any posters, contact CCE Administration Human Resources at cce.humanresources@cornell.edu.

The posters need to be displayed in a common area, one in which everyone can easily see them. Suggested locations would be lunch or break rooms. If the

association has more than one location, these posters must be displayed at each facility. In 2023, New York State amended the [Law](#) on required postings to also require employers to make mandatory workplace postings available to applicants and employees [electronically](#).

- Cornell Cooperative Extension – [CCE Equal Opportunity Policy Statement](#)
- Notice of Compliance, Workers’ Compensation Law (C-105) – Contact Karen Supek at P.W. Wood Insurance (607/266-3303) to request from the State Insurance Fund office.
- [You Have a Right To Know \(toxic substances at your worksite\)](#)
- [Know Your Rights: Workplace Discrimination is Illegal \(EEOC\)](#)
- Unemployment – New York State Department of Labor, Unemployment Insurance Division – Contact Deb Hague, HR One at dhague@peopletopayroll.com or 315/463-0004, Ext 303. Original posters must be posted at *each* association site. If you have multiple sites, please include the number of sites in your requests for this poster. If you need another language, please state what language is needed.
- Minimum Wage –
 - *Federal* – [Employee Rights Under the Fair Labor Standards Act](#)
 - *New York State* – Information on [minimum wage](#) and [Minimum Wage Poster](#)
 - For Taste of NY –
 - [LS 605 - Deductions from Wages](#) (Section 193 of the NYS Labor Law).
 - [LS 204 Tip Appropriation](#) (Section 196-d of the NYS Labor Law).
- [State of New York, Division of Human Rights Poster](#) (Discrimination based on Age, Race, Creed, Color, National Origin, Sexual Orientation, Military Status, Sex, Pregnancy, Gender Identity or Expression, Disability or Marital Status is prohibited by the New York State Human Rights Law. Sexual Harassment or Harassment based upon any of these Protected Classes also is prohibited).
- [Employee Rights under the Family and Medical Leave Act of 1993 \(English\)](#) (U.S. Department of Labor)

- [Employee Rights under the Family and Medical Leave Act of 1993 \(Spanish\)](#)(U.S. Department of Labor)
- [Job Safety and Health Protection](#) (NYS Department of Labor)
- [NYS Election Regulation \(Article 3, Section 3-110\)](#) regarding sufficient time off to vote. *This notice must be posted 10 days prior to any election providing the requirements of the law regarding sufficient time off to employees to ensure that registered voters are able to vote.*
- [The Uniformed Services Employment and Reemployment Rights Act](#) updated 5/2022
- [New York State Corrections Law](#). *Effective February 1, 2009, employers must post a copy of Article 23-A of the correction law relating to the employment of persons with a criminal conviction. The posting must be visually conspicuous in a location accessible to workers.*
- [And Justice for All](#) – United States Department of Agriculture (Form AD-475A). *Must be posted in any space commonly accessed by the public (i.e., reception, meeting rooms).*
- [Right to Work Poster \(English\); Spanish version](#) – Department of Justice (Homeland Security)
- [Fringe benefits and hours](#) – Every association shall notify employees in writing or by publicly posting the association’s policy on sick leave, vacation, personal leave, holidays and hours.
- [Expression of Breastmilk](#) – The association shall provide written notification of the [Labor Law 206-c](#) to employees returning to work following the birth of a child of their right to take unpaid leave to express breast milk. Notice may be provided individually to affected employees, or to all employees in an employee handbook, or by posting in a central location. 2023 [Legislation](#) requires All Employers in New York To provide convenient, private pumping spaces that include seating, access to running water and electricity, and a working space and also requires employers to develop and implement a written policy regarding employee rights when breastfeeding in the workplace
- US Department of Labor/Office of Labor-Management Standards – [Executive Order 13496: Notification of Employee Rights Under Federal Labor Laws](#) (“Notice of Employee Rights Under Federal Labor Laws” posters available in PDF in English, Spanish, Mandarin Chinese, Hmong, Laotian, Vietnamese)

- [New York State Clean Indoor Air Act](#) – The association must post “No Smoking” signs or the international “No Smoking” symbol in every place where the act prohibits or restricts smoking. “No Smoking” signs may be obtained from local vendors and must be permanently posted at entrances and in association-owned vehicles under the NYS Clean Indoor Air Act.
- [New York State Equal Pay Provision Poster](#)
- [OFCCP Pay transparency Poster](#)

- **[Sexual Harassment Policy 403](#) – The association must distribute a copy of the updated policy to all employees. All staff receive the annual mandatory [sexual harassment prevention training](#).**
- All staff receive the annual [civil rights training](#).
- **USDA Guidance on Filing Complaint Notification Requirements (see Appendix D).**
 - a. [How to File a Program Discrimination Complaint | USDA](#)
 - b. [Civil Rights Discrimination Complaints | National Institute of Food and Agriculture \(usda.gov\)](#)
- **Program participant data (name, contact information, ethnicity, gender, and race) are continuously collected, maintained, and reported accurately for programs as part of the annual plan of work process and Federal Civil Rights compliance requirements. 4-H youth development enrollment data (name, ethnicity, gender, and race) are collected annually.**

Program participation data must be collected for all programs, not just 4-H related events. This enables the association to monitor participation and improve the effectiveness of outreach efforts.

This information must be stored in a secure location and be used only for federal reporting, civil rights compliance, and developing mailing lists to promote programs.

- **Outreach lists are developed and used for:**

- a. recruiting staff and volunteers
- b. marketing programs and resources

Mail/fax/email outreach lists include people, formal and non-formal organizations, newsletters, etc. that will reach under-represented groups in your community (could be churches, stores, clubs, schools, human rights groups, individuals with diverse contacts, colleges with diverse enrollment, etc.).

Job and volunteer recruitment announcements should include a statement such as *“Equal Opportunity Employment. Cornell Cooperative Extension is an employer and educator recognized for valuing AA/EEO, Protected Veterans, and Individuals with Disabilities”*.

- Accessibility information is on all program fliers/information.**

“Please contact the Cornell Cooperative Extension of **Schuyler** County office if you require an accommodation.”

- The association has a digital [accessibility remediation plan](#) and is committed to making all digital content meet WCAG 2.0 Level AA in compliance with Title III of the Americans with Disabilities Act (ADA), Section 508 of the Rehabilitation Act of 1973, Section 504 of the Rehabilitation Act of 1973, and the New York State Human Rights Law. An accessibility assistance statement is displayed on all digital content:**

*“If you have a disability and are having trouble accessing information on this website or need materials in an alternate format, please contact the Cornell Cooperative Extension of **Schuyler** County office for assistance.”*

- A composite sketch of the board, committees, and subcommittees identifying ethnicity, gender/gender identity, and racial data is on file in the unit/organization.**

The purpose of gathering information about the people who attend programs, serve on the board and committees, and apply for jobs is to monitor diversity efforts and to be able to more easily detect areas of concern.

- Individual responsibility for supporting diversity and inclusion is understood by all staff.**

All staff members should be introduced to "[CCE Association Skills for Success](#)," and for those staff in leadership roles, "[CCE Association Leadership Skills for Success](#)." Appropriate demonstrated behaviors are expected of all staff. All staff should view "[Civil Rights Compliance Basics](#)" and complete the [CU Learn Course CCE HR122 CCE Civil Rights Compliance Training](#) available on the CCE staff site or complete a CCE Administration-approved training offered locally. All position descriptions must reflect a level of accountability for ensuring inclusion and must be on file.

- Documentation (i.e., minutes, agenda) and attendance records are kept for staff meetings where diversity and harassment training and discussions occur.**
- Minutes of the Board's annual review of the Association Affirmative Action and Diversity Plan are on file.**
- All search committees discuss recruiting diverse talent and review legal search processes and document diversity recruitment efforts on official search file.**

The person accountable for Human Resources in the association is Virginia Montopoli.

- Association policies are updated, adopted and distributed. Supervisors are aware of the [procedural guidelines](#) web page. [Policy templates resource](#).**
- All positions are reclassified under the appropriate classification titles and applicable approvals are received. All association positions have been**

reviewed and approved by CCE Administration Human Resources.

- The association sets and adheres to a compensation strategy compliant with federal, state, and local laws and approved annually by the Association Board of Directors. [CCE Administration Compensation Resource](#).
- All positions must meet the performance review requirement and the Executive Director position must maintain a current [conferral of title](#) extended by the Director of Cornell Cooperative Extension.
- Performance Reviews, including an emphasis on diversity and inclusion, are conducted annually and are on file for all staff. [Performance Development](#).
- All new staff participate in an orientation process.
- [Official personnel files](#) are up to date, include proper documents, and follow the required retention regulations.

- The association is in compliance with all FLSA and state wage hour laws (exempt status, overtime, meal breaks, work time, etc.) [Exempt and Nonexempt Status](#).

X

X

X

Executive Director Signature

Board President Signature

Date

ESTABLISHED FOUNDATION FOR DIVERSITY AND INCLUSION

Effective and successful diversity, equity, and inclusion initiatives begin with effective ongoing equal opportunity and affirmative action programs to ensure equal access to opportunity in employment and programs. These equal opportunity practices are based on obligations created under federal regulations and the New York State Human Rights Law.

The CCE Association's equal opportunity statement is: *Cornell Cooperative Extension actively supports equal educational and employment opportunities. No person shall be denied admission to any educational program or activity or be denied employment on the basis of any legally prohibited discrimination involving, but not limited to, such factors as race, color, religion, political beliefs, national or ethnic origin, gender/gender identity, transgender status, sexual orientation, age, marital or family status, protected veteran status, and individuals with disabilities. Cornell Cooperative Extension is committed to the maintenance of affirmative action programs that will assure the continuation of such equality of opportunity pursuant to 41 CFR 60-2.10(a)(3), 41 CFR 60-300.44, and 41 CFR 60-741.44, the policy is set forth below:*

In accordance with all federal and state statutes, regulations, and executive orders, CCE of SAMPLE County (hereafter referred to as "the association") is committed to: 1) equal opportunity for all staff and volunteers; 2) the elimination of discrimination based on federal, state, and local protected statutes; and 3) the values of diversity, equity, and inclusion in employment and in educational programs. Thus, the association agrees that no person shall be denied admission to any educational program or activity or be denied employment on the basis of any legally prohibited discrimination involving, but not limited to, such factors as race, color, religion, political beliefs, national or ethnic origin, sex, gender/gender identity, transgender status, sexual orientation, age, marital or family status, protected veteran status and individuals with disabilities. The association is also committed to affirmative action in the development of policies, programs, procedures and practices that will assure the continuation of such equality of opportunity and promote the inclusion of underrepresented groups in all levels of employment, responsibility, and authority throughout the organization, representative of their

availability in the relevant labor markets. In addition, the association will work to ensure program expansion to under-represented audiences. To achieve these goals, all the association administrators and supervisory staff will carry out their responsibilities in programming, recruitment, employment, making assignments and promotions in a nondiscriminatory and affirmative manner.

Shared understanding of those activities which are appropriate and required by applicable laws is an important first step toward the realization of a successful EEO/EPO/AA program. To support the association's general commitment to Equal Employment and Program Opportunity and Affirmative Action, a variety of resources and training sessions are available continuously on the CCE Staff Site [Belonging](#) section.

Included in this Affirmative Action, Diversity and Inclusion Plan, is a Partner Nondiscrimination Agreement Sample Letter, which can be found in Appendix E. Associations may choose to use this type of document to provides clarity to external partners on acceptable behavior and to ensures compliance with federal, State and local laws and regulation.

EQUAL EMPLOYMENT OPPORTUNITY

To foster a diverse, inclusive and welcoming environment, it is necessary to assess the demographic composition of the workforce. Cornell Cooperative Extension follows guidelines in 41 CFR 60-2.11 to compare the representation of minorities and women in the workforce with the estimated availability of minorities and women qualified to be employed. Pursuant to guidelines in 41 CFR 60-2.12, 60-2.13, 60-2.14, 60-2.15, and 60-2.16, an analysis of the full- and part-time program family workforce, by affirmative action job group, will be completed¹; the minority and women representation within each job group will be calculated; an estimate of qualified women and minorities available for employment in each job group will be determined; and where appropriate and pursuant to 41 CFR 60-2.14 (c)(1),² placement goals will be established for each job group.³ CCE, as a system, will create an organization profile of its entire workforce to determine whether barriers to equal employment opportunity exist and to identify organizational units wherein women or minorities are underrepresented or concentrated.

Pursuant to 41 CFR 60-2.17, where there are problems in minority or female utilization within the association, an action-oriented program will be developed and implemented to address the deficiencies and to demonstrate the organization's good faith efforts in removing identified barriers to diversity, expanding employment opportunities for women and minorities, and producing measurable results in diversifying its workforce. The job group placement goals will be established based on the percentage of minorities or women with requisite skills in the reasonable recruitment area for each job group and, where relevant, the percentage of minorities or women among those promotable, transferable and trainable at the association.⁴

¹ This analysis will be performed in partnership with Cornell's Division of Human Resources or an appropriate and approved vendor.

² Whenever the term "goal" is used, it is expressly intended that it "should not be used to discriminate against any applicant or employee because of race, color, religion, gender, sexual orientation or national origin."

³ Goals will be developed only for those job groups that have incumbents.

⁴ "Availability" data will be established based on internal and external data or the percentage of minorities and women with the requisite skills for each discipline/field.

A summary of the composition, within each job group, of each CCE Association's employee population, comparing the availability and utilization percentages of women, minorities in general, and each minority group will be supplied, as available, as an appendix to the Association's Affirmative Action, Diversity and Inclusion Plan.

As part of its commitment to diversity and inclusion, pursuant to 41 CFR 60-2.17 (d), 41 CFR 60-741.44(h), and 60-250.6(h), the association regularly audits the composition of its workforce by minority group status and gender and measures the effectiveness of the association's affirmative action programs for individuals with disabilities and protected veterans. In addition, the association ensures the presence of required EEO posters in its office where both employees and applicants for employment can see them and ensures that purchase orders and contracts with subcontractors contain or reference the required EEO clause pursuant to 41 CFR 60-2.17 (d)(3). Results of these audits are shared with CCE's Affirmative Action Unit Representative. On an annual basis, the CCE Association Board of Directors and CCE's senior management is advised of the program's effectiveness, along with recommendations to address areas of challenge.

ANALYSIS OF CURRENT ORGANIZATIONAL INCUMBENTS

Job Group Analysis Based on Race and Gender

Cornell Cooperative Extension Administration works closely with Cornell University departments to provide CCE Associations with current Affirmative Action availability and utilization information. The data provided in Appendix A, "Job Group Analysis Based on Race and Gender", will be updated with more current information as soon as possible. In the meantime, please note that information is presented by regions used by the NYS Department of Labor (with the exception of Jefferson, Madison, and Tompkins counties), NOT by CCE's current Shared Business Networks. Each association will find its availability and utilization information for various positions (either within a region or in an individual listing) in Appendix A, once it is available, and determine if there is an Affirmative Action goal for that particular position in their association. Please contact [CCE Administration Human Resources](#) if you have questions.

AFFIRMATIVE ACTION INITIATIVES SPECIFIC TO VETERANS AND INDIVIDUALS WITH DISABILITIES

Effective diversity and inclusion initiatives are based on established equal opportunity and affirmative action programs to ensure equal access to employment opportunities for protected veterans and individuals with disabilities. CCE welcomes staff with diverse physical and developmental abilities and recognizes that neither disability status nor protected veteran status is to be a factor in the denial of employment. Pursuant to 41CFR 60-250.44 (a), employment decisions are based on merit, qualifications and valid job requirements.

The association is committed to ensuring that employees and applicants are not subjected to harassment, intimidation, threats, coercion or discrimination because they have filed a discrimination complaint, assisted or participated in a discrimination complaint or investigation, or opposed an act or practice made unlawful by the Vietnam Era Veterans Readjustment Assistance Act.

Pursuant to 41 CFR §§ 60-741.44(b) and 41 CFR §§ 60-250.4(c), CCE reviews its policies and ensures that its personnel processes provide for careful, thorough, and systematic consideration of the job qualifications of applicants and employees who are protected veterans or who have known disabilities for job vacancies filled by hiring or promotion, and for all training opportunities offered or available. CCE ensures that its personnel processes do not stereotype disabled persons or protected veterans in manners that limit their access to jobs for which they are qualified and periodically reviews policies and personnel processes to ensure that these obligations are carried out.

The following procedures facilitate a review of the implementation of these requirements and are

drawn from [OFCCP's Regulations implementing Section 503 of the Rehabilitation Act of 1973](#):

- a) the personnel histories of each individual with a known disability or protected veteran status are periodically reviewed to identify each promotion for which these individuals were considered but not promoted; and
- b) training records are periodically reviewed to determine whether individuals with a disability and protected veteran status are included.

Pursuant to 41 CFR. §§ 60-744(c) and 41 CFR 60-250.44 (4)(c), the association annually reviews all physical and mental job qualification requirements with supervisors to ensure that, to the extent qualification requirements screen out or tend to screen out qualified disabled individuals or protected veterans, they are job-related and consistent with business necessity and the safe performance of the job.

CCE is committed to providing opportunities for individuals with diverse physical and developmental abilities by offering effective adaptations in the workplace to eliminate barriers to work participation. Therefore, pursuant to 41 CFR §§ 250.44 (4)(d), 41 C. F. R. §§ 60-741.44(d);-250.6(d), the association makes reasonable accommodation to the known physical or mental limitations of all otherwise qualified individuals with a disability unless it can demonstrate that the accommodation would impose an undue hardship on the operation of the business.

These adaptations are provided to employees through CCE Policy 402: Americans with Disabilities Act (ADA) *Disability Accommodation Process*. The employee should contact the local Human Resources representative and/or Executive Director or designee to initiate requests for any desired disability-related workplace accommodation. It is the employee's responsibility to provide required medical documentation regarding the accommodation request. In accordance with the Americans with Disabilities Act and the New York State Human Rights Act, CCE will take such requests seriously.

Supervisors are responsible for immediately notifying their local Human Resources representative or Executive Director of any employee accommodation request brought to their attention. Supervisors are also responsible for implementing reasonable accommodations recommended by CCE Administration Human Resources; for keeping the employee's disability accommodation request confidential; and for monitoring any interactions with the requesting individual to ensure that actions are not legitimately construed as retaliatory.

Pursuant to 41 CFR §§ 60-250.44(4)(e), CCE also has in place processes to ensure that its employees with disabilities and protected veterans are not harassed because of their disability or covered veteran status. Employees who feel that they have experienced such harassment are advised to contact their supervisor, Executive Director, and/or SBN HR Lead and/or HR Manager for information on the appropriate procedure to use.

Pursuant to 41 CFR §§ 60-741.44(f) and §§ 60-250.6(f), CCE enlists the assistance and support of recruiting sources (including state employment agencies, state vocational rehabilitation agencies or facilities, sheltered workshops, college placement offices, state education agencies, labor organizations, and organizations of or for individuals with disabilities) to provide meaningful employment opportunities to qualified individuals with disabilities and protected veterans.

CCE has established meaningful contacts with appropriate social service agencies, organizations of and for individuals with disabilities and protected veterans, and vocational rehabilitation agencies or facilities, for such purposes as advice, technical assistance and referral of potential employees.

CCE recognizes that even a strong outreach program will be ineffective without adequate internal support from supervisory and management personnel and other employees. To assure greater employee cooperation and participation in CCE's efforts with respect to individuals with disabilities and protected veterans, pursuant to 41 CFR §§ 60-741.44(g) and §§ 60-250.6(g), the association has developed internal procedures to communicate its obligation to engage in affirmative action efforts to employ and advance in employment qualified individuals with disabilities and protected veterans. These procedures are designed to foster understanding, acceptance and support among CCE's staff and to encourage the necessary actions to aid the association to meet its obligations. These procedures consist of:

- a) including equal employment and anti-harassment policies in the association's policies;
- b) publicizing anti-discrimination and anti-harassment policies and conducting meetings with executive, management and supervisory personnel to explain the intent of CCE's anti-discrimination and anti-harassment policies and individual employee responsibility for effective implementation of these policies;
- c) meeting with employees to inform them of CCE's anti-discrimination and anti-harassment policies, and requiring their cooperation;
- d) providing sufficient training opportunities to support an anti-discrimination and anti-harassment environment;
- e) including articles on the accomplishments of disabled employees and protected veterans in CCE publications; and
- f) including individuals with disabilities and protected veterans in staff handbooks and similar employee publications, when employees are featured in the same.

EQUAL PROGRAM OPPORTUNITY

The association has a successful programming history based on grassroots planning. Cornell Cooperative Extension believes that one of the best ways to ensure balanced participation in program delivery is to involve clientele with diverse perspectives in the advisory groups used in program planning and support. The association submits a plan of work that includes a Civil Rights/Affirmative Action section covering the ES-USDA (Extension Service – United States Department of Agriculture) requirements. Reports are submitted to ES-USDA, as required.

An Extension group (program advisory committee, board, or program effort, etc.) will be considered to have inclusionary membership/participation when the group reflects the community to be served. The ratio used to evaluate the extent of participation necessary to achieve and maintain inclusionary membership in compliance with civil rights legislation is 80% of the potential participant group within the community.

In order to implement this principle of inclusionary membership and participation, the association will use two affirmative action strategies: Acceptable Affirmative Action Procedures and All Reasonable Efforts.

Acceptable Affirmative Action Procedures

Acceptable Affirmative Action Procedures are those actions that have been tested and proven to encourage participation by individuals from diverse populations. These actions will be used in normal day-to-day program planning and delivery as long as targeted groups are at acceptable levels.

While each employee may add to or adapt these procedures to fit their needs, he/she must:

- a) Use advisory and decision-making groups that are representative of the community in planning and implementing programs that will further the intent of the organization to abide by Title VI, Title VII, Title IX, and the Americans with Disabilities Act. Members of underrepresented populations should be encouraged to assist in helping to accomplish this goal.
- b) Seek assistance of volunteers to involve members from diverse populations in program planning activities as well as participating in Extension programs.

- c) Select meeting places and times that will encourage rather than inhibit participation from diverse populations.
- d) Create and maintain lists of organizations that can reach diverse populations (for announcing meetings, activities, tours, events, etc.).

Actions to be taken to ensure inclusionary membership when organizing new programs include the use of Acceptable Affirmative Action Procedures and the completion of a signed statement of nondiscrimination by any volunteer group leader or organization Extension is assisting. Should the membership not reflect the diverse composition of the targeted community, all reasonable efforts must be taken to attain compliance.

All Reasonable Efforts

All Reasonable Efforts consist of a series of approaches that are required of Extension educators to solicit participation from diverse groups. These are used in addition to Acceptable Affirmative Action Procedures and are required when Extension programs do not meet inclusionary membership/participation requirements such as:

- a) organization of a new Extension group if the initial membership does not reflect the diverse composition of the targeted community;
- b) an existing Extension-sponsored activity or group membership does not reflect the diverse composition of the targeted community;
- c) advisory and decision-making groups that do not reflect the diverse composition of the potential audience in membership and/or participation; or
- d) program participation that consistently does not reflect the diversity of the community.

It is the responsibility of each association staff member to implement “All Reasonable Efforts” steps necessary to attain the goals of inclusionary membership and participation. Extension-sponsored or assisted organizations must show good faith in regard to affirmative action to continue receiving Extension support. Documentation of reasonable efforts and inclusionary membership must be made available to Extension for reporting and review purposes.

Steps in All Reasonable Efforts

- a) Contact media outlets that reach targeted populations to seek their assistance in announcing programs and events.
- b) Develop program announcements and posters to be placed in public areas.
- c) Write personal letters encouraging individuals from diverse populations to participate.
- d) Make personal contacts with individuals who will help reach diverse populations.
- e) Contact community groups for assistance in informing community members of available programs.

The Cornell Cooperative Extension System engages elected volunteers throughout the state to help plan, implement, and evaluate all of its major programs. The members of boards and committees should be representative of the community Extension is serving.

Determining Inclusionary Membership/Participation

This Affirmative Action Plan describes the process through which inclusionary membership and/or participation is determined. It also covers actions Extension educators need to take to determine if programs, decision-making groups, etc., are in compliance with civil rights legislation. Extension staff members work with a variety of clientele groups such as agricultural producers, agribusinesses, and community agencies and organizations. Community refers to the group of people to be served. Cornell Cooperative Extension staff have the responsibility for determining the bounds of the community to be reached. These bounds may reflect an identifiable geographic area which has recognizable boundaries, such as county, town, or neighborhood; or a group of individuals related due to common interests, needs, or problems, such as dairy farmers, pregnant teens, 4-H campers, or a neighborhood.

Mapping

Mapping is used to determine the community(ies) to be served, using the above definition, and to determine its makeup. The best available data will be used. Census data are available for counties, cities, towns, and townships. If the community does not have geographical boundaries, other forms of data are appropriate. Where no data are available, estimates are acceptable.

Each Cornell Cooperative Extension staff member will:

- a) List all Extension groups with which he or she works.
- b) Determine the makeup and diversity of the membership of each program.
- c) Separate the programs into the two categories based on community (those with geographically defined boundaries, and those with common needs, interests, etc.).
- d) For geographically defined communities:
 - i. Establish the geographical boundaries for groups falling into this category (i.e., countywide, school district, housing development).
 - ii. Identify demographic databases available for each identified program.
 - iii. Use the data to determine the makeup of the community.
 - iv. Compare the composition of the program membership with the makeup of the community.
- e) For communities linked by common interests or needs:
 - i. Identify databases and establish the potential makeup of the program.
 - ii. Compare the composition of the membership with the potential makeup of the group.
- f) Using the definition of inclusionary membership/participation, determine which Extension programs include 80% of the available targeted community/audience and which do not.

Once the staff members know which programs do not have inclusionary membership, they will design and implement a plan to achieve the desired membership/participation.

Ensuring Inclusionary Membership

To ensure that an Extension educator is in compliance with civil rights legislation (Title VI) they must take the following actions:

- a) If a new program or existing program does not obtain inclusionary membership/participation, staff members and volunteers should continue to implement All Reasonable Efforts until the desired goal is achieved. Documentation will be made and retained.
- b) If an officer or volunteer leader of a newly formed program refuses to sign the nondiscrimination statement or does not promote All Reasonable Efforts, the Extension educator, along with the Executive Director, shall be initially responsible for determining/deciding to terminate Extension's relationship with the program.
- c) When a program is to be terminated, a written statement of action will be prepared containing the members' names, the racial composition of the program, and the date of action. A registered letter will be sent to the volunteer leader(s) of the program indicating that sponsorship and further assistance from Cornell Cooperative Extension is being denied. The appropriate Extension educator, the Executive Director, and the association president will sign this letter. Copies of the registered letter and accompanying statistical data concerning group membership will be forwarded to the director of Extension. The Cornell Cooperative Extension affirmative action officer will keep the letter on file.
- d) If a program has demonstrated All Reasonable Efforts without achieving a balanced membership, affiliation with CCE may continue, but the group must continually pursue and document All Reasonable Efforts to recruit underrepresented clientele.

Race and Gender Discrimination

Title IX specifically addresses discrimination on the basis of race and gender. The executive director should review programs and committees to determine if programs are in compliance.

- a) Compare the racial and gender distribution of the participants in programs and on committees with the race/gender distribution of the community or target audience.
- b) If there is not a balance of membership/participation, then the staff member must use All Reasonable Efforts to improve the inclusionary participation.
- c) Documentation of efforts must be retained for five years.
- d) For short-term Extension programs, such as special interest programs, day camps, field days, and general educational events, the appropriate staff member must keep attendance statistics on the gender and racial makeup of the participants. Attendance statistics and population statistics of the community being served by programs should be reviewed and compared. If racial and/or gender imbalance is evident based on the definition of inclusionary participation, the staff member should devise an "All Reasonable Efforts" plan to achieve balance in future educational events and activities. Documentation must be retained for five years.

Age and Disability Discrimination

The association is committed to following civil rights legislation regarding both age and disability. The organization recognizes its obligation in regard to employment, workplace environment, and program delivery. Further, it recognizes the potential these individuals can provide to the organization.

Public Notification Procedures

In support of public notification, the association will:

- a) Display the nondiscrimination poster *And Justice for All*.
- b) Ensure all stationery, newsletters, and printed pieces that go to audiences outside Extension will use the following statement: *Cornell Cooperative Extension provides equal program and employment opportunities*.
- c) Ensure promotional materials, photos, and other graphics used portray a diversity of clientele on a nondiscriminatory basis and be reviewed for inclusive language.
- d) Ensure all new organizations and groups with whom CCE has not previously worked and who request significant assistance from CCE are informed of the organization's nondiscrimination policy and must sign a statement of nondiscrimination. This should be done when the invitation is accepted. Extension assistance should not be provided to organizations that are known to avoid compliance with applicable nondiscrimination requirements.
- e) Ensure all newly organized clubs or groups sponsored or assisted by CCE sign a statement of nondiscrimination.

Included in this Affirmative Action, Diversity and Inclusion Plan, is a Partner Nondiscrimination Agreement Sample Letter, which can be found in Appendix E. Associations may choose to use this type of document to provides clarity to external partners on acceptable behavior and to ensures compliance with federal, State and local laws and regulation.

RESPONSIBILITIES FOR IMPLEMENTATION

CCE Association Executive Director and Board of Directors

The ultimate responsibility for EEO/EPO in the association lies with the Executive Director and Board of Directors. Executive Directors oversee association programs and management of employment, ensure maintenance of appropriate records and files, and create an inclusive and welcoming organizational climate for all staff and clientele. The Association's Human Resource Policy Manual clearly states the association's commitment to affirmative action, the Americans with Disabilities Act, and the prevention of workplace and sexual harassment. Please reference the Policy Manual for more information. It is the responsibility of the Association Executive Director and Board of Directors to provide leadership for the Affirmative Action, Diversity and Inclusion Plan.

CCE Association Executive Director and Managers/Supervisors

The CCE Association Executive Director and managers/supervisors who search for and hire candidates for vacant positions, make other human resource decisions, and provide leadership and input into the association plan of work are responsible for implementing Extension's affirmative action programs within their work areas. The equal opportunity and affirmative action responsibilities of the Executive Director and managers/supervisors include:

- a) actively addressing challenges to hiring a diverse workforce that have been identified by the SBN HR Lead and/or HR Manager and/or the Affirmative Action Unit Rep (AAUR);
- b) assessing all applicants based on objective criteria and basing hiring decisions on the qualifications of the applicant and the affirmative action goals of the unit;
- c) complying with the *Employment* policy (section 300 of the CCE Policy Manual) when conducting searches;
- d) considering employees without bias for salary improvement, promotion, internal transfer and development opportunities based on objective criteria with a focus on the CCE System's commitment to diversity;
- e) being alert to training and development opportunities for all employees;
- f) creating and maintaining a work environment that is free from harassment based on protected status and free from protected status bias;
- g) overseeing an inclusive community needs assessment/scanning process;
- h) assuring boards, volunteers, and committees are reflective of the community;
- i) evaluating participation and, if necessary, adapting or changing programs to be inclusive of

- the needs of underrepresented groups;
- j) ensuring that the association or department fully complies with the spirit and policies of the affirmative action program;
- k) working in conjunction with CCE Administration and Cornell's Department of Inclusion and Belonging in implementing recommended reasonable accommodations for employee disabilities;
- l) keeping the employees' disability accommodation requests confidential, monitoring any interactions with individuals who have requested disability accommodations to ensure that actions are not legitimately construed as retaliatory; and making good faith efforts to implement employee religious accommodation requests in conjunction with appropriate offices.

CCE Association Search Committees

Search committees representing the diversity of the communities served by CCE have a significant role in carrying out CCE's commitment to diversity by:

- a) reviewing availability and utilization data and preparing an affirmative action search plan for all positions, particularly senior program family and leadership positions.
- b) posting each position opening (position title, brief job description, association, and contact) for at least one week within the CCE system and in appropriate job listings to reach diverse audiences;
- c) engaging in national recruiting efforts to fill senior program and leadership positions, including implementing special procedures to reach potential candidates who are women or members of protected racial/ethnic groups;
- d) clearly printing the EEO/EPO statement on all position notices; and
- e) developing and using community networks and nontraditional venues to reach underrepresented individuals.
- f) [diversity, equity and inclusion interview questions](#).

CCE Employees and Volunteers

All CCE employees and volunteers are expected to support and abide by the policies of CCE, including AA/EEO/EPO policies. No one may use their lack of knowledge about these policies as an excuse for inappropriate behavior or decisions.

CCE State Director

The state Director of CCE works closely with the deans and the affirmative action committees in Cornell colleges and CCE Associations to foster understanding of the principles, laws, regulations, and policies pertinent to equal employment opportunity and affirmative action in the organization. The state Director of CCE has specific responsibility to:

- a) provide search procedure guidelines to each search committee and to monitor searches for Executive Director and senior program positions, ensuring that the selection processes are

- consistent with employment laws and that there is diversity in every applicant pool;
- b) review the analyses of academic employment transactions (i.e., placements, promotions, terminations) prepared by Cornell's Office of Institutional Research or Cornell's Department of Inclusion and Belonging, to determine their impact on the university's affirmative action and diversity programs;
- c) partner with Cornell's Department of Inclusion and Belonging in following up with associations where statistical analyses indicate adverse impact in employment actions to review whether any component decision was made on discriminatory grounds, and;
- d) review and approve or deny all requests for waivers of search.

The state Director of CCE provides a report of the employment action analysis and the demographic composition of the CCE staff to the relevant Cornell deans and Association Executive Directors. This report includes a review of statistical profiles; evaluation of CCE's diversity and equal employment opportunity status; identification of problem areas and the development of strategies to resolve them; and diversity plans for the future. The Director of CCE reports annually on the organization's progress toward diversity and inclusion in a report mandated by USDA.

CCE Administration Human Resource Managers

Human Resource Managers in CCE Administration are responsible for serving as resources for CCE Associations by:

- a) working with SBN HR Leads and/or HR Managers to support the hiring managers to ensure that they are aware of Extension's commitment to diversity and affirmative action and of their own responsibility to carry out this commitment;
- b) advising SBN HR Leads and/or HR Managers to support the supervisors of their responsibilities related to equal opportunity, affirmative action, and diversity and work with appropriate offices and individuals to make sure these responsibilities are carried out;
- c) through audit, ensuring that good faith efforts are made to have a diverse applicant pool for every selection;
- d) reviewing the county workforce analysis, in conjunction with the Affirmative Action Unit Representative and/or the CCE Diversity, Equity, and Inclusion/Belonging Team, and developing and implementing action-oriented programs designed to address areas in which workforce racial and gender demographics are not consistent with availability;
- e) monitoring temporary employee placements and non-standard appointments to determine whether there are disparities based on race or gender;
- f) monitoring appointments, compensation, promotions, and terminations to determine that there are not disparities based on race or gender and that these and other employment practices are carried out in a nondiscriminatory manner; and
- g) working to resolve issues related to requests for disability-related employment accommodations.

CCE Shared Business Network (SBN) HR Leads

SBN HR Leads are responsible for providing services to CCE Associations by:

- a) working with and advising hiring managers/supervisors to ensure that they are aware of Extension's commitment to diversity and affirmative action, and work with appropriate offices and individuals to make sure these responsibilities are carried out;
- b) Ensuring that good faith efforts are made to have a diverse applicant pool for every selection.

CCE Affirmative Action Unit Representative (AAUR)

Cornell Cooperative Extension Administration has designated an AAUR at Cornell to assist in reviewing searches and appointments for equal opportunity and affirmative action compliance. This appointed person advises, implements, and monitors procedures and policies related to Extension's Affirmative Action, Diversity and Inclusion Plan. As affiliates, the independent Extension Associations are represented by the CCE Administration AAUR. The Extension AAUR has specific responsibility for:

- a) monitoring searches to ensure that good faith efforts have been made to include women and minorities in applicant pools;
- b) monitoring hiring to ensure that searches, placements, and promotions are not carried out in an illegally discriminatory manner;
- c) reviewing the unit workforce analysis, in conjunction with the Department of Inclusion and Belonging and developing and implementing action-oriented programs designed to correct deficiencies in the representation of women and minorities within the association's workforce and to demonstrate that the organizational unit is making good faith efforts to remove identified barriers, expand employment opportunities for women and minorities, and produce measurable results;
- d) reviewing the CCE Associations' job group analysis and assisting associations in developing written, action-oriented programs designed to achieve the affirmative action goals in each job group;
- e) conducting an adverse impact ratio analysis for employment activity (applicant flow, hires, terminations, promotions and training opportunities) annually to determine whether there are disparities based on race or gender, and making recommendations for addressing identified disparities; and
- f) attending scheduled AAUR meetings, hosted by Cornell's Department of Inclusion and Belonging, to discuss challenges in addressing affirmative action goals and to learn about strategies to address them.

Cornell Colleges of Ag and Life Sciences, Human Ecology and Vet Med Deans

The Deans of Human Ecology, Agriculture and Life Sciences and Veterinary Medicine are responsible for implementing equal opportunity and affirmative action within their respective colleges, including being

knowledgeable about CCE's affirmative action goals and programs to address diversity and inclusion, ensuring that all searches for CCE positions are consistent with federal and state EEO statutes, encouraging all search committees to aggressively recruit candidates for CCE positions to ensure diversity in every search; and annually reviewing the composition of CCE's workforce and communicating the continued commitment to address under-utilization.

Cornell's Division of Human Resources/Department of Inclusion and Belonging

The Department of Inclusion and Belonging reports to the Vice President for Human Resources and assists in developing all aspects of Cornell Cooperative Extension's affirmative action programs. The Director of the Department of Inclusion and Belonging will work closely with CCE's Human Resources Manager and AAUR in developing equal opportunity and affirmative action policies and procedures and ensuring they are administered effectively. As it relates to CCE's affirmative action efforts, the Director of the Department of Inclusion and Belonging has specific responsibility to:

- a) advise CCE Administration Human Resources on appropriate equal opportunity and affirmative action strategies and on changes in relevant government policies, procedures and regulations;
- b) advise CCE Administration Human Resources on applicable policy and procedure to facilitate compliance with external regulations and with the University's commitment to diversity and inclusion, and to make recommendations to develop and/or revise Extension policies and procedures to ensure compliance;
- c) provide input to Extension's affirmative action program to contribute to the success of an inclusive environment.
- d) regularly communicate developments in the equal opportunity and diversity areas to the Extension leadership as well as those with employment administration, management, and supervisory responsibilities;
- e) collaborate with CCE's Organizational Development and Accountability Team and CCE Administration Human Resources to develop programming, in conjunction with other offices, to create a welcoming and inclusive environment for underrepresented groups, including work/life "balance" issues.

Cornell's Division of Human Resources/Department of Workforce Recruitment and Retention

CCE Administration Human Resources can consult with Workforce Retention, within the Cornell Division of Human Resources, for association-employed positions with the goal of promoting the consideration of women, persons from protected racial/ethnic groups, persons with disabilities, and protected veterans from outside the current workforce who can be recruited and hired as Cornell Cooperative Extension employees.

REVIEW OF EQUAL EMPLOYMENT AND PROGRAM ACTIVITY TO ADVANCE DIVERSITY AND INCLUSION

To carry out the association’s demonstrated commitment to diversity and inclusion, continuous efforts are made to increase the diversity of the staff. Cornell and CCE’s online application system provides access to a wide range of applicants. Moreover, associations have been advised to develop strategic recruitment plans to: 1) aggressively increase the overall representation of Asian/Pacific Islander, Black/African American, Hispanic/Latino and Native American staff especially in high level leadership/management and educator positions; and 2) provide employment opportunities for protected veterans and individuals with disabilities.

CCE Associations are committed to a climate free of bias, the provision of opportunities for meaningful work, and possibilities for advancement of all individuals regardless of race, color, creed, religion, national or ethnic origin, sex, gender/gender identity, transgender status, sexual orientation, age, protected veteran status and/or disabilities. Efforts to provide training, access to educational offerings, participation, decision making, and where necessary, assistance in mediating the supervisor-supervisee relationship result in an overall commitment to the long-term retention of qualified employees.

Cornell Cooperative Extension’s “Open Doors, Open Hearts, and Open Minds: Statement on Diversity and Inclusion” reflects the organization’s desire to have a community that reflects a wide representation of *attribute diversity*⁵ (different personal characteristics such as race, sex, gender/gender

⁵ The term “attribute diversity” is used by Roosevelt Thomas in his book, [Building a House for Diversity](#), to distinguish between the demographic aspects of individuals and the processes that are developed and implemented to create an inclusive environment.

identity/gender expression, age, national origin, religion, sexual orientation, disability status, protected veteran status, ex-offender status as well as other attributes both protected by federal and local law and generally represented in the community external to the organization) throughout the organization.

Diverse staff, volunteers, and program participants are essential for effective education in the twenty-first century. Citizens must be able to work effectively in groups with colleagues of different backgrounds and must be open to new ideas, perspectives, and the rapid pace of change. The new work environment, whether in business, industry, academe, government, or social services, requires greater collaboration and cooperation across differences.

To carry out the association's demonstrated commitment to diversity and inclusion, there will be continuous outreach efforts to increase the diversity of staff to reflect community demographics in race and gender consistently throughout senior professional and management positions, as well as provide employment opportunities for individuals with disabilities and protected veterans.

To evaluate the effectiveness of these recruitment plans, an in-depth analysis of the total employment process will be completed by CCE Administration Human Resources to determine whether and where impediments to recruiting exist in the CCE Associations. Therefore, pursuant to 41 CFR 60-2.17 (b), (2),(3), and (4), the following will be evaluated:

- a) personnel activity (applicant flow, hires, terminations, promotions and training opportunities) to determine whether there are selection disparities;
- b) compensation systems to determine whether there are gender, race, or ethnicity-based disparities;
- c) selection processes and recruitment and referral systems to determine whether they result in disparities in the employment or advancement of minorities or women; and
- d) temporary placements and term appointments to determine whether there are disparities based on race or gender.

Pursuant to 41 CFR 60-2.17(a), the extent to which the Executive Director of the association achieved equal employment and program opportunity and to which his/her staff implement affirmative action goals will be used as a measure in performance appraisals and related salary-improvement actions. These factors are considered along with other criteria, including quality, effectiveness and efficiency of their operations; personnel development and morale, and contribution to the achievement of system-wide objectives.

Holistic View of CCE Association Community Members

The association benefits when staff are viewed and respected as whole persons with identities and lives that extend beyond the workplace. Associations and program areas recognize the need for flexibility

within their organizational culture and are encouraged to make a commitment to address work/life issues for staff through wellness activities, employee celebrations and recognition, flexible work arrangements, and employee assistance programs like [TotalCare EAP](#).

CCE benefits from a flexible organizational culture that prioritizes continuous, collaborative, cross-organizational learning through effective and ongoing formal and informal educational programs for staff on issues of diversity and inclusion, discrimination, harassment, and conflict resolution. The educational programs include skills development workshops, mentoring, newsletters, networking, and community service. Employees may be granted release time for job-related courses taken during normal working hours with their supervisor's approval.

General Organizational Culture and Processes

Staff and management share responsibility for upholding Extension's organizational values and achieving clear organizational goals and objectives in a mutually respectful work and educational environment. To assist in achieving this goal, new employees participate in an orientation program. During orientation, staff learn about CCE's mission as well as the history of CCE's commitment to diversity and inclusion.

CCE is committed to creating a professionally nurturing environment in which all staff have access to opportunities for personal and professional growth. As a result, a number of services are available to employees. See options on the CCE website under the [Belonging](#) section.

The association uses performance review to encourage dialogue between supervisors and staff. The dialogue process is designed to improve job understanding, promote more effective job performance and employee development, and encourage the flow of communication between supervisors and employees.

CCE Administration convenes meetings to provide information about diversity, equal opportunity and affirmative action with the CCE Association Executive Directors and supervisors. *Effective communications and information sharing; collaborative conflict resolution; and proper complaint procedures* are examples of professional development opportunities to improve general organizational culture and processes. CCE strives to provide an environment in which all members who desire to contribute to improving the environment can actively participate in the work and learning processes. CCE encourages the self-assessment of organizational norms and practices to identify barriers to being inclusive and to support collaboration, learning from difference, and incorporating the synthesis of divergent perspectives in participatory decision-making.

CCE is committed to creating, supporting and utilizing formal and informal systems of communication to ensure that information is shared equitably, and that information flow is in all directions and across all levels of responsibility. These communication methods also include informing staff of organizational

goals, operating environments, and expected performance outcomes.

CCE promotes progressive conflict resolution procedures that include:

- a) constructive dialogue and communication to avert unnecessary conflict and negativity, respectful conflict resolution techniques for employees, supervisors and volunteers, and third-party facilitation/mediation as needed;
- b) learning opportunities for employees and volunteers in collaborative conflict-resolution techniques;
- c) CCE Administration Human Resources assistance in strategizing constructive conflict resolution.

The association's policies on workplace and sexual harassment addresses the association's commitment to a professional, harassment free workplace. Guidelines on combating harassment within Extension are available and disseminated and publicized. Brochures and free on-line courses on sexual harassment are available to CCE staff for annual up-to-date training. Posters on harassment based on EEO-protected class status are posted in the office. In addition, newsletters, electronic information, forums, workshops, and training programs reinforce CCE's commitment to support a harassment-free environment.

The [Diversity, Equity, and Inclusion/Belonging Teams](#) may be tasked with assisting in identifying, developing and implementing opportunities that enhance skills, knowledge, awareness and understanding for creating a culture that embraces and promotes diversity and inclusion at CCE. To this end, CCE ODA supports the knowledge, skills, and abilities of CCE staff as self-directed learners who identify and pursue opportunities to contribute to organizational goals; are willing to learn new roles and skills; are able to identify personal role and career goals; and are able to measure their own effectiveness within the organization.

CCE has implemented many programs to address diversity and inclusion within its workforce. Highlights of CCE statewide diversity efforts are on the CCE web site under the [Belonging](#) section.

APPENDICES

Appendix A: Job Group Analysis Based on Race and Gender (Job Group Analysis)

NOTE: The CCE Association job group availability and utilization analysis is compiled in partnership with Cornell University's Division of Human Resources. CCE Administration will share updated job group analysis when available. The data presented here dates from December 2010 and is presented by NYS Department of Labor regions which are DIFFERENT from CCE's Shared Business Network regions. Associations with 50 or more employees (Jefferson, Madison, Tompkins) are reported individually except Suffolk County which remains in the Long Island Region so there are at least two counties in that region.

See the following chart to locate the job group analysis region for each association:

Region	Location
Capital Region	Albany, Columbia, Greene, Rensselaer, Saratoga, Schenectady, Warren, and Washington
Central Region	Cayuga, Cortland, Onondaga, and Oswego
Western Region	Allegany, Cattaraugus, Chautauqua, Erie and Niagara
Southern Tier Region	Broome, Chemung, Chenango, Delaware, Otsego, Schuyler, Steuben, and Tioga
North Country Region	Clinton, Essex, Franklin, Jefferson, Lewis, St. Lawrence
Mohawk Valley Region	Fulton, Hamilton, Herkimer, Montgomery, Oneida, and Schoharie
Mid-Hudson Region	Dutchess, Orange, Putnam, Rockland, Sullivan, Ulster, and Westchester
Long Island Region	Nassau and Suffolk
Finger Lakes Region	Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming, and Yates

Then find the particular job title within the region or association to determine the availability and utilization data and whether there is an affirmative action goal for that particular job title within the region or association. CCE Administration works with Cornell's Department of Inclusion and Belonging to update this data and will notify associations when more current information is available and the AADIP has been updated.

Appendix B: The Netter Principles*

A Framework for Building Organizational Inclusion

What will an inclusive workplace look like when it's achieved?

Demonstrated Commitment to Diversity

In an inclusive organization, visible and invisible heterogeneity is present throughout all departments and at all levels of responsibility. Human differences and similarities are welcomed, valued and utilized at all levels across all formal and informal organizational systems.

Holistic View of Employees

An inclusive organization is one in which all employees are viewed and respected as whole persons with identities and family lives which extend beyond the organization and, to the greatest extent appropriate, are free to behave truthfully in the work environment.

Access to Opportunity

An inclusive organization is one that creates a professionally nurturing environment in which all employees have equitable access to opportunities for personal and professional growth.

Accommodation of Diverse Physical & Developmental Abilities

An inclusive organization is one that opens opportunity to persons with diverse physical and developmental abilities by offering effective adaptations in the workplace to eliminate barriers to work performance and workplace participation.

360° Communication & Information Sharing

An inclusive organization is one in which communication and information flow from all directions, in all directions and across all levels of responsibility.

Equitable Systems of Recognition & Reward

An inclusive organization establishes systems to recognize, acknowledge and reward the diverse contributions and achievements of employees at all levels of responsibility.

Shared Accountability & Responsibility

An inclusive organization is one in which accountability and responsibility to uphold organizational values and achieve clear organizational goals and objectives in a mutually respectful work environment is shared by employees at all levels and reflected in relations with customers and clients, vendors, suppliers, partners and subcontractors as well.

Demonstrated Commitment to Continuous Learning

An inclusive organization acknowledges that every employee is a learner and teacher and creates a flexible, fluid organizational culture that prioritizes continuous, collaborative, cross-organizational learning.

Participatory Work Organization & Work Process

An inclusive organization is one that recognizes the traditional and non-traditional skills, aptitudes, educational experiences, bases of knowledge personal potential and life experiences of each employee

and structures work organization and processes to utilize these diverse skills.

Alignment of Organizational Culture and Process

An inclusive organization is one that acknowledges the existence of an explicit and implicit organizational “culture” and continually seeks to align this culture to support organizational values and the synthesis of divergent perspectives.

Collaborative Conflict Resolution Processes

An inclusive organization values and utilizes progressive conflict resolution procedures that empower employees at all levels, across all departments, to work collaboratively to solve problems, resolve interpersonal conflicts and achieve mutually satisfying dispute resolutions.

Demonstrated Commitment to Community Relationships

An inclusive organization functions as a responsible citizen neighbor by forging constructive alliances with local government, schools and community based organizations and professional associations to expand outreach to diverse communities, widen opportunity, enhance access or promote understanding to overcome prejudice and bias.

**Developed at the 1998 Netter Seminar, held at Cornell University ILR. ©2000 The Workplace Diversity Network Report from the 1998 Netter Seminar.*

Appendix C: Guidance on Universal/Gender Neutral Restroom Use

Guidance on Universal/Gender Neutral Restroom Use

In keeping with its policy of nondiscrimination and commitment to creating and sustaining an environment that supports and value all members of our community, including visitors, CCE Administration strongly encourages associations to allow staff, volunteers, and program participants to use the restroom or facility that corresponds to their gender identity. Restrooms facilities that are physically accessible (ADA compliant) and open to people of any gender, or “gender neutral,” are an important way to demonstrate our commitment to promoting a welcoming and inclusive CCE environment. Wherever possible, associations should maintain a universal/gender neutral restroom to ensure inclusive restroom facility access related to gender identity, as well as to ensure access for parents with children, other attendants/caregivers and/or individuals with disabilities.

Sexual Orientation and Gender Identity [1]/Expression [2]

It is the policy of CCE that its staff, volunteers, program participants and/or guests not be discriminated against on the basis of that individual's sexual orientation or gender identity/expression. Such a policy helps ensure that only relevant factors are considered, and that equitable and consistent standards of conduct and performance will be applied. For the purpose of this guidance, sexual orientation concerns the emotional, romantic, sexual or affectional attraction to members of the same sex, opposite sex, or both sexes. Gender identity/expression concerns how an individual perceives their own gender which may or may not be consistent with their biological/chromosomal sex assigned at birth or gender role.

Creating a Universal/Gender Neutral Restroom

Any effort to create a universal/gender neutral bathroom should include well-facilitated opportunities for staff, volunteers and program participants to learn about why universal/gender neutral bathrooms are important to your association and dialogue about any concerns they may have. If there are openly transgender members in your association, consider consulting with them privately and/or invite them into the process of creating gender neutral bathrooms if they are interested.

Options for Universal/Gender Neutral Bathrooms

- If you have one or more single-occupancy or family bathrooms, designate and label them “gender neutral” or “all gender.”
- If you have three or four multi-stall bathrooms, convert one or two of them into gender neutral bathrooms. You can either keep them multi-stall or convert them to single-occupancy bathrooms by installing an “occupied/unoccupied” lock on the external door.

- If you only have two bathrooms and not in a position to build a third, consider steps you can take to make your existing bathrooms more inclusive. Labelling them so that people feel empowered to use the bathroom that is most comfortable for them and can trust they won't be harassed inside.
- If you are renting or share building space and don't have control over your bathroom facilities, consider (a) discussing your desire for universal/gender neutral bathrooms with your landlord or fellow tenants and/or (b) create gender neutral bathrooms by posting and then removing paper signs as necessary – particularly when hosting CCE events.
- Be sure to have signs by your bathrooms and elsewhere that direct people to both your universal/gender neutral bathroom(s) and your gender-specific bathrooms.
- Make it clear that all people may use the bathroom that is right for them. Some transgender people desire gender neutral bathroom space; some identify as women and men and should not be pressured or forced out of women's or men's rooms. *Under no circumstances should an individual be required to show identification or proof of any particular medical procedure (including sex reassignment surgery) in order to have access to restrooms designated for use by a particular gender.*
- Associations may not require staff, volunteers, program participants or guests to use facilities that are unsanitary, potentially unsafe, or located at an unreasonable distance.

The information above is intended to provide guidance to CCE Associations in responding to evolving diversity trends and patterns in our community. This guidance is not intended to be prescriptive or one-size-fits-all, rather this guidance can serve associations well in addressing issues of access, equity and inclusion related to the LGBTQ community. CCE Associations are encouraged to use the guidance set forth here to inform and craft policy tailored to their unique needs and setting. For more information and resources related to the LGBTQ issues, please visit the [Belonging](#) section of the CCE staff website.

Additional information and resources:

[Guidance on Protections for Gender Identity Discrimination](#)

[How Many Adults Identify as Transgender in the United States](#)

[Restroom Access for Transgender Employees](#)

[1] Gender identity refers to an individual's internal sense of gender. A person's gender identity may be different from or the same as the person's sex assigned at birth.

[2] Gender expression refers to the ways in which an individual manifest masculinity or femininity. It is usually an extension of their gender identity. For some, gender expression may not match their sex assigned at birth.

Appendix D: U.S. Department of Agriculture Guidance on Complaint Filing Notification Requirements

In accordance with 7 CFR 15.6 and U.S. Department of Agriculture (USDA) Departmental Regulation 4330-002, National Institute of Food and Agriculture (NIFA) grantees must provide current and potential applicants, participants, and beneficiaries with information on how to file a complaint with the U.S. Department of Agriculture alleging discrimination. NIFA grantee institutions must ensure that staff and faculty are consistently implementing the following practices in pursuance of the obligation regarding complaints of discrimination:

- 1. Advise applicants, beneficiaries and participants at the service delivery point of their right to file a complaint with USDA, how to file a complaint, and USDA's complaint procedures.**
- 2. Place the USDA nondiscrimination statement for federally financially assisted programs on all print and non-print marketing and informational materials and resources, including, but not limited to, program publications, flyers, web sites, and any other materials provided to applicants and participants.**
- 3. Ensure that information on complaints is accessible to populations with limited English proficiency and persons with disabilities. Provide information in appropriate languages to the service area and reference the availability of free translation and interpretation services with taglines.**
- 4. It is the university's responsibility to ensure that, where applicable, its subrecipients receiving NIFA funding also take these measures in the provision of complaint information.**

Please refer to the below references regarding complaints of discrimination.

[How to File a Program Discrimination Complaint | USDA](#)

[Civil Rights Discrimination Complaints | National Institute of Food and Agriculture \(usda.gov\)](#)

Appendix E: Partner Nondiscrimination Agreement Sample Letter

CCE Letterhead

To:

From:

Date:

Re: Cornell Cooperation Extension Policy of Nondiscrimination

"Cornell Cooperative Extension actively supports equal educational and employment opportunities. No person shall be denied admission to any educational program or activity or be denied employment on the basis of any legally prohibited discrimination involving, but not limited to, such factors as race, color, religion, political beliefs, national or ethnic origin, gender/gender identity, transgender status, sexual orientation, age, marital or family status, protected veteran status, and individuals with disabilities. Cornell Cooperative Extension is committed to the maintenance of affirmative action programs that will assure the continuation of such equality of opportunity."

Cornell Cooperative Extension of **SAMPLE** County follows a policy of nondiscrimination. In order to comply with Federal affirmative action guidelines, the association must obtain assurances from all organizations with whom it partners that they too follow a policy of nondiscrimination.

We request your understanding in this matter and appreciate your cooperation.

Please sign below to indicate you have reviewed the nondiscrimination statement above, and that your group or organization also follows a policy of nondiscrimination. Please attach your policy if available.

Signature:

Title:

Group or Organization:

Date: