

Northeastern IPM Center Strategic Plan

(Revised 2017)

Mission

The Northeastern IPM Center fosters the development and adoption of integrated pest management, a science-based approach to dealing with pests that result in economic, environmental, and human health benefits. We engage stakeholders in agricultural, urban, and rural settings to work with us in identifying and addressing regional priorities in research, education, and outreach.

Vision

We are committed to improving quality of life: healthy people, functioning ecosystems, and sustainable communities through integrated pest management.

Goals & Objectives

Goal 1. Engage stakeholders in teaching them how they can benefit from IPM research, education, and outreach.

- 1.A. Develop and pursue IPM priorities critical to supporting properly functioning social, economic, and environmental systems in the Northeastern region.
- 1.B. Evaluate the effectiveness of the Center in providing information that is accessed and used by stakeholders.
- 1.C. Communicate IPM in relation to pressing social, economic, and environmental challenges.

Goal 2. Secure funding to build/broaden IPM programs in the Northeastern region.

- 2.A. Promote Center grant-making opportunities through the five Signature Programs relevant to companies, industries, organizations, agencies, and individuals.
- 2.B. Develop relationships with organizations that share a common interest in IPM and Signature Programs.
- 2.C. Provide an active role for partner organizations in symposia, webinars, and ceremonies.

Goal 3. Train the next generation of IPM scholars, practitioners, and stakeholders.

- 3.A. Establish relationships with academia, agencies, and industry to develop internship program for students with certification from leading pest societies (WSSA, ESA, APS).
- 3.B. Provide challenging projects related to Center Signature Programs that interest and engage students in IPM.

Goal 4. Maintain vision of the NEIPMC to maximize impact.

- 4.A. Hire committed and motivated personnel with strengths that contribute to the mission of the Center.
- 4.B. Develop diverse advisory groups that engage and challenge NEIPMC leadership.
- 4.C. Require working groups to update the Center on current and upcoming issues related to IPM.
- 4.D. Collaborate with other Regional IPM Centers on key projects.

Details on Measurable Objectives

Goal 1. Engage stakeholders in teaching them how they can benefit from IPM research, education, and outreach

- A. Develop and pursue IPM priorities critical to supporting properly functioning social, economic, and environmental systems in the Northeastern region.

Strategy	Who	When	Steps/Comments
1) Discuss issues of importance in NE, set priorities, plan how to address issues.	Director and staff	Ongoing	Hold workshops, webinars, conferences, form/fund working group.
2) Develop/manage Signature Programs that encompass Center work and address issues locally, regionally, and nationally.	Director and staff	Ongoing	IPM and Organic Systems, Climate Change and Pests, Next Generation Education, Rural to Urban IPM, Advanced Production Systems.

- B. Evaluate the effectiveness of the Center in providing information that is accessed and used by stakeholders.

Strategy	Who	When	Steps/Comments
1) Develop a standard set of evaluation criteria across all disciplines for all projects.	Evaluation Specialist	2017	Categorize projects into Signature Programs.
2) Create process for measuring change in perception and action for all projects (e.g., adoption of IPM).	Evaluation Specialist	2017	Develop method for measuring process.
3) Determine methods to gather economic and sociological inputs from Center grants.	Evaluation Specialist	2017	Categorize grants into Signature Programs; association analysis.

4) Perform social network analysis before and after formation of a working group (e.g., deeper connections, gaps in connections).	Evaluation Specialist	Ongoing	Data impacts on target audience; describe analysis on website.
5) Determine how others in IPM are measuring and reporting impacts.	Evaluation Specialist	Ongoing	Review literature and network w/ colleagues.
6) Identify audiences needing IPM expertise.	Evaluation Specialist	Ongoing	Survey participants at conferences relating to each Signature Program.
8) Serve as repository of information on IPM.	Web Manager & Communication Specialist	Ongoing	Maintain databases; track usage; stay up on emerging trends.

C. Communicate IPM in relation to pressing social, economical, and environmental challenges.

Strategy	Who	When	Steps/Comments
1) Identify and support a subset of the communications listserv who can promote Center messages.	Communication Specialist	Ongoing	Promote more broadly to build support.
2) Identify stakeholder needs, opportunities, strengths, networks, and willingness to be a resource.	Grants and Partnership Coordinator	Ongoing	Survey advisory members, PDs, and key partners.
3) Link media and journalists to relevant Signature Programs.	Communication Specialist	Ongoing	Promote <i>IPM Insights</i> and follow up on requests and news.
4) Find/connect with others working on IPM to build partnerships.	All Staff	Ongoing	Search news, respond to email, travel region, engage all.
5) Use print media, listservs, website to inform stakeholders.	Communication Specialist, Web Administrator	Ongoing	<i>IPM Insights</i> , initiatives, events, campaigns.

6) Use social media to share time sensitive information.	Administrative Assistant	Ongoing	Twitter, Facebook, others.
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Goal 2. Secure funding to build/broaden IPM programs in the Northeastern region

- A. Promote Center Signature Programs in five areas relevant to companies, industries, organizations, agencies, and individuals.

Strategy	Who	When	Steps/Comments
1) Maintain funding from USDA-NIFA (\$1 million/yr.).	Director	Ongoing	Report impacts, support partners and ARDP and EIP PDs (listed in acronyms page).
2) Use Partnership Grants Program to increase populations developing and implementing IPM.	Director	Ongoing	Relate impacts in each Signature Program.
3) Apply for grants through other agencies (e.g., HUD, SCRI, DOE, NSF, CDC).	Director	Ongoing	Match RFAs to Signature Programs.

- B. Develop relationships with organizations that share a common interest in IPM and Signature Programs.

Strategy	Who	When	Steps/Comments
1) Make organizations, corporations, and businesses aware of the Center.	Director	Ongoing	Distribute brochure, meet w/ individuals.
2) Exhibit at conferences, trade shows related to each Signature Program	Evaluation Specialist	Ongoing	Engage participants through 1-2 question survey.

- C. Provide an active role for partner organizations in symposia, webinars, and ceremonies.

Strategy	Who	When	Steps/Comments
1) Provide incentive for participating in Center sponsored	Director	Ongoing	Booth, advertising

events.			
2) Invitation to contribute to Center sponsored events.	Director	Ongoing	Plenary talk, panel member, poster

Goal 3. Train the next generation of IPM scholars, practitioners, and stakeholders.

- A. Establish relationships with academia, agencies, and industry to develop educational programs for students, professionals, and practitioners.

Strategy	Who	When	Steps/Comments
1) Establish internship program for undergraduate and graduate students.	Director	Ongoing	Identify students for special projects.
2) Identify external funding to develop training programs.	Director	Ongoing	Respond to USDA, NSF, or other groups with RFAs.
3) Develop online training modules on IPM principles.	Partnership Grant PDs	Ongoing	Encourage applications to Partnership Grants Program.

- B. Provide challenging projects related to NEIPMC Signature Programs that interest and engage students in IPM.

Strategy	Who	When	Steps/Comments
1) Create real-world projects	Director	Ongoing	Read, engage, meet people
2) Allow students to identify potential issues for projects	Director	Ongoing	AFRI proposal for undergraduate training program

Goal 4. Maintain vision of the Center to maximize impact

- A. Hire committed and motivated personnel with strengths that contribute to the mission of the Center.

Strategy	Who	When	Steps/Comments
1) Conduct national searches for key positions.	Director, Staff	Ongoing	Follow Cornell University protocol
2) Write concise, clear, and exciting position descriptions for all vacancies.	Director, Staff	Ongoing	Speak with Cornell Human Resources

- B. Develop diverse advisory groups that engage and challenge Center leadership.

Strategy	Who	When	Steps/Comments
1) Carefully select leaders in their fields.	Director/ Steering Committee	Ongoing	Rotate membership
2) Recruit non-traditional members to diversify.	Director/ Steering Committee	Ongoing	Under represented groups
3) Call on AC members for ad hoc task forces.	Director	Irregular	Continuous communication

- C. Require working groups to update the Center on current and upcoming issues related to IPM.

Strategy	Who	When	Steps/Comments
1) Participate in meetings.	Director/Evaluation Specialist	Ongoing	Engage groups
2) Require a logic model and updates.	Director/Evaluation Specialist	Ongoing	Develop awareness of new topics.

- D. Collaborate with other Regional IPM Centers on key projects.

Strategy	Who	When	Steps/Comments
1) Participate in all meetings and calls.	Director	Ongoing	Present new ideas; provide updates
2) Plan joint conference or symposium with other Center(s).	Director	As needed	Address needs; share priorities.