Identity, Purpose and Plan

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Why is a brand important?

• A brand is a set of perceptions and images that represent us in order to:
  
  • Convey our core beliefs or ideas to our stakeholders and supporters
  
  • Help people determine why they should engage with us and help them understand why we exist and what we stand for
Cornell AgriTech delivers outstanding, purposeful science organized as a system for innovation that transcends disciplines

Specialty crop and food system innovation and resiliency
How was the brand material developed?

- By developing an understanding of NYSAES
  - Foundational understanding of CALS
  - Study website, strategic plan, report from review
  - Interviews with faculty, students, and staff
  - Interviews with CALS and NYSAES leadership

- By soliciting feedback
  - Advisory Council presentation and workshop
  - NYSAES Open House feedback for students, faculty and staff
  - Remote feedback from stakeholders in Albany
  - NYSAES and CALS leadership feedback sessions
Who we are: We are Cornell AgriTech. We grow things.

We grow fruits, vegetables, and the industries they support. Our renowned scientists conduct ground breaking, interdisciplinary research and discovery in our laboratories and 900 acres of fields, orchards and vineyards. The work of our faculty, staff and students covers the continuum of food and plant research from farm to fork, from plant pests to biofuels, and from food security to climate change. Whether it’s apples or broccoli or industrial hemp, we grow crops to test our ideas first-hand.

We grow new techniques and new technologies. Our scientists have developed over 280 new varieties of fruits and vegetables, pioneered insect attractants for pest control, and invented ultraviolet pasteurization and the gene gun to improve crops. Horticultural research and production technologies developed here continue to fuel New York State’s booming wine and cider industries. For over a hundred years, our innovations have propelled new economic development and delivered practical solutions that help farmers and businesses thrive.

We grow knowledge. We educate the best up-and-coming minds in our fields, so that they can lead the next wave of breakthroughs. We work alongside communities throughout the state, translating our research into information, training, and education to support the farmers and entrepreneurs of today and tomorrow. We continue to grow and evolve, working together across disciplines to reimagine the future of food and agriculture systems.

We are Cornell AgriTech and we’re growing a healthier population, economy and environment for New York State and the world.

Grow with us.
Our Purpose
We improve the health of the people, environment and economy of New York State and beyond, through innovative food and agricultural science.

One liner:
Cornell AgriTech is reimagining the future of food and agriculture systems through innovative research, technology, and education to improve the health of the people, environment and economy of New York State and beyond.

Tag line:
Grow with us.
Why do we need a strategic plan?

• To set direction and priorities
• To amplify our core strength – science organized as a system for innovation
• To simplify decision making
• To drive alignment
• To communicate the message
Research

**Goal:** Create the knowledge and technology needed for sustainable plant-based food and specialty crop systems for the 21st century and extend these to stakeholders.

**Objective 1:** Identify the genetic basis for important plant traits and develop improved cultivars.

**Objective 2:** Understand the genetic and ecological underpinnings of plant interactions with abiotic and biotic environments.

**Objective 3:** Identify the attributes of sustainable production practices and incorporate precision technologies to maximize profitability and sustainability.

**Objective 4:** Identify the biological foundations and process chemistry underpinning the development and safe production of healthy food products.

**Actions:**
- Identify the next set of faculty and staff hires that will contribute to this goal and objectives
- Work with academic unit and College leadership to realize faculty and staff hires prioritized by Cornell AgriTech
<table>
<thead>
<tr>
<th>Plant breeding</th>
<th>Crop management</th>
<th>Product processing / safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automation and information systems engineering</td>
<td>✔️ Grape disease ecology and epidemiology</td>
<td>✔️ Brewing education and services</td>
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<td>✔️ Fruit crop physiology</td>
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<td>Post-harvest technology</td>
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<td>Bacterial diseases of specialty crops</td>
<td>✔️ Arthropod chemical ecology</td>
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<td>✔️ Computational pest management</td>
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Education and Outreach

**Goal 1:** Provide stakeholders and the food system workforce with the knowledge they need to excel.

**Objective 1:**
Deliver responsive translational extension programming to extension educators, specialty crop producers, and agricultural and food systems professionals using innovative and impactful methods.

**Actions:**
- Establish an extension and service gateway at the Station.
- Launch a brewing curriculum.

**Objective 2:**
Offer specialty and customized training that meets the needs of the specialty crops and food systems industries to further enhance their enterprise, including certificate and non-thesis graduate degree programs.

**Actions:**
- Work to develop certificate education programs.
- Work with IFS to develop courses that are a mix of distance learning and residential instruction and establish a business model that will sustain course delivery.
**Goal 2:** Educate the agriculture and food systems workforce.

**Objective 1:**
Provide graduate students a distinctively integrated and interdisciplinary educational experience to prepare them for careers and leadership roles in academia, agribusiness, governmental research/policy and non-profit organizations.

**Objective 2:**
Enhance the preparation of undergraduate students for careers in the agricultural sciences through residential experiential summer research and extension internships.

**Objective 3:**
Enrich the educational curricula of the affiliated undergraduate majors and graduate fields through participation of faculty in delivery of course offerings on the Ithaca campus or through distance learning systems.

**Objective 4:**
Work cooperatively with educators to enrich the STEM education of K-12 students.

**Actions:**
- Develop endowment to support the Summer Research Scholars program.
- Work with public schools to enrich STEM education.
- Market programs to underrepresented students.
Personnel and Organizational Structure

**Goal:** Ensure the long-term viability of Cornell AgriTech operations and program function through effective leadership and personnel management and a widely recognized identity and value.

**Objective 1:**
Identify and recruit the faculty and staff needed to realize our vision and deliver our mission.

**Action:**
Use reserves to strategically leverage faculty and staff hiring.

**Objective 2:**
Provide outstanding facilities, equipment and expertise for conducting farm-based research.

**Action:**
Prepare a strategic plan for FRU.

**Objective 3:**
Facilitate the integration and coordination of Cornell AgriTech strategic planning and operations with that of CALS, the Cornell University Agricultural Experiment Station, and the academic units that are homes to Geneva-based faculty.

**Action:**
Fully integrate CUAES and NYSAES management of federal capacity funds and share best practices for operations of research facilities.
**Facilities**

**Goal:** Provide the facilities and equipment required to realize our vision and deliver our mission.

**Objective 1:**
Develop modern communications facilities to support in-house training/teaching and distance learning, including undergraduate education and MPS and certificate training.

**Action:**
Complete design work for Jordan Hall distance learning project and initiate construction.

**Objective 2:**
Develop facilities and equipment needed for integrating field and laboratory research including but not limited to:

- Modern automated phenotyping facility in support of breeding and genetics.
- Infrastructure in support of precision agriculture for specialty crops, investment in new farm equipment, extension of wifi to field farms, rainout shelters for drought simulation.
- Modern agriculture/food systems research laboratories with flexible space.

**Action:**
Pursue funding through economic development and life sciences initiatives from NYS.

**Objective 3:**
Develop a plan for redevelopment of the former Food Science building taking into account the proximity of the newly renovated Pilot Plant, the Food Venture Center, the Vinification and Brewing Laboratory, the Institute for Food Safety and the Cornell Food and Agriculture Technology Park (CAFTP).

**Action:**
Work with partners to create an ESD supported Center of Excellence in Agriculture and Food Technology.
Marketing and Communications

**Goal:** Develop and implement an effective marketing and communications strategy that will raise awareness and understanding of the impacts of our work and lead to new investments and partnerships.

**Objective 1:**
Develop and articulate a brand for Cornell AgriTech that is widely understood by our diverse clients.

**Action:**
Work with CALS marketing and communications to develop a brand.

**Objective 2:**
Develop and implement a communications approach that will reach broad audiences, positively impacting interactions with the community, stakeholders, peers, and policymakers.

**Action:**
Hire a Director of Marketing and Communications.