

Clemson Cooperative Extension Service

COLLEGE OF AGRICULTURE, FORESTRY AND LIFE SCIENCES

Organizational Strategic Plan for 2020-2025

Introduction

Extension leadership has established a five-year planning cycle whereby organization goals, objectives and strategies are rewritten every five years and reviewed by committee every 2.5 years. This document represents the starting point for the new planning cycle and includes revisions to the material established in the previous plan covering the years 2015 - 2020. This planning approach ensures continuity of planning long-term toward achievement of organizational vision and mission and a thorough review of previous organizational goals and objectives to inform the development of new or revised plans.

Goals and objectives from the 2015-2020 Clemson Cooperative Extension Strategic Plan with action items still to be completed or that will be ongoing through 2020, have been included in the new strategic plan. Some goals and objectives have been revised or added to reflect new opportunities and emerging needs of the organization.

Moving forward, the five-year planning cycle calls for consistent external stakeholder input through the implementation of various needs assessment methods as outlined in the planning matrix below. The proposed cycle ensures regular community input into mid-cycle revisions and the development of new strategic plans. The cycle also allows for addition and modification of medium-range initiatives in the face of changes that impact Extension priorities at a state and local level.

Appreciation is expressed to the following members of the Strategic Plan Committee for their work associated with current plan revisions:

- Chairman:** Dr. Matt Burns
- Co-Chairman:** Dr. Kathy Coleman
- Facilitator:** Kathy Woodard
- Millie Davenport
- George Dickert
- Dr. Susan Guynn
- Michael McManus
- Dr. Nathan Smith
- Amber Starnes
- Dr. Ron Thomas
- Cory Tanner: Advisor
- Blake Lanford: Advisor

Extension Planning and Needs Assessment Schedule 2020 - 2030	2020 Plan Horizon 2025						2025 Plan Horizon 2030					
	Strategic Plan Rewrite	Progress Report	Progress Report	Progress Report	Review / Initiate Rewrite	Strategic Plan Rewrite	Progress Report	Progress Report	Progress Report	Review / Initiate Rewrite	Strategic Plan Rewrite	
Assessment Methods	YR 2020	YR 2021	YR 2022	Review / Revise Strategic Plan - 2.5 years			YR 2023	YR 2024	YR 2025	Review / Revise Strategic Plan - 2.5 years		
Advisory Council Input (46 Counties)				Initiate Rewrite of Plan						Review / Revise Strategic Plan - 2.5 years		
Community Survey (Statewide)												
(5) Focus Groups A (Industry Groups)												
(5) Focus Groups B (Partner NGOs)												
(5) Community Forums												
Interviews A (Public Officials)												
Interviews B (Government Staff)												
Update Secondary Data												

This matrix assumes that each 5-year Strategic Plan is rewritten every 5 years and revised every 2.5 years

Vision

Clemson Extension will be the trusted source of unbiased research-based information relating to agriculture, community, environment, food, health, and youth in South Carolina.

Mission

We improve the economy, environment, and well-being of South Carolinians through the delivery of unbiased research-based information and education.

2020-2025 Organizational Goals

Clemson Cooperative Extension Organizational Goals align with the Mission and Vision of Extension and are primarily accomplished through the planning, and work of Extension program teams.

1. Improve agricultural systems in South Carolina by providing educational programs and technical assistance to individuals employed in or supporting the agricultural industry.
2. Improve the health and well-being of families and communities in South Carolina.
3. Improve stewardship of natural resources and the environment.
4. Educate and provide technical assistance to individuals, businesses and communities on food safety, food quality, and food manufacturing.
5. Develop citizenship, leadership and life skills of youth through delivery of agriculture, food, natural resources, and STEAM educational programs.
6. Promote professional growth and development of personnel.

Each of these organizational goals are accomplished through goals, objectives, strategies, and actions outlined by the program teams below.

Program Teams

4H Development – The 4-H Youth Development program empowers youth to become healthy, productive, and contributing members of society.

Agribusiness – The Agribusiness program provides information and education on the use of business and economic principles for making decisions involving agriculture, natural resources and communities.

Agricultural Education – The Agricultural Education program provides educational programs for both youth and adults in agriculture, food and natural resources

Agronomy – The Agronomy program provides information on crop production that enables row crop producers to improve the sustainability of their operations.

Food Systems and Safety – The Food Systems and Safety program team provides educational information related to food systems (processing, packaging, distribution, and consumption of food) and food safety for the food industry and consumers.

Forestry and Wildlife Resources – The Forestry and Wildlife Resources program provides information to improve the quality and economic potential of land, timber, wildlife and other natural resource pursuits.

Horticulture – The Horticulture program provides educational resources to improve the horticulture industry, communities and quality of life for consumers.

Livestock and Forages – The Livestock and Forages program provides educational resources and programming to educate animal agriculture and forage producers.

Rural Health and Nutrition – The Rural Health and Nutrition (RHN) program focuses on health and nutrition, including topics related to nutrition, physical activity, and stress management for disease prevention, disease self-management, and overall quality of life through wellness.

Water Resources – The Water Resources program utilizes the expertise of faculty, agents and staff in providing information that affects the availability and quality of water resources.

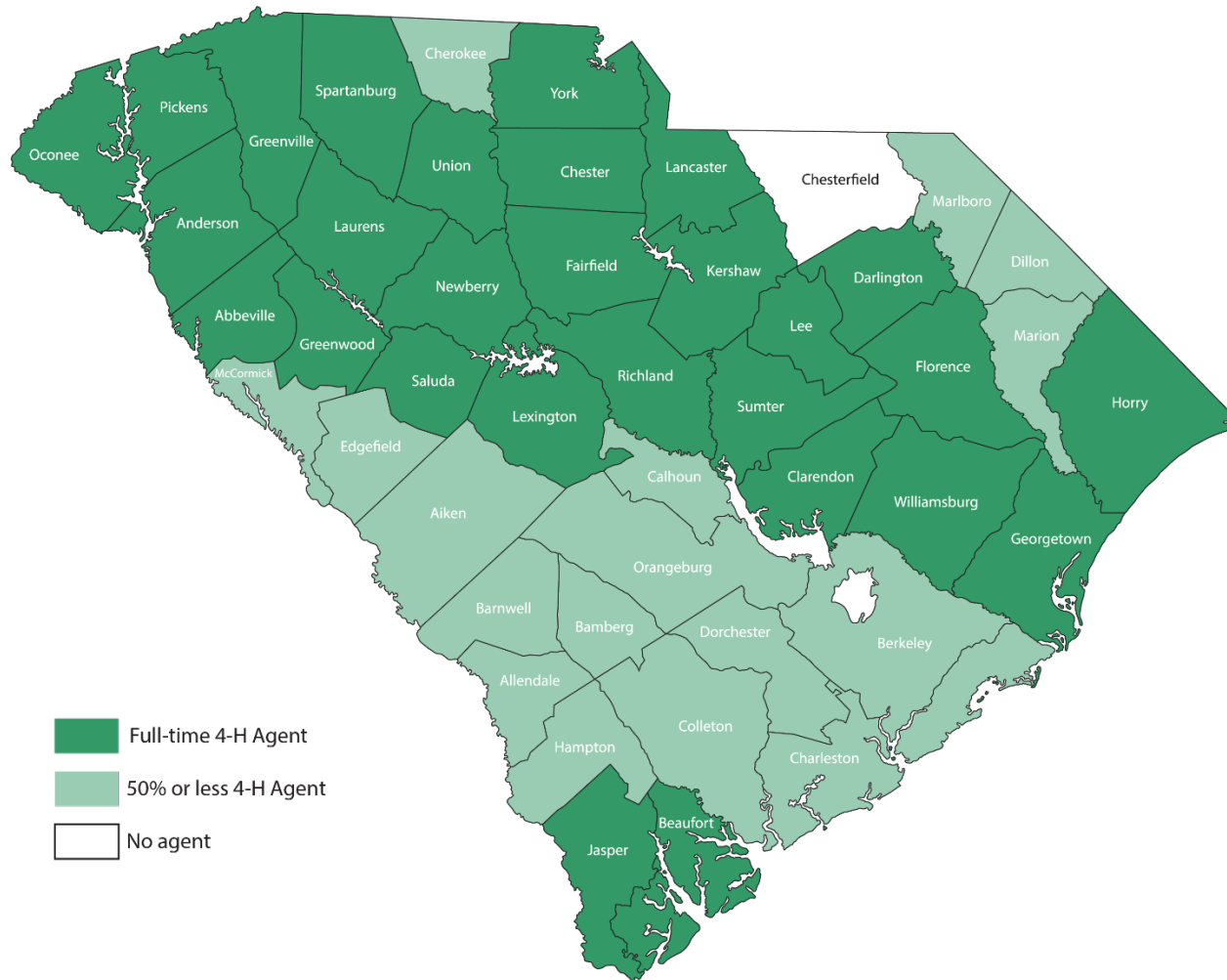
Extension Planning and Needs Assessment Schedule 2020 - 2030	2020 Plan Horizon 2025						2025 Plan Horizon 2030					
	Strategic Plan Rewrite	Progress Report	Progress Report	Review / Initiate Rewrite	Progress Report	Strategic Plan Rewrite	Progress Report	Progress Report	Review / Initiate Rewrite	Progress Report	Strategic Plan Rewrite	
Assessment Methods	YR 2020	YR 2021	YR 2022	YR 2023	YR 2024	YR 2025	YR 2026	YR 2027	YR 2028	YR 2029	YR 2030	
Advisory Council Input (46 Counties)												
Community Survey (Statewide)												
(5) Focus Groups A (Industry Groups)												
(5) Focus Groups B (Partner NGOs)												
(5) Community Forum/s												
Interviews A (Public Officials)												
Interviews B (Government Staff)												
Update Secondary Data												

This matrix assumes that each 5-year Strategic Plan is rewritten every 5 years and revised every 2.5 years

Metrics, Timelines and Coverage Maps of Program Teams

Maps are current as of May, 2019

4-H Youth Development



4H YOUTH DEVELOPMENT - The 4-H Youth Development program empowers youth to become healthy, productive, and contributing members of society.

Goal 1: Prepare youth to be responsible citizens and productive members of society

Objective (a)	Strategies/Actions	Metric of Success	Timeline
Increase participation and retention in 4-H programs across all delivery modes	1. Conduct bi annual needs assessments to determine current program interests to capitalize on needs and opportunities.	Needs assessments conducted	2019 and 2021
	2. Collaborate with both internal and external agencies and organizations to leverage resources, create new partners, build audiences and maximize potential impact.	Create three new collaborations each year	Annually
	3. Identify and provide incentives, credits and benefits for participation and commitment to the 4-H program.	Ability to offer incentives at county and state level	Annually
Objective (b)	Strategies/Actions	Metric of Success	Timeline
Utilize the most effective tools/methods of marketing	1. Develop evaluation measures (such as focus groups) to determine effective means to marketing to capitalize on needs and opportunities.	Focus Groups were conducted	2020
	2. Develop partnerships with both internal and external agencies and organizations to promote 4-H programming.	Partnerships were developed for marketing 4-H	Annually
	3. Utilize stakeholders to promote 4-H programming.	Stakeholders are promoting 4-H	Annually
Objective (c)	Strategies/Actions	Metric of Success	Timeline
Gain State and National recognition for our model programs	1. Using best practices and standardized guidelines, develop exemplary research-based programs throughout the state.	Develop 1 program per year	Annually
	2. Train educators (Extension personnel and volunteers) on program implementation.	One training offered per year (per program)	Annually
	3. Present programs on a regional and national level, publish in journals and/or represent SC 4-H at national events through presentations.	South Carolina 4-H has 5 regional and national presentations a year	Annually

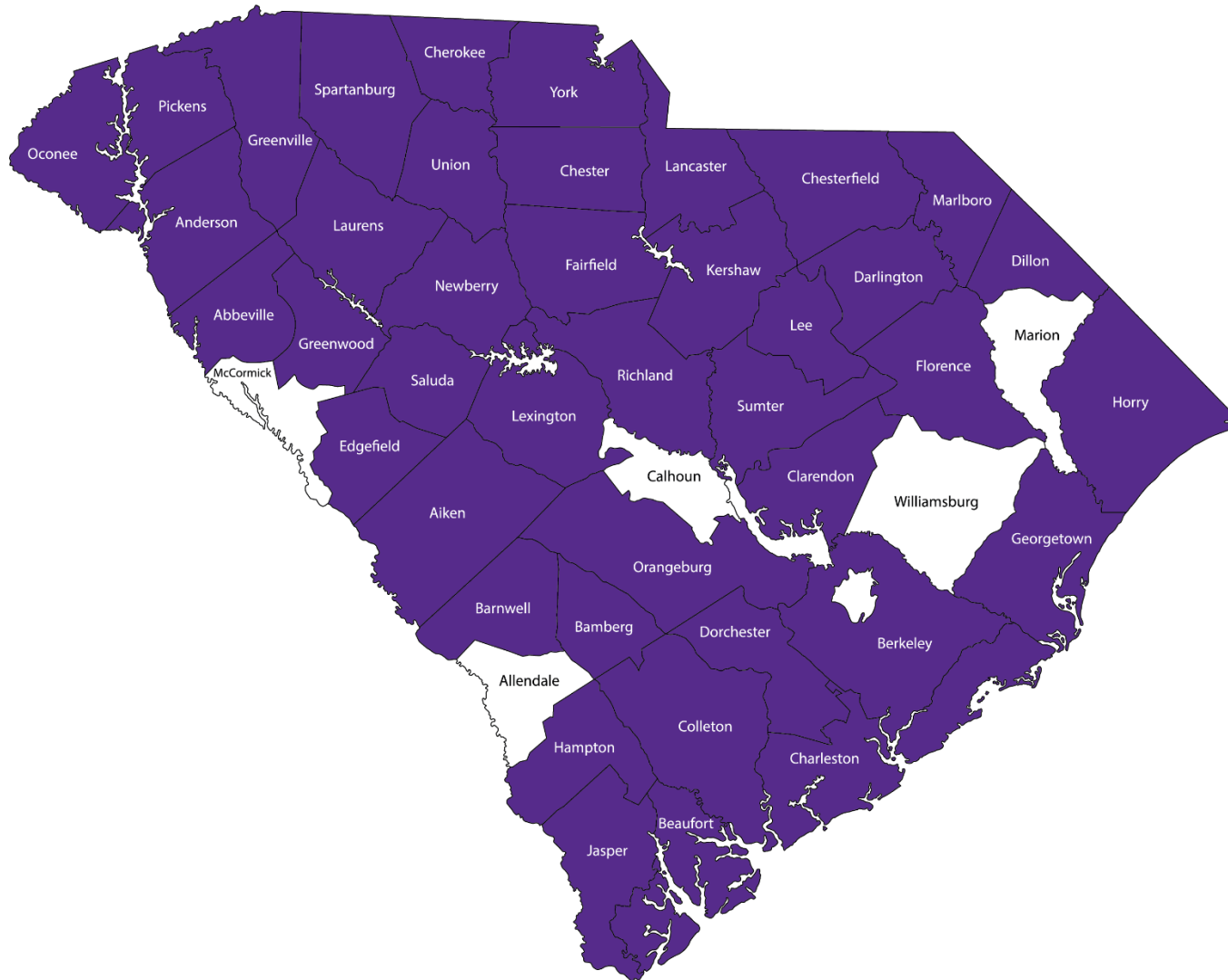
Goal 2: Identify, develop and conduct high priority youth programs that address economic, social, health and environmental issues

Objective (a)	Strategies/Actions	Metric of Success	Timeline
Standardization of curricula	1. Hire State Staff in program areas to give leadership to the 6 program areas to include natural resources, science, healthy lifestyles, livestock and	Hiring of State Staff	Staff hired as funds allow

	agriculture, horse and leadership, citizenship and personal development.		
	2. State Staff will develop curriculum for agents and volunteers based on as outlined in Goal 1 Objective A.	Curriculum is developed based on needs assessments	Annually
	3. Identify and/or update resources (curriculum, publications, brochures, fact sheets, etc.), as well as new methods of delivery.	Increase in funds and resources for various program areas	Annually
Objective (b)	Strategies/Actions	Metric of Success	Timeline
Address high priority issues for South Carolina	1. Utilize current curricula and 4-H programs to target priority issues (as identified under Goal 1 Objective A).	Programs align with needs assessments	2019
	2. Identify and collaborate with entities and agencies to implement age appropriate programs.	Development or adaption of age appropriate materials	Annually
	3. Develop and utilize youth leaders (county, regional and state).	Increase in youth in leadership roles	Annually
	4. Continue to produce an Annual Report featuring data from program evaluations to demonstrate how 4-H has addressed priority issues.	Production of Annual Report	Annually
Objective (c)	Strategies	Metric of Success	Timeline
Increase diversity demographics, specifically those related to Hispanic/Latino ethnicities.	1. Hire staff to address language, social and economic barriers.	Hiring of Staff	Staff hired as funds allow
	2. Conduct a focus group to gain an understanding of underrepresented populations and needs.	Conducting of Focus Group	2020
	3. Use soft-skills programs to reach diverse youth audiences.	Development or adoption of the soft-skills program	2020
Goal 3: Promote staff development and growth.			
Objective (a)	Strategies	Metric of Success	Timeline
To develop a high quality 4-H staff through the hiring, mentoring and continued professional development	1. To develop a high quality 4-H staff through the hiring, mentoring and continued professional development.	Conducting New Agent Training and Team Meetings	Annually
	2. Encourage and support different opportunities for Professionals Development, financially as allowed	Staff attending a variety of professional development opportunities	Annually
Objective (b)	Strategies	Metric of Success	Timeline
To Provide high quality on-going volunteer training	1. Develop a streamlined Volunteer Management Program to include online and in-person trainings for teen and adult volunteers.	On-Line and In-Person Training developed	2020
	2. Utilize a volunteer recognition program	Volunteer Recognition Program conducted	Annually

Objective (c)	Strategies	Metric of Success	Timeline
Develop Internal and External Collaborations with 4-H	Promote collaboration with other Program Teams to offer 4-H through all program teams	Having 4-H a part of all program teams	2021

Agricultural Education



AGRICULTURAL EDUCATION - The Agricultural Education program provides educational programs for both youth and adults in Agriculture, Food and Natural Resources.

Goal 1: Make a positive difference in the lives of students by developing their potential for premier leadership, personal growth and career success through Agricultural Education.

Objective (a)	Strategies	Metric of Success	Timeline
Support local high school and middle school Agricultural Education programs	1. Annually visit every new Agricultural Education program	100% of newly hired teachers receive one visit each year by a member of the Ag Ed Program Team.	June annually
	2. Annual visit a minimum of 50% of all Agricultural Education programs to provide assistance.	At least 50% of all Ag Ed programs across the state receive a visit from a member of the Ag Ed program team each year.	June annually
	3. Update monthly, the educational material posted on the Agricultural Education website	The website is reviewed monthly to ensure all material is up-to-date.	Monthly
Objective (b)	Strategies	Metric of Success	Timeline
Utilize FFA Career Development Events as Educational Opportunities	1. Conduct Career Development Events in, all areas recognized by the SC FFA Association.	100% of all FFA Career Development Events recognized by SC are conducted	June annually
	2. Provide a minimum of 3 teacher in-service on FFA CDE's.	3 Teacher in-service programs on FFA CDE's are held annually	August annually
	3. Provide training resources on all SC FFA CDE's	Each FFA CDE recognized in SC has at least one training resource available for all teachers	September 2020
Objective (c)	Strategies	Metric of Success	Timeline
Utilize Supervised Agricultural Experiences to properly prepare students for career success.	1. Evaluate teachers to ensure that 100% of students in Agricultural Education conduct SAE's.	Annual reports, submitted by teachers, indicate that 100% of students have SAE's.	August annually
	2. Provide a minimum of 2 teacher in-services per year, on SAE's and recordkeeping.	2 teacher in-service programs on SAE's are held annually	July annually
	3. Ensure an online recordkeeping system is available for all students	All teachers have access to purchase an online recordkeeping system for all students.	August annually
	4. Encourage teachers to utilize SAE's as Work based Learning through in-service and school visits.	100% of Ag teachers in SC are informed of the usage of SAE's for WBL	August 2020
	5. Increase, the number of students submitting Proficiency Awards.	Increase proficiency award applications by 15% annually	June 2024

Goal 2: Provide education to the agricultural community by offering adult education through the SC Farmer and Agribusiness Association.

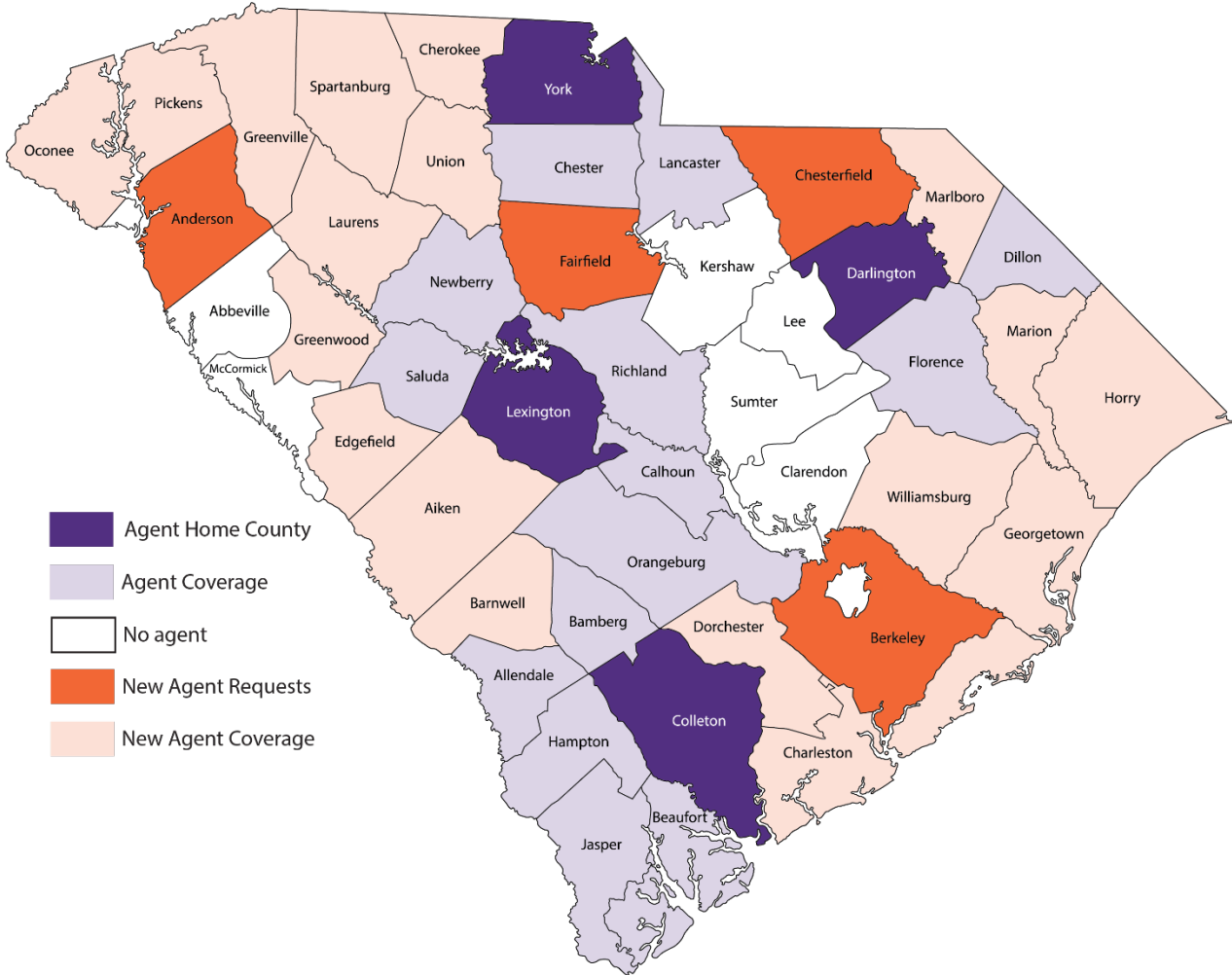
Objective (a)	Strategies	Metric of Success	Timeline
Provide education resources to teachers to conduct educational programs.	1. Maintain a speaker's bureau on the Agricultural Education Program Team website.	A minimum of 12 speakers is listed on the Ag Ed Program Team Website, with contact information	August 2020
	2. Provide a minimum of 1 teacher in-service per year, on teaching adults in the community.	1 in-service held annually on teaching adults	August annually
	3. Provide teachers a guide on developing and maintaining a Farmer and Agribusiness chapter	A Teachers guide on developing a Farmer and Agribusiness Chapter is posted on the Ag Ed Program Team website.	August 2020

Objective (b)	Strategies	Metric of Success	Timeline
Develop partnerships to promote educational opportunities through the Farmer and Agribusiness Association.	1. Work with Clemson Extension more closely, by ensuring all county agents are involved in local Farmer and Agribusiness Chapters.	All counties with Farmer and Agribusiness Chapters are working with a Clemson Extension Agent	July 2021
	2. Identify and cooperate with a minimum of 2 groups, in addition to Extension, to provide educational programs	Collaborate with a minimum of 2 groups, outside of extension, to provide educational programs for adults through Ag Ed programs, annually	Completed by July annually.
Objective (c)	Strategies	Metric of Success	Timeline
Ensure that all Agriculture Teachers on extended contracts, in South Carolina, are conducting an adult education / Farmer program	1. Verify that all teachers receiving extended contracts funds, are conducting adult education	100% of teachers receiving funds for extended contracts have an adult education program	August annually
	2. Assist in training future teachers in adult education by addressing the Clemson University Adult Education class at least once annually.	Address the adult education class through the Agricultural Education program at Clemson University, at least once annually.	By May annually
	3. Visit at least 10 adult education programs, conducting by Agriculture teachers, per year.	10 Adult education programs in SC conducted by Agriculture Teachers, are visited by Ag Ed Program Team Staff, annually.	By July annually
Goal 3: Support formal program of study for Agricultural Education			
Objective (a)	Strategies	Metric of Success	Timeline
Provide the state curriculum for Agriculture Education	1. Revise all agricultural education curriculum, every 5 years.	All Agricultural Education curriculum reviewed and revised, as needed, every 5 years.	August 2024
	2. Review all Agriculture, Food and Natural Resources pathways annually to determine relevance and rigor.	All pathways are reviewed and revised, as needed annually	July annually
Objective (b)	Strategies	Metric of Success	Timeline
Outline program equipment needs	1. Review and revise all equipment list, every 5 years.	All Agricultural Education equipment list reviewed and revised, as needed, every 5 years.	August 2024
Objective (c)	Strategies	Metric of Success	Timeline
Assess student achievement	1. Provide an annual assessment to all program completers in South Carolina.	A student assessment is administered annually to all pathway completers	June annually
	2. Review and revise all assessments annually to ensure effectiveness	All Agricultural Education student assessments are reviewed and revised, as needed annually	November annually
	3. Establish assessment pass / fail level to measure effectiveness of teaching	All agricultural education student assessments will have a pass / fail measure annually	May annually
Objective (d)	Strategies	Metric of Success	Timeline
Assess agricultural education programs in South Carolina	1. Assess all agricultural education programs every five years.	100% of Agricultural Education programs in SC will have a formal review once every 5 years	June 2024
	2. Set criteria for Agriculture Teachers to receive extended contracts	Review applications for funds annually, and revise as needed	April annually
	3. Review and evaluate all annual reports of activities submitted by Agriculture Teachers on extended contracts to determine if funding is to be granted.	Review applications for funds annual reports annually, and revise as needed	April annually

Goal 4: Develop and Grow the Agricultural Education program in South Carolina

Objective (a)	Strategies	Metric of Success	Timeline
Recruit and retain qualified agriculture teachers	1. Work with the South Carolina agriculture teachers, to identify 25 students per year, who wish to become agriculture teachers.	Identify 25 students annually who have interest in becoming an Agriculture Teacher, through the SCAAE TAGEd program	June annually
	2. Meet with Clemson University Agricultural Education faculty, at least twice a year to discuss meeting agriculture teacher demand.	Request a meeting with the Ag Ed Faculty at Clemson University at least twice annually to discuss meeting teacher demand.	August annually
	3. Host a conference for new agriculture teachers, annually, to promote teacher retention.		
Objective (b)	Strategies	Metric of Success	Timeline
Establish new agricultural education programs	1. Meet with 4 schools / school districts, annually, to discuss adding an agricultural education program	Ag Ed Program Team members meet with 4 schools annually about establishing an Agricultural Education program.	July annually
	2. Develop promotional material to promote the agricultural education program	Develop at least one type of promotional material (brochure, flyer, magazine), to be used by Ag Ed Program Team members to promote the establishment of an Agricultural Education program	August 2020

Agribusiness



AGRIBUSINESS - The Agribusiness program provides information and education on the use of business and economic principles for making decisions involving agriculture, natural resources and communities.

Goal 1: Provide targeted educational programming and technical assistance related to agribusiness.

Objective (a)	Strategies/Actions	Metric of Success	Timeline
Provide agribusiness managers with education and tools to make better decisions at the firm level	<ol style="list-style-type: none"> 1. Develop education programs and tools to enhance business management skills of current agribusiness operators. May include any of the five functions of management: planning, organizing, staffing, coordinating and controlling. 2. Provide whole farm planning assistance to current agribusinesses in South Carolina. May also include providing expertise on new business ventures, value-added processing, business transitions, and exiting the business. 3. Develop and provide expertise and programming infrastructure to support agribusiness transitions 		
Objective (b)	Strategies/Actions	Metric of Success	Timeline
Provide information and education programs that address high-priority business and public policy issues.	<ol style="list-style-type: none"> 1. Develop and disseminate a quarterly newsletter that provides timely information for South Carolina agribusiness 2. Develop information and education on the alternatives and consequences of public policy issues 3. Offer timely educational programs and information to agribusiness stakeholders affected by new policies and regulation via group workshops, one-on-one consultations and publications 		
Objective (c)	Strategies/Actions	Metric of Success	Timeline
Collaborate with program teams and agricultural industry organizations to identify and address issues.	<ol style="list-style-type: none"> 1. Collaborate with program teams to assess and evaluate South Carolina agribusiness needs through joint team meetings, surveys and projects 2. Form an advisory group for the Agribusiness program team to assist in the prioritization of important issues 3. Participate in ad-hoc teams to create educational resources and address timely topics within the Extension system (Clemson and other land grant colleges) and other agribusiness partners such as agriculture agencies, agricultural lenders, crop insurance providers and non-profit agribusiness organizations. 		

Goal 2: Promote the development of economically viable local and regional food systems.

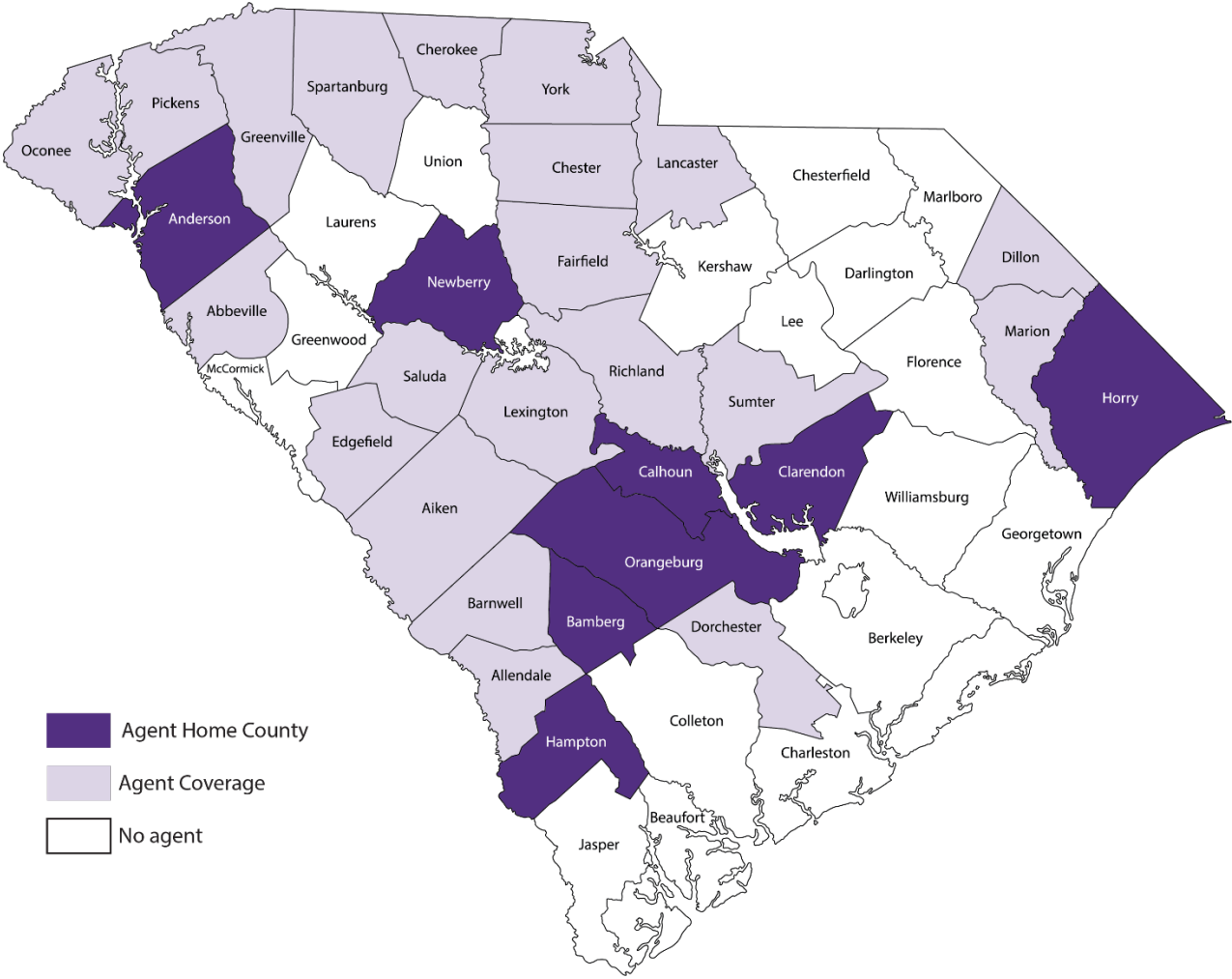
Objective (a)	Strategies/Actions	Metric of Success	Timeline
Provide information and education programs focused on local food enterprise development.	<ol style="list-style-type: none"> 1. Develop and deliver education programs and information targeting emerging farmers and agricultural/food entrepreneurs locally and statewide 2. Develop educational programs for farm and community-based groups and individuals interested in agritourism initiatives as rural development models. 3. Develop and deliver a local food systems online training. 		
Objective (b)	Strategies/Actions	Metric of Success	Timeline
Educate communities and policymakers on the development of economically viable local food systems	<ol style="list-style-type: none"> 1. Provide organizational and leadership development education for local and regional food systems organizations 2. Assist in infrastructure development to increase the availability of local food products 3. Design and deliver educational programs for farm groups, community-based groups and individuals interested in agritourism initiatives as rural development models 		
Objective (c)	Strategies/Actions	Metric of Success	Timeline
Promote entrepreneurial and small business development.	<ol style="list-style-type: none"> 1. Support and encourage new entrants into South Carolina agribusiness through new and beginning farmer outreach and education 2. Provide business planning education and assistance to new agribusiness managers 3. Provide assistance to agritourism development in an effort to increase public awareness of agriculture and the benefits of supporting the local agriculture and food economy 		

Goal 3: Promote team development and growth.

Objective (A)	Strategies/Actions	Metric of Success	Timeline
Expand agribusiness team expertise.	<ol style="list-style-type: none"> 1. Conduct a team needs assessment 2. Develop and deliver team in-service trainings 3. Participate in professional development opportunities including professional conferences and committees 4. Increase expertise through targeted hires of additional agribusiness agents and specialists in identified gaps 		

Objective (B)	Strategies/Actions	Metric of Success	Timeline
Identify and develop standardized delivery of core programs.	<ol style="list-style-type: none"> 1. Engage in needs assessment and strategic planning efforts with agribusinesses stakeholders 2. Develop standardized curricula and tools on major programming areas 3. Cross-train internal and external agents in programming curricula and delivery 		
Objective (C)	Strategies/Actions	Metric of Success	Timeline
Promote team programs.	<ol style="list-style-type: none"> 1. Market and promote team programs, accomplishments and information through team webpage and social media 2. Develop and disseminate a quarterly newsletter that provides timely information for South Carolina agribusiness 		

Agronomy



AGRONOMY - The Agronomy program provides information on crop production that enables row crop producers to improve the sustainability of their operations.

Goal 1: Foster improvement of agronomic production systems

Objective (a)	Strategies/Actions	Metric of Success	Timeline
Promote existing and develop new research-based programming for producers related to pest pressures in South Carolina	1. Work with industry to educate producers prior to the release of new pest management technology so that they can make intelligent decisions on use or non-use of the technology.	Conduct producer meetings to educate producers on emerging pest control technologies	Annually
	2. Use field demonstrations to evaluate and promote new technologies for pest management for the agronomic community	Implement on-farm demonstrations of new pest management technologies	Annually
	3. Document and monitor new and emerging pests, pesticide resistance, and cropping technologies	Work with appropriate specialists to monitor pest populations and cropping systems	Annually
Objective (b)	Strategies/Actions	Metric of Success	Timeline
Promote existing and develop new research-based programming for producers related to agronomic practices in South Carolina	1. Work with industry to continue the advancement of the Official Variety Testing (OVT) programs	Cooperate with on-farm OVT locations and dissemination of OVT results to producers	Annually
	2. Use field demonstrations to evaluate efficiency of fertility recommendations for South Carolina	Utilize producer soil samples, fertilizer applications, and crop productivity to verify efficiency of fertility recommendations	Annually
	3. Educate producers on cropping practices and the impacts of those practices on profitable crop production	Conduct producer meetings to provide education on cropping systems and impacts on profitability	Annually
Objective (c)	Strategies/Actions	Metric of Success	Timeline
Improve utilization of mass media technology and to enhance use of available information	1. Improve delivery of diagnostic lab results to producers	Utilize e-mail and other technologies to deliver diagnostic results to producers	Annually
	2. Increase delivery of electronic media to Extension clientele	Deliver information to producers through social media and other electronic means	Annually

Goal 2: Promote environmental stewardship in programming

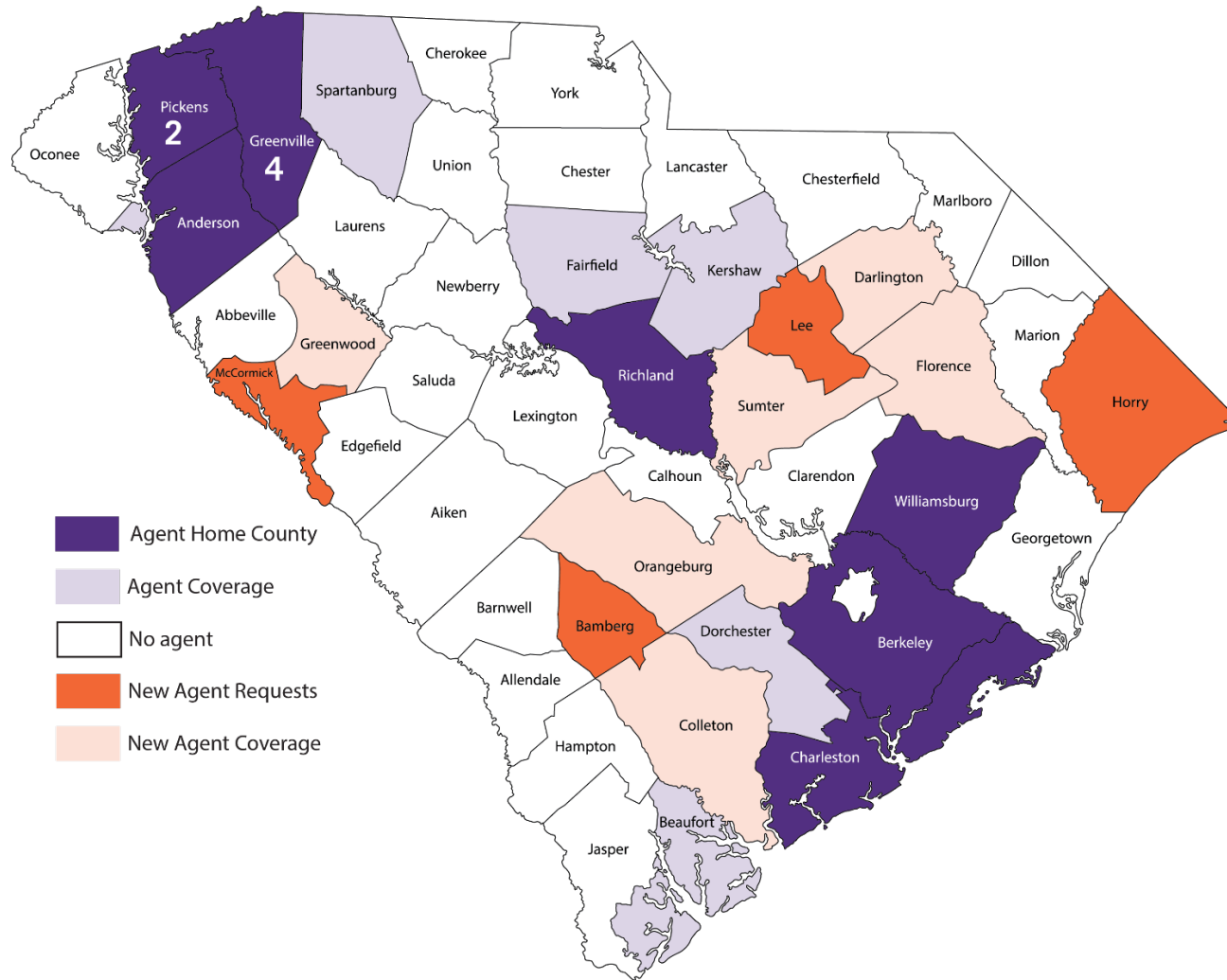
Objective (a)	Strategies/Actions	Metric of Success	Timeline
Maintain and/or improve water quality and quantity	1. Educate clientele through producer meetings to increase adoption of best management practices that improve nutrient management and irrigation efficiency	Conduct producer meetings and implement field demonstrations on nutrient management and irrigation technologies	Annually
	2. Educate clientele to increase adoption of water conservation practices	Conduct producer meetings on moisture sensor technology and precision irrigation	Annually
	3. Educate producers on methods to reduce off-target pesticide application.	Conduct pesticide applicator trainings and field days	Annually
Objective (b)	Strategies/Actions	Metric of Success	Timeline
Increase adoption of sustainable soil management practices	1. Educate growers on soil conservation practices to decrease erosion and improve soil structure (tillage)	Conduct producer meetings and implement field days that incorporate topics on conservation tillage and crop residue	Annually
	2. Educate producers on the benefits of cover crops to improve soil microbial populations	Implement and promote field days on cover crop systems	Annually

Objective (c)	Strategies/Actions	Metric of Success	Timeline
Provide unbiased information and increase public awareness of emerging environmental issues related to agriculture	1. Increase public awareness of invasive species	Serve as a resource to civic and producer groups on <u>invasive species importance and management</u>	Annually
	2. Educate growers on water conservation compliance	Conduct meetings and implement field demonstrations on water conservation compliance and irrigation management	Annually
	3. Educate the public about genetically modified organisms	Serve as a resource to civic and producer groups on <u>genetically modified organisms</u>	Annually
	4. Educate the public about safe pesticide use	Serve as a resource on safe pesticide use through meetings and applicator training	Annually

Goal 3: Provide resources for economic sustainability of agronomic production systems

Objective (A)	Strategies/Actions	Metric of Success	Timeline
Increase crop yields across South Carolina agronomic production systems.	1. Disseminate variety selection information from OVT's	Incorporate OVT data results into producer meetings and deliver results through <u>electronic media</u>	Annually
	2. Provide up-to-date information on crop production practices.	Conduct producer meetings and field days on current cropping systems	Annually
Objective (B)	Strategies/Actions	Metric of Success	Timeline
Reduce production costs associated with agronomic production systems.	1. Provide training on the 4R's (right place, right source, right time, and right rate) for fertilizer applications.	Incorporate fertility into producer meetings and field days as a component of overall crop management	Annually
	2. Provide precision ag training to Extension clientele.	Conduct precision agriculture meetings and field days in <u>cooperation with Extension Specialists</u>	Annually
	3. Promote the efficient use of equipment and practices.	Incorporate efficient equipment management and use into producer meetings in cooperation with Extension Specialists	Annually

Food Systems and Safety



FOOD SYSTEMS AND SAFETY - The Food Systems and Safety program team provides educational information related to food systems (processing, packaging, distribution, and consumption of food) and food safety for the food industry and consumers.

Goal 1: Promote, educate, and provide technical expertise on food safety, food quality, and food manufacturing to food producers and food manufacturers

Objective (a)	Strategies/Actions	Metric of Success	Timeline
Transfer science-based information to food manufacturers and retail establishments to promote the production of safe, quality, and profitable products	1. Develop, promote, and deliver quality, industry-driven certification and training programs	Hold at least 5 food safety/regulation-based trainings each year for food manufacturers and/or retail establishments to increase participants' compliance of regulations by 90%.	Annually
	2. Review/revise/generate FSS fact sheets and publications for this target audience	Review, revise or generate at least 5 publications for this target audience to increase awareness of food safety practices and regulations by 90%.	Annually
Objective (b)	Strategies/Actions	Metric of Success	Timeline
Provide technical, revenue-generating services and products to promote food manufacturers and retail food industry	1. Industry or grant-funded applied research and special projects	Food Systems and Safety specialists will conduct on least one applied research or special project related to food manufacturing or the retail food industry.	Annually
	2. Develop and grow existing and new services related to current and new food regulation	Develop, as needed, and reanalyze current services to reflect current and new food regulations.	Annually
Objective (c)	Strategies/Actions	Metric of Success	Timeline
Build partnerships and alliances	1. Promote internal and external Extension team collaboration	Each agent will work with at least 1 internal and 1 external Extension team member to provide a team related program, event or publication for this target audience.	Annually
	2. Promote FSS Extension by facilitating networking, and fostering collaborations at stakeholder, national, state, and local agency meetings	Each team member will collaborate or network with a minimum of 2 stakeholders.	Annually
	3. Promote Team collaboration with Clemson University administrators and specialists	Each agent will collaborate with at least one Clemson University administrator or specialist on a program, event or publication.	Annually

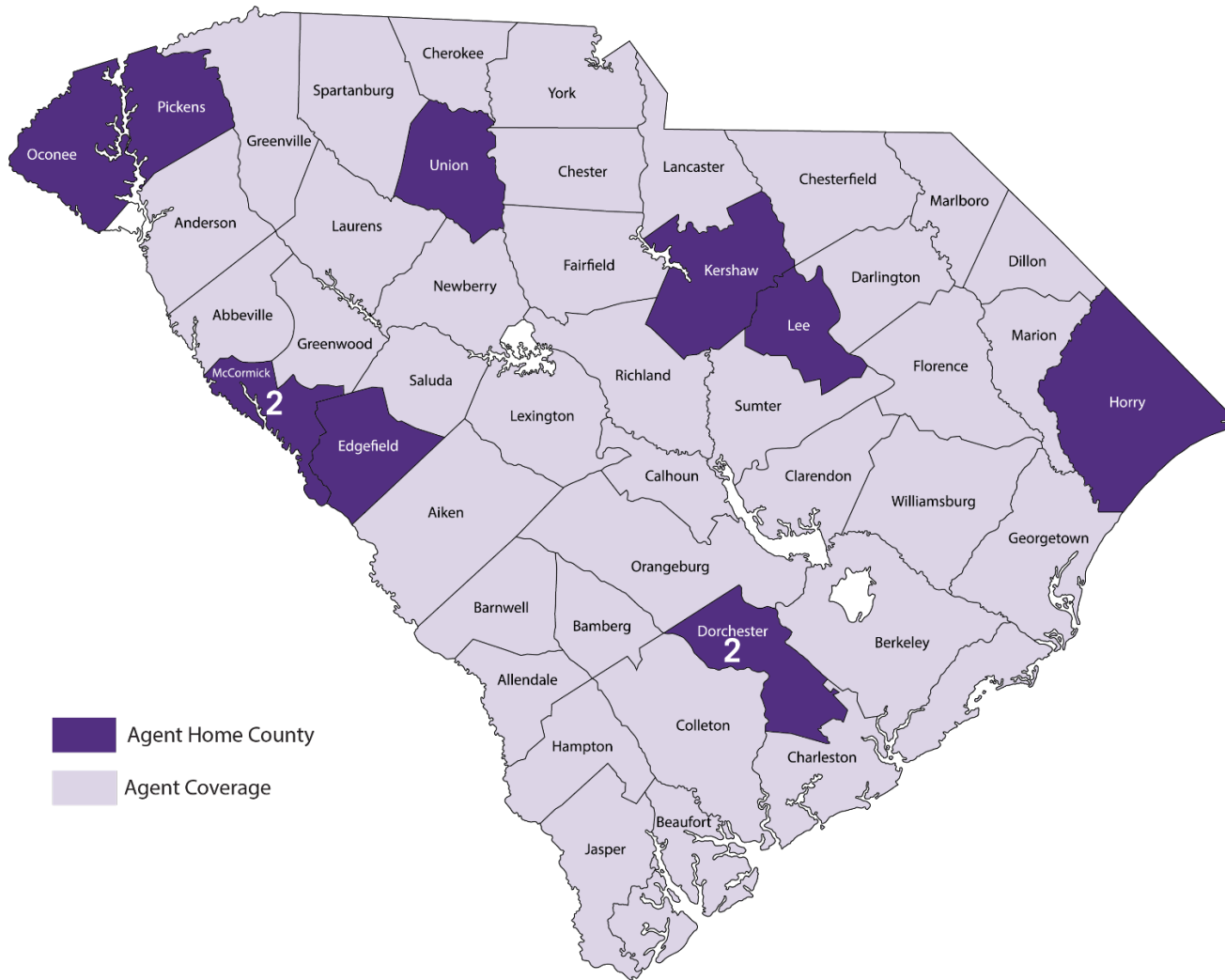
Goal 2: Promote, educate and provide science-based expertise on food safety, food preservation, and food preparation to consumers

Objective (a)	Strategies/Actions	Metric of Success	Timeline
Transfer science-based information to consumers to promote the production and consumption of safe food products	1. Develop, promote, and deliver quality FSS training programs	Each county agent will hold a minimum of 3 food safety, and 2 food preservation workshops for consumers each year. Each workshop will demonstrate that the participant's knowledge of the workshop's topic increased by at least 80%.	Annually
	2. Review/revise/generate FSS fact sheets and publications for this target audience	Review, revise or generate at least 5 publications for this target audience to increase awareness of food safety practices by 90%.	Annually
Objective (b)	Strategies/Actions	Metric of Success	Timeline
Provide science-based, revenue-generating services and programs to promote food safety to consumers	1. Consumer-trend driven and grant funded applied research and special projects	Collaborate on at least one applied research or special project related to consumer food safety.	Annually

	2. Develop and grow existing and new services related to current food systems and safety consumer needs	Develop, as needed, and reanalyze current consumer-related services and programs to reflect the current needs of consumers.	Annually
Objective (c)	Strategies	Metric of Success	Timeline
Building partnerships and alliances	1. Promote internal and external Extension team collaboration	Each agent will work with at least 1 internal and 1 external Extension team member to provide a team related program, event or publication for this target audience.	Annually
	2. Promote FSS Extension by facilitating networking, and fostering collaborations at stakeholder, national, state, and local agency meetings	Each team member will collaborate or network with a minimum of 2 stakeholders.	Annually
	3. Promote Team collaboration with Clemson University administrators and specialists	Each agent will collaborate with at least one Clemson University administrator or specialist on a program, event or publication.	Annually
Goal 3: Promote the team, staff development and growth			
Objective (a)	Strategies/Actions	Metric of Success	Timeline
Expand team and agent expertise	1. Promote topic specific training and certification for agents	Each Food Systems and Safety team member will participate in a minimum of 3 professional development opportunities each year and will be able to describe at least one topic in which new knowledge was gained.	Annually
	2. Support the expansion of the FSS team through acquisition of appropriate programming and staff	Work with Clemson University and Clemson Extension administrators to secure funding for the additional agents in the counties to improve state-wide agent coverage	Continually
	3. Support and promote the expert image of the team and team members	Each team member will present a brief professional development training for fellow team members on a food systems and safety related subject of their choice at team trainings. Team members will then utilize this subject in further programs and meetings with other stakeholder audiences.	Annually Beginning February 2020
Objective (b)	Strategies/Actions	Metric of Success	Timeline
Develop standardized delivery of core programs	1. Develop standardized curricula on major programming areas	Develop at least 1 standardized curriculum annually for food manufacturers or retail audience, and 1 standardized curriculum annually for the consumer audience	Annually
	2. Develop standardized tools/delivery kits corresponding to curricula	Curriculum development team will develop and disseminate the standardized tools and/or delivery kit needed for delivery of the curriculum.	Annually
	3. Cross-training of internal and external agents in programming curricula and delivery	Curriculum development team will lead a “train the trainer” in-service to ensure proper delivery of the curriculum to the target audience.	Annually
Objective (c)	Strategies/Actions	Metric of Success	Timeline
Market and promote team programs	1. Utilize marketing and promotion procedures outlined in the Standard Operating Procedure for administering team programs	Ensure that 100% of all marketing resources are following the Standard Operating Procedure for Administering Team Programs and Clemson Extension Branding	Continually

	2. Maintain promotional contacts and tools	Each team member will ensure that promotional contacts are maintained and programs and services are promoted through appropriate marketing venues.	Continually
	3. Deliver industry and community invited presentations and publications	Each team member will deliver a minimum of 3 invited presentations and/or written publications.	Annually

Forestry and Wildlife Resources



FORESTRY AND WILDLIFE RESOURCES

- The Forestry and Wildlife Resources program provides information to improve the quality and economic potential of land, timber, wildlife and other natural resource pursuits.

Goal 1: Maintain and strengthen natural resources education program

Objective (a)	Strategies/Actions	Metric of Success	Timeline
Develop natural resources programs to accommodate the needs of clientele.	1. Continue to offer an introductory program to educate landowners on the basics of natural resources management.	Offer 3 statewide programs annually, increase base knowledge gained by 90%	Conduct annually
	2. Create advanced level natural resources programs to complement the basic level courses.	Offer 3 statewide programs annually, increase base knowledge gained by 90%	Begin delivery in 2020-21
Objective (b)	Strategies/Actions	Metric of Success	Timeline
Develop regional tours, demonstrations, and field days.	1. Utilize research conducted on Clemson sites to provide demonstrations, tours and field days.	Establish sites on at least 2 REC's that can be utilized for Extension programs	Begin writing management plans for at least 2 RECs in 2019, begin implementing plan in 2020, host field days and tours 2021
	2. Utilize private properties to provide demonstrations, tours and field days.	Agents identify and utilize private property to host at least 3 field tours	Offer one field tour annually starting in 2019
Objective (c)	Strategies/Actions	Metric of Success	Timeline
Provide educational content on pertinent topics to youth and adults.	1. Agents will provide educational content for natural resources organizations and other entities.	Each agent will be content presenter for at least 6 presentations annually	To be conducted annually starting in 2019

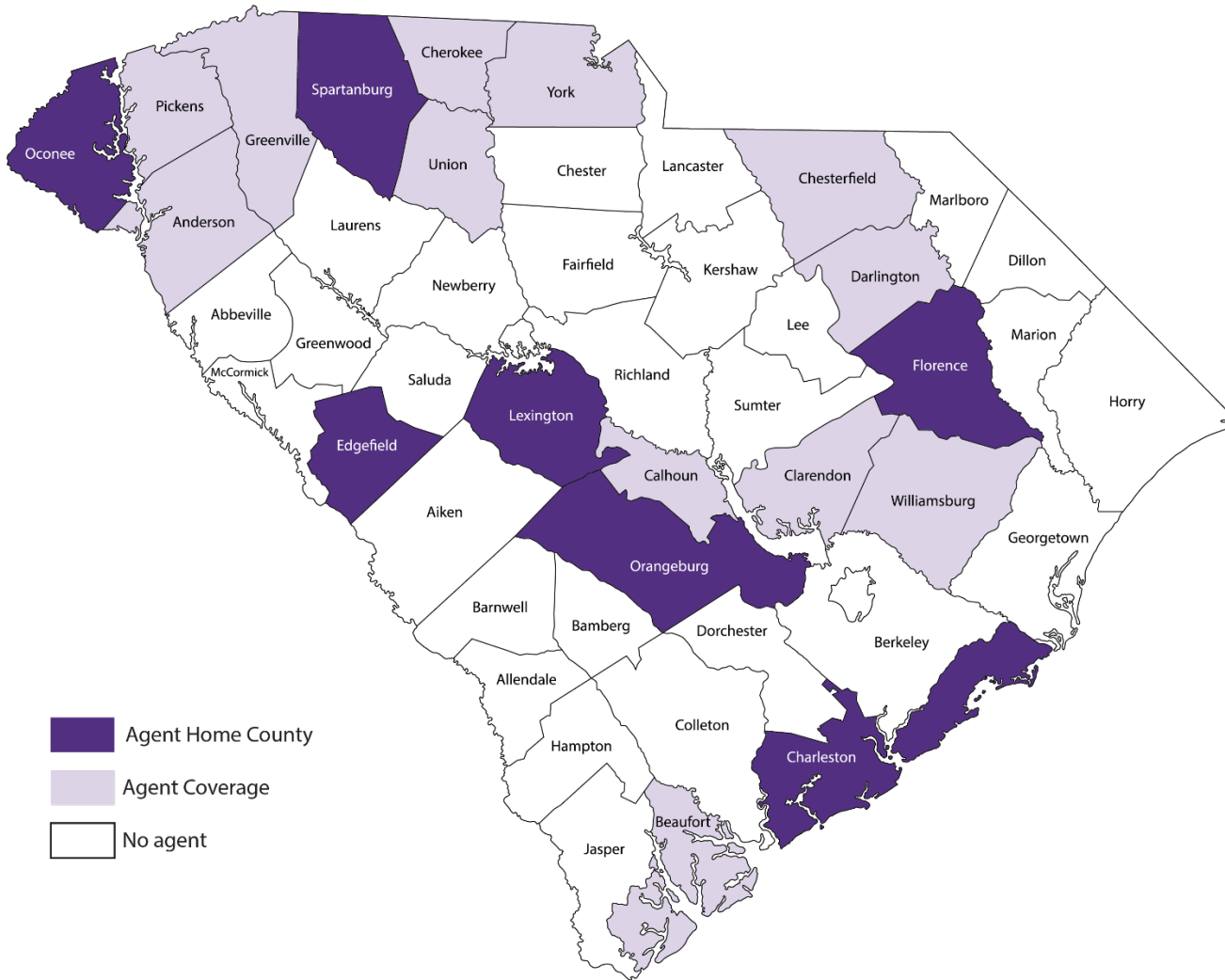
Goal 2: Create programs that are based on current research and trends in natural resources

Objective (a)	Strategies/Actions	Metric of Success	Timeline
Develop programs that focus on emerging natural resources threats.	1. Develop programs to educate natural resources professionals and land managers that focus on natural resource threats.	Forestry specialist will develop and deliver at least 2 programs annually to meet the need of the professional audience	Beginning in 2019, offer programs annually
	2. Create programs that offer continuing education credits for natural resources professionals.	Forestry specialist will develop and deliver at least 2 programs annually to meet the needs of the professional audience	Beginning in 2019, offer programs annually
Objective (b)	Strategies/Actions	Metric of Success	Timeline
Develop programs that focus on alternative delivery methods. Develop online content that can be delivered via webinars, Zoom, or hybrid.	1. Develop programs to educate natural resources professionals, land managers and landowners that focus on innovative delivery methods.	Offer at least 1 online program, show an increase in knowledge gained by 90%	Begin offering in 2021 annually
	2. Create programs that offer continuing education credits for natural resources professionals.	Offer at least 1 online program, show an increase in knowledge gained by 90%	Begin offering in 2021 annually

Goal 3: Communicate and increase awareness of Clemson Extension Natural Resource programs

Objective (a)	Strategies/Actions	Metric of Success	Timeline
Increase technological presence.	1. Develop videos to support natural resources management.	Develop at least 1 video annually that will be placed on the FNR video webpages	Begin video production in 2020
	2. Maintain interaction through the team social sites.	Update FNR social media sites on a weekly basis, measure reach through these sites	Continuous
	3. Update natural resources education publications page.	Write and/or revise 4 fact sheets / publications	Annually beginning in 2020
Objective (b)	Strategies/Actions	Metric of Success	Timeline
Increase local program marketing.	1. Utilize local media outlets to publicize programs and events.	Work with the Extension media team to write an article that highlights at least 2 FNR programs	Annually
	2. Develop partnerships with local entities.	Each agent will engage local partners and utilize those partnerships to help develop programs	Continuously
	3. Maintain a direct relationship with local clientele.	Each agent will establish and maintain an advisory board for their program development	Continuously
Objective (c)	Strategies/Actions	Metric of Success	Timeline
Increase Extension information through newsletters	1. Create and publish a quarterly newsletter	Publish at least 2 newsletters on an annual basis	Produce annually beginning in 2019

Horticulture



HORTICULTURE - The Horticulture program provides educational resources to improve the horticulture industry, communities and quality of life for consumers.

Goal 1: Improve environmental stewardship by educating clientele on effective best management practices

Objective (a)	Strategies/Actions	Metric of Success	Timeline
Increase the knowledge and adoption of commercial ornamental horticultural and pest management practices that protect the environment.	1. Deliver programs and ‘hands-on’ workshops that result in improved environmental outcomes. Use pre- and post-training evaluations to assess knowledge gained and follow-up evaluations to determine adoption levels.	Deliver 10 or more programs and train 250 commercial ornamental clients annually. Increase knowledge gained and adoption levels by 10%.	Annually
	2. Develop a statewide online training certification course for SC landscape workers.	Complete development of the online training.	2019
	3. Offer the online training at least once annually and certify 25 or more landscape workers per year. Use pre- and post-training evaluations to assess knowledge gained and follow-up evaluations with participants and their employers to determine adoption levels and impact.	Online training is delivered once per year and 25 or more landscape workers are certified.	Annually
Objective (b)	Strategies/Actions	Metric of Success	Timeline
Increase the sustainability of local food systems of any scale, including organic and conventional producers.	1. Develop and deliver interdisciplinary programs, workshops, field days, etc. on current and relevant environmental concerns facing fruit and vegetable producers. Use pre- and post-training evaluations to assess knowledge gained and follow-up evaluations to determine adoption levels.	Deliver 10 or more programs and train 250 producers annually. Increase knowledge gained and adoption levels by 10%.	Annually
	2. Develop content and contribute to relevant publications (newsletters, journals, fact sheets, etc.) and online content designed to educate clients on positive environmental best management practices (BMPs).	Produce 10 new or revised publications, presentations, and/or videos.	Annually

Goal 2: Increase profitability and efficiency across all areas of the horticulture industry

Objective (a)	Strategies/Actions	Metric of Success	Timeline
Educate and assist commercial ornamental horticulture producers in best management practices.	1. Develop and deliver statewide and local programs that generate changes in current production methods. Use pre- and post-training evaluations to assess knowledge gained and follow-up evaluations to determine adoption levels.	Deliver 10 or more programs and train 250 producers annually. Increase knowledge gained and adoption levels by 10%.	Annually
Objective (b)	Strategies/Actions	Metric of Success	Timeline
Increase the capacity of local food systems and producers of any size, including conventional, organic, and specialty crop producers.	1. Develop and deliver statewide and local programs that generate changes in current production methods. Use pre- and post-training evaluations to assess knowledge gained and follow-up evaluations to determine adoption levels.	Deliver 10 or more programs and train 350 producers. Increase knowledge gained and adoption levels by 10%.	Annually

	2. Develop and deliver on-farm/on-site trials and demonstrations addressing topics relating to horticulture, pest management, and food safety.	Deliver at least seven (7) on-farm/on-site trials and/or demonstrations.	Annually
	3. Develop programs and partnerships to address education needs for new producers and in emerging crops, regulations, technologies, and production systems.	Deliver 5 programs and 10 speaking engagements internally or other organizations that reach 200 producers.	Annually

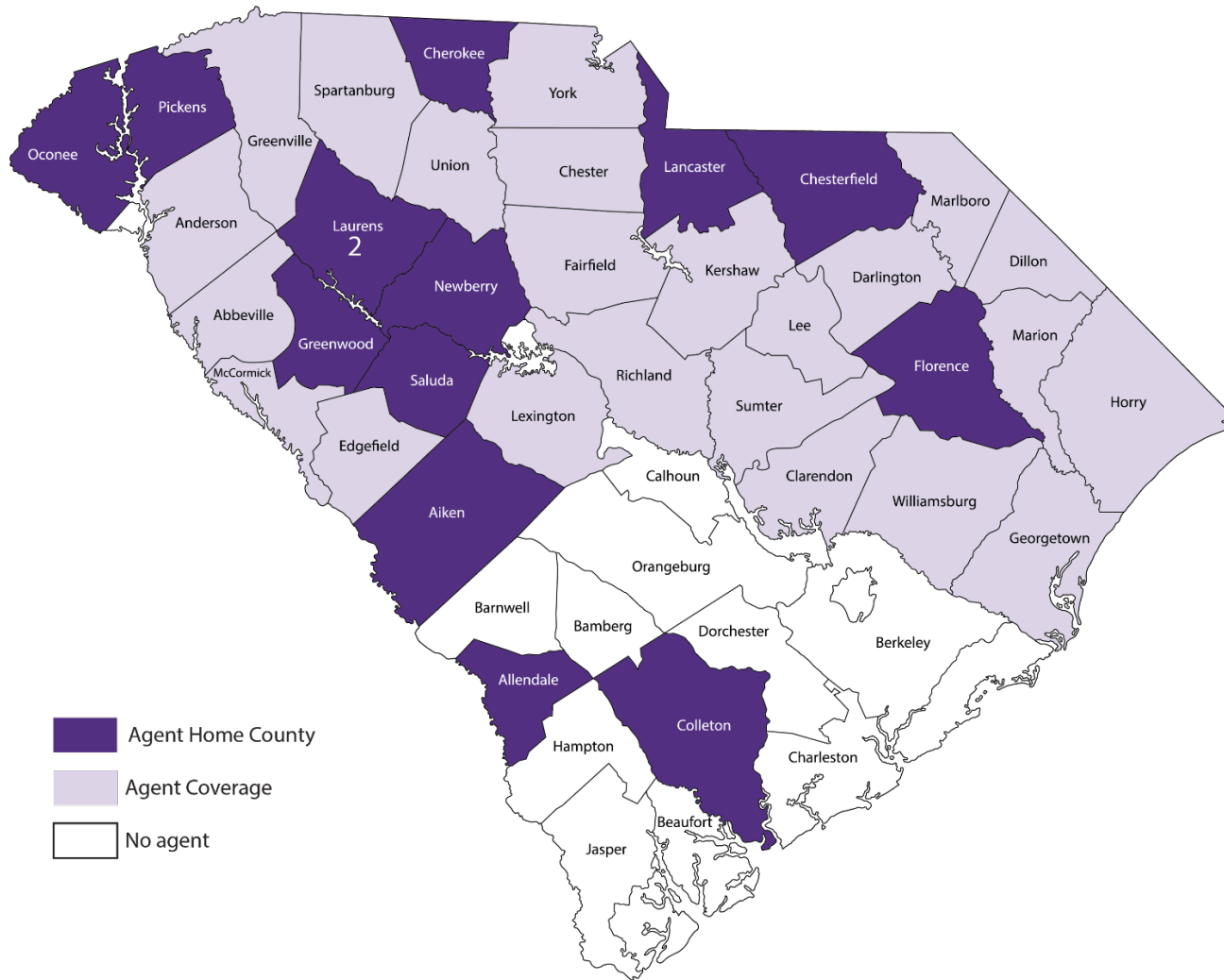
Goal 3: Meet the current and emerging needs of non-commercial horticulture clients across the state

Objective (a)	Strategies/Actions	Metric of Success	Timeline
Increase consumer knowledge and access to home horticulture/gardening information through the HGIC.	1. Increase client access to HGIC staff by upgrading phone software.	Achieve 5% increase in client contact by 2020, reaching a total of 12,200 contacts per year.	Annually
	2. Improve HGIC web presence through the new web platform, updated content, blogs, newsletters, and social media.	Achieve 40% increase in pageviews by 2020, reaching a total of 3,940,000 pageviews per year.	Annually
Objective (b)	Strategies/Actions	Metric of Success	Timeline
Ensure high-quality, consistent and standardized training for SC Master Gardener volunteers and increase volunteer impacts statewide.	1. Complete Master Gardener Manual revision.	Master Gardener manual revised and available.	Fall 2019
	2. Establish consistent training curriculum.	Provide Master Gardener Coordinators with document that outlines required versus optional chapters.	2019
	3. Increase continuing education opportunities for Master Gardeners.	3a. Create yearly calendar of continuing ed opportunities to be distributed in January and update as needed. 3b. Offer a statewide Master Gardener Conference (Fall 2019).	Annually Fall 2019
	4. Increase number of new Master Gardeners trained.	4. 10% increase in in-person training. This would equal 260 participants in in-person master gardener courses.	2019 and continuing
	5. Increase volunteer utilization to assist agents in meeting client needs.	5. 10% increase in educational volunteer service reported. This would equal 23,541 hours in 2019.	2019 and continuing
Objective (c)	Strategies/Actions	Metric of Success	Timeline
Increase the number of school gardens and utilization of gardening curricula in South Carolina's schools.	1. Train and coordinate educators, volunteers and other project leaders to serve as resource persons in garden project coordination.	Offer (1) statewide Advanced Master Gardener Training per year; Hold (2) statewide School Gardening for SC Educators Online Courses; Facilitate (2) statewide hands-on school gardening workshops per year.	Annually
	2. Develop a 'Dashboard'-type online toolkit to consolidate new and existing resources for better client access.	Complete development of online toolkit by 2020 and measure it use through page views, downloads, etc.	2020
	3. Develop new resources to address needs of school/public gardening projects.	Complete development of (1) new resource per year to address the needs of school/community gardens and publish to the online toolkit;	Annually
	4. Equip South Carolina schools/educators with the tools, materials or resources needed to grow school gardens.	Develop partnerships and grant programs to implement (25) new school gardens per year and support existing school gardens statewide.	Annually

Goal 4: Strengthen and broaden team capacities that enhance horticulture education and production.

Objective (a)	Strategies/Actions	Metric of Success	Timeline
Collaborate with program teams, university departments, and industry and community partners to develop broader horticulture education activities.	1. Execute an annual meeting of agents and specialists to develop and annual plan of work (POW) based on needs and current issues within the state.	Meet and complete team POW document prior to beginning of each calendar year.	Annually
	2. Partner with other program teams, universities, and/or industry or community partners to develop and deliver relevant in-service training.	Joint training or team meeting delivered once per year. Impact assessed through follow-up evaluations and numbers of new programs developed and partnerships created.	Annually
	3. Develop agent-to-agent collaboration and accountability systems.	Create a template for agents to report internal collaboration activities with each other and at quarterly Horticulture Team meetings.	Annually
Objective (b)	Strategies/Actions	Metric of Success	Timeline
Improve the capacity of agents to deliver high-quality programming.	1. Implement an annual request for proposals (RFP) from specialists for team and multi-disciplinary in-service trainings.	An official in-service training RFP process implemented by 2020.	2020
	2. Promote participation in professional development opportunities (conferences, trainings/workshops, webinars, etc.) that lead to increased agent knowledge and new or improved program delivery.	All agents participate in 20 hours of professional development activity annually.	Annually
	3. Promote leadership development by encouraging service on boards, associations, and committees of relevant horticulture and/or Extension groups.	Each agent will serve in at least one (1) leadership role annually.	Annually
Objective (c)	Strategies/Actions	Metric of Success	Timeline
Respond to current issues facing horticulture industries, SC citizens, and horticulture agents.	1. Develop and deliver relevant horticulture training on extreme weather preparedness, response and recovery.	Deliver at least one agent training per year.	Annually
	2. Assist in horticulturally relevant response and recovery operations following extreme weather and emergency situations.	Respond to emergencies as needed.	As necessary
	3. Respond to relevant initiatives (i.e. ag water use survey, farm gate, flood surveys, etc.) and assist other program teams and agencies with ground level support.	Participate in 2 statewide efforts that impact horticulture/agriculture (over 5 years).	2019-2024

Livestock and Forages



LIVESTOCK AND FORAGES

- The Livestock and Forages program provides educational resources and programming to educate animal agriculture and forage producers.

Goal 1: Enhance knowledge and profitability of animal agriculture, equine and forage producers

Objective (a)	Strategies/Actions	Metric of Success	Timeline
Provide impactful and comprehensive programming in the Division of animal and forage production systems	1. Design and implement on-farm demonstrations to encourage adoption of animal best management practices.	Implement 12 demonstrations to increase adoption of best management practices by 20%	Annually
	2. Develop and deliver workshops, bulletins, and online learning content.	Develop/deliver 50 workshops, 8 bulletins, and new online learning content	Annually
	3. Implement multi-day/multi-state "Masters" type programs.	Transition 1 masters type program to statewide until each livestock area is covered	Annually
Objective (b)	Strategies/Actions	Metric of Success	Timeline
Provide impactful and comprehensive programming in the Division of livestock/forage marketing and economics.	1. Enhance utilization and accessibility of existing and emerging marketing options for animal and forage producers.	Develop/deliver 10 workshops, 2 bulletins and new online learning content	Annually
	2. Develop and deliver workshops, bulletins, and online learning content.	Develop/deliver 50 workshops, 8 bulletins, and new online learning content	Annually
	3. Implement multi-day/multi-state "Masters" type programs.	Transition 1 masters type program to statewide until each livestock area is covered	Annually

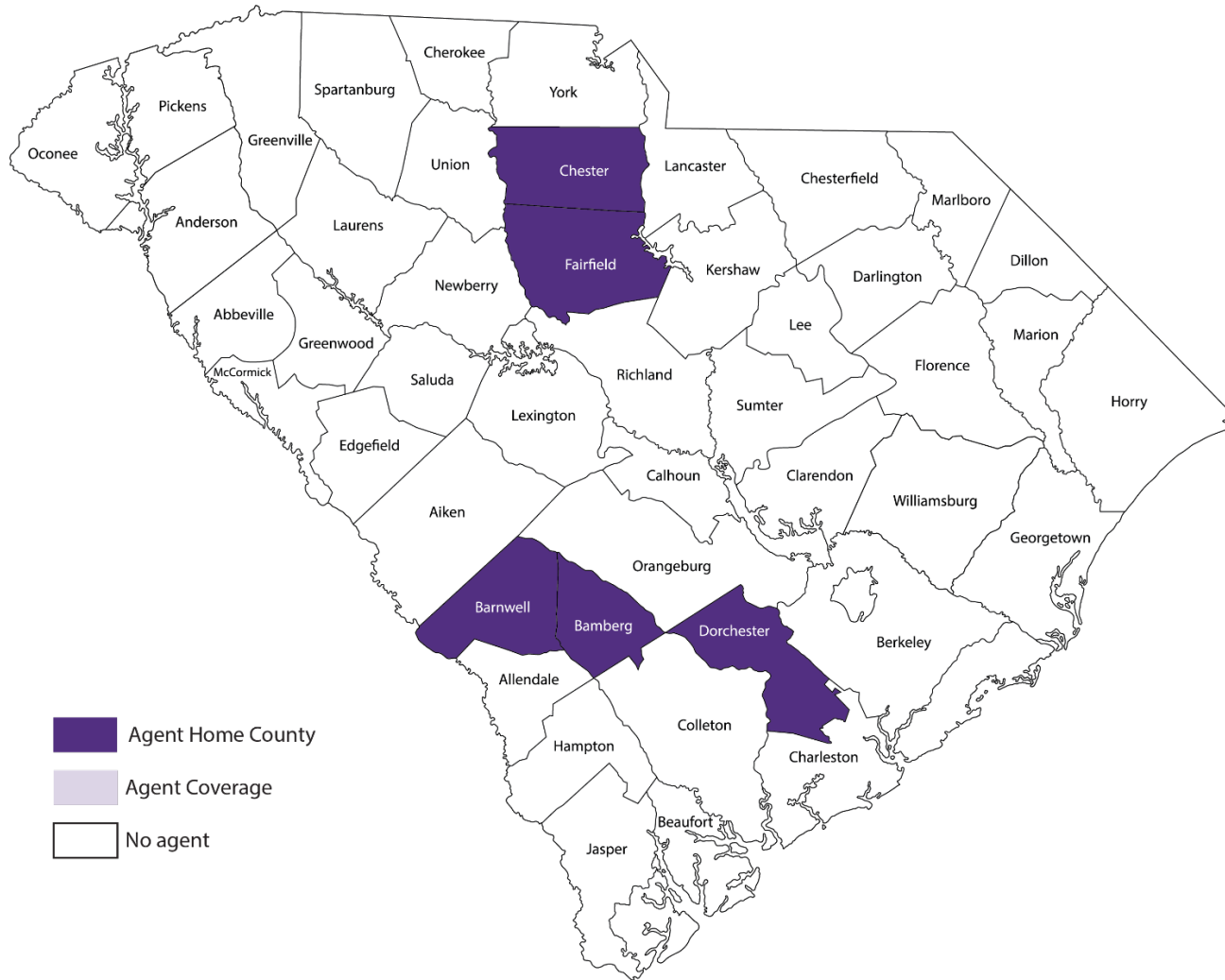
Goal 2: Encourage environmentally and economically sustainable animal and forage production practices

Objective (a)	Strategies/Actions	Metric of Success	Timeline
Fulfill mandated education requirements for SC confined animal operations.	1. Design and implement educational training opportunities for confined animal operations.	38-40 programs to educate 1250 permits holding producers	Annually
	2. Design and implement workshops bulletins and online content.	Develop/deliver 50 workshops, 8 bulletins, and new online learning content	Annually
Objective (b)	Strategies/Actions	Metric of Success	Timeline
Increase the adoption of best management practices with reference to water resources, soil, plant, and animal interaction.	1. Design and implement on farm demonstrations to encourage adoption of forage/pasture/grazing best management practices.	Implement 12 demonstrations to increase adoption of best management practices by 20%	Annually
	2. Develop and deliver interdisciplinary (water resources team) workshops, bulletins, and online learning content.	Develop/deliver 10 workshops, 2 bulletins and new online learning content	Annually
	3. Continue to deliver programs in conjunction with DPR to promote IPM.	Develop/deliver 10 workshops, 2 bulletins and new online learning content	Annually

Goal 3: Strengthen and broaden relationships that enhance animal agriculture/forage education and production

Objective (a)	Strategies/Actions	Metric of Success	Timeline
Public/Private sector	1. Cultivate relationships with commodity groups.	Cultivate relationships with existing stakeholder groups	Annually
	2. Identify relevant stakeholder groups.	Implement Advisory Committee	1 year
	3. Generational appropriate educational programming structure.	Implement Advisory Committee	1 year
Objective (b)	Strategies/Actions	Metric of Success	Timeline
Other governmental agencies and Land-grant Institutions	1. Multi-agency workshop and agent training.	Continue collaboration with other land grant institutions	Annually
	2. Develop programs to educate producers on proper management techniques to address NRCS conservation concerns.	Continue working across agencies as opportunities present themselves	Annually
	3. Continue collaboration with SCDA .	Cultivate relationships with existing stakeholder groups	1 year
Objective (c)	Strategies/Actions	Metric of Success	Timeline
Within Clemson	1. Interdisciplinary training.	Conduct 2 across team in-service trainings	Annually
	2. Support 4-H/youth activities to promote lifelong support of animal agriculture.	Conduct 3 4-H/Livestock Steering committee meetings, and 1 Livestock related in-service training for 4-H agents	Annually
	3. Farm Safety.	Conduct 6 farm safety educational sessions	Annually

Rural Health and Nutrition



RURAL HEALTH AND NUTRITION

- Rural Health and Nutrition (RHN) focuses on health and nutrition, including topics related to nutrition, physical activity, and stress management for disease prevention, disease self-management, and overall quality of life through wellness.

Goal 1: Influence healthy lifestyles through policy, system, and environment change

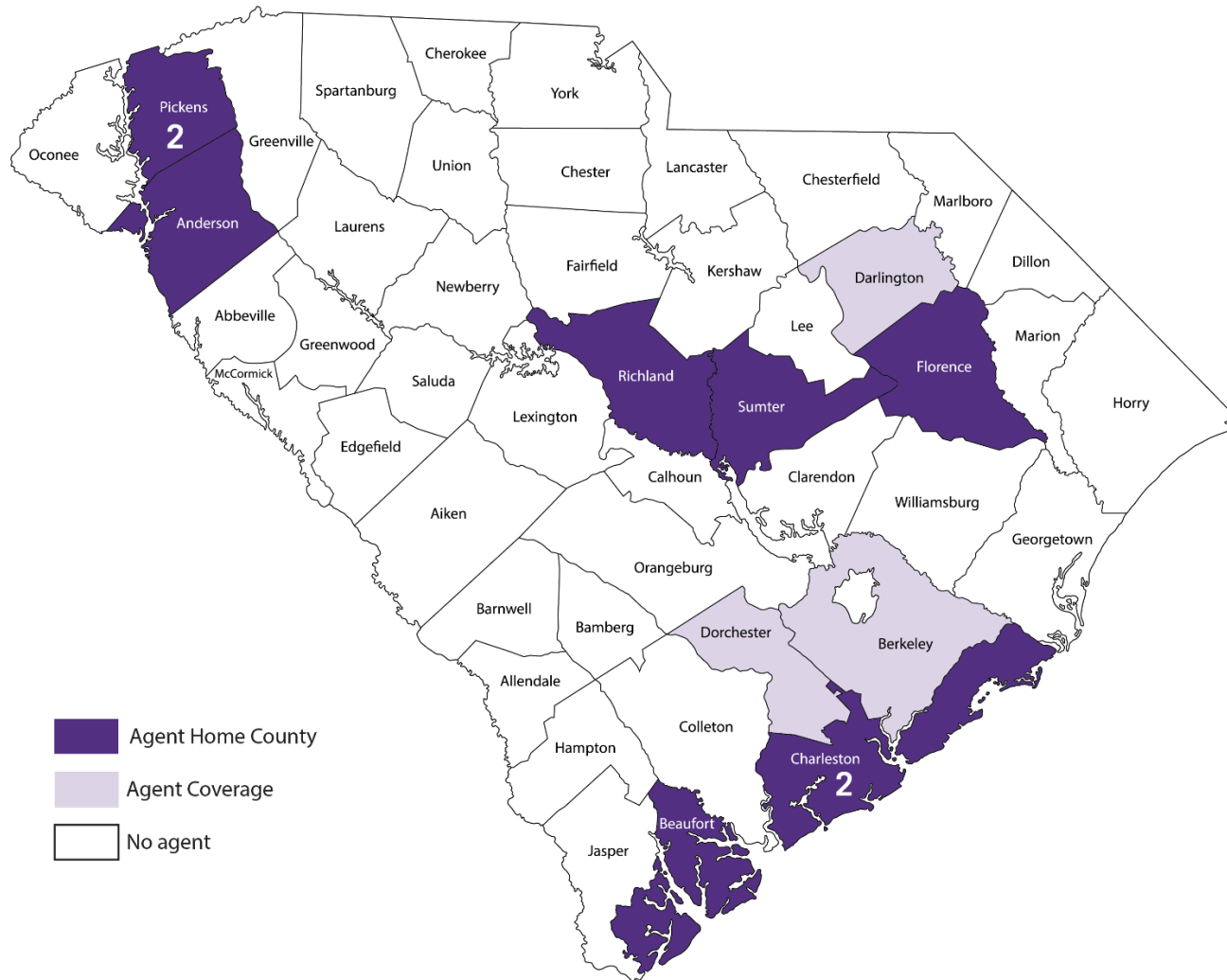
Objective (a)	Strategies/Actions	Metric of Success	Timeline
<p>Transfer science-based information to rural food retail establishments, schools, and organizations to influence PSE that promotes healthy food distribution in the supply chain</p>	<p>1. Develop, promote and deliver certification and training programs for health and nutrition policy, system, and environment change</p>	<p>Online Certified Food Pantry Volunteer program developed and available online</p> <ul style="list-style-type: none"> - CFPV available online through CU Online (analytics for access) - Number (15) of participants enrolled and graduated from CFPV program - Number (50% of CFPV program graduates) of food pantries providing healthy options <p>Online Certified Healthy Food Retailer program developed and available online</p> <ul style="list-style-type: none"> - CHFR available online through CU Online - Number (15) of participants enrolled and graduated from CHFR program - Number (50% of graduated) of retailers providing healthy options <p>Implement Smarter Lunchrooms in Title I schools</p> <ul style="list-style-type: none"> - Number (5) of agents trained - Number (10) of schools audited - Number (10) of foodservice workers trained on Smarter Lunchrooms - Number of lunchrooms (50% of those audited) with increased score after training <p>Work with COGs and County officials on county plan to determine walkability zoning</p> <ul style="list-style-type: none"> - Number (3) of county plans evaluated - Number (6) of county official meetings to discuss PSE - Number (9) of new retailers accepting SNAP and WIC vouchers <p>Market and promote CAFA activities</p> <ul style="list-style-type: none"> - Number (15) of coalition, community and organization meetings attended where CAFA strategies were announced or promoted <p>Boeing Center for Children’s Wellness School Wellness Checklist</p> <ul style="list-style-type: none"> - Number (3) of community meetings and events held for SWC - Number (3) of School meetings and events held for SWC - Number (25% of district) of schools participating - Number (25% of schools participating) of school gardens assisted with - Number (75% of schools participating) of schools completing minimum requirements <p>Mother’s Milk Bank</p> <ul style="list-style-type: none"> - Number (3) of milk depots established - Number (3) of baby café’s running - Number (3) of milk depot donors 	<p>August 2020</p>
	<p>2. Maintain and utilize current and novel technology for information transfer as deemed appropriate</p>	<p>Create online resources for information transfer</p> <ul style="list-style-type: none"> - Website resource pages for each program and project area developed and linked to health extension page - Health Extension Website updated with links and additional resources like fact sheets and health organization websites 	<p>January 2020</p>
	<p>3. Generate Health and Nutrition Fact Sheets and other stakeholder educational pieces for publication on HGIC website and general distribution</p>	<ul style="list-style-type: none"> - Number (8) of fact sheets created and posted on HGIC - Number (800) of rack cards distributed for CAFA/MUSC project 	<p>August 2020</p>

Objective (b)	Strategies/Actions	Metric of Success	Timeline
Conduct local, county level assessment and research that will demonstrate the impact of Health Extension programming and promote government and funder support	1. Identify health needs, plan interventions, deliver programs, and collect data to local, state, and national stakeholders	Agents complete yearly county assessment of health trends, needs, and outcomes <ul style="list-style-type: none"> - Number (6) of stakeholder and community action group meetings held for focus group input and needs assessment - Number (6) of annual reports submitted to PTL by agents - Number (6) of annual newsletters written and distributed to stakeholders describing impacts 	August 2020
	2. Secure funding through grant applications, contracts, and MOUs to allow for pilot-testing of Health Extension initiatives	Complete external funding reports as needed for funding agencies (CDC, MUSC) <ul style="list-style-type: none"> - 2 annual reports 	August 2020
	3. Disseminate findings of pilot studies and program efficacy to local, state, and national stakeholders	Publish 1 article on Land Grant Press related to PSE activities through Extension	January 2020
Objective (c)	Strategies/Actions	Metric of Success	Timeline
Build partnerships and alliances	1. Promote Internal and External Extension team collaboration	Create county multidisciplinary extension teams for strategic planning in county related to health <ul style="list-style-type: none"> - Number (3) of teams created - Number (9) team meetings held 	October 2019
	2. Promote Health Extension, facilitate networking and foster collaborations at national, state and local meetings	Number (1) of state PSE presentations for health Extension promotion Number (1) of University presentations for PSE local Extension activity promotion	August 2020
	3. Promote Team collaboration with Clemson University administrators and specialists	Utilize faculty specialists for health programming <ul style="list-style-type: none"> - Number (12) of specialist interactions for CAFA program 	August 2020
Goal 2: Promote and influence healthy lifestyle behaviors of SC adults and youth			
Objective (a)	Strategies/Actions		
Transfer science-based healthy lifestyle information to adult and youth residents of SC	1. Deliver evidence-based, healthy lifestyle educational trainings, presentations, and health coaching to SC residents	CDC National Diabetes Prevention Program <ul style="list-style-type: none"> - Number (50) of adult participants enrolled and graduated from program - Number (50% of participants) using information learned Health Extension for Diabetes Chronic Disease Self-Management program <ul style="list-style-type: none"> - Number (75) of adult participants enrolled and graduated from program - Number (50% of participants) using information learned Health Coaches for Hypertension Control Program <ul style="list-style-type: none"> - Number (40) of adult participants enrolled and graduated from program - Number (50% of participants) using information learned EFNEP <ul style="list-style-type: none"> - Number (300) of adult participants enrolled and graduated from program - Number (2000) of youth participants enrolled and graduated from program - Number (50% of participants) using information learned Health Coaching and Individual Education sessions <ul style="list-style-type: none"> - Number (1000) of adult participants educated through general health Extension lessons and programming (Including Senior Center, CPR, JFSC, and other 1- time lesson delivery) - Number (50% of participants) using information learned 	August 2020

	2. Maintain and utilize current and novel technology for information transfer as deemed appropriate	Develop online hybrid class through CU Online for Health Coaches for Hypertension Control <ul style="list-style-type: none"> - Class developed and posted to CU online Develop online make-up classes for EFNEP programming/curriculum <ul style="list-style-type: none"> - Lessons developed and posted to CU online 	August 2020
	3. Develop and distribute lay audience educational information that educates on and promotes healthy lifestyles	Fact sheet, hot topics, making it grow appearances <ul style="list-style-type: none"> - Number (15) of fact sheets reviewed and posted on HGIC - Number (10) of fact sheets created and posted on HGIC - Number (500) of rack cards distributed for all programs Revised HCHC participant handouts (8)	May 2020
Objective (b)	Strategies/Actions		
Provide revenue-generating services to promote healthy lifestyles in SC	1. Develop and implement a business model that will promote sustainability of Health Extension workforce in SC	Create Senior Center MOUs that outline fee for service of agents providing program lessons in the senior centers	August 2019
	2. Identify, develop and strategize around existing and new revenue-generating services to support health and nutrition programs	Evaluate CPR potential in schools with statewide agents and incorporate mental first aid into training at schools	January 2020
	3. Market, promote, and deliver revenue-generating and county-identified health initiatives and programs	Create and distribute CPR and Mental First Aid program rack cards for promotion and distribution	August 2020
Objective (c)	Strategies		
Building partnerships and alliances	1. Promote Internal and External Extension team collaboration	Create county multidisciplinary extension teams for strategic planning in county related to health <ul style="list-style-type: none"> - Number (4) of teams created - Number (4) team meetings held 	October 2019
	2. Promote HN Extension, facilitate networking and foster collaborations at stakeholder, national, state and local meetings	Number (1) of state adult programming presentations for health Extension promotion Number (2) of University presentations for adult programming Extension promotion Number (1) of national meetings for program outcome dissemination	August 2020
	3. Promote Team collaboration with Clemson University administrators and specialists	Hire and utilize faculty specialists for health programming <ul style="list-style-type: none"> - Number (1) of additional faculty specialists providing guidance to agents - Number (50) of specialist interactions for adult health programming 	August 2019
Goal 3: Promote team and staff development and growth			
Objective (a)	Strategies/Actions		
Expand team and agent expertise	1. Promote topic specific training and certification for agents	Provide CDC Diabetes Prevention Program training to MUSC and other agents <ul style="list-style-type: none"> - Number (5) of agents trained and certified Provide HCHC continued education training to MUSC, TDE, and other agents <ul style="list-style-type: none"> - Number (5) of agents trained and re-certified Provide Mental Health First Aid training to all agents <ul style="list-style-type: none"> - Number (15) of agents, PTL, and 2 APTLs trained and certified Provide EFNEP curriculum training to educators <ul style="list-style-type: none"> - Number (8) of trainings provided - Number (15) of educators trained 	June 2019 January 2020 October 2019 August 2020

	2. Support the expansion of the RHN team through acquisition of appropriate programming and staff	<ul style="list-style-type: none"> - Number of agents hired (as needed) - Number of EFNEP educators hired (as needed) 	August 2020
	3. Support and promote the “expert” image of team and team members	<ul style="list-style-type: none"> - Number of HGIC fact sheet and website “hits” - Number (12) of Making it Grow Appearances - Number (4) of FCL lesson plans created and delivered to FCL BOD 	August 2020
	4. EFNEP Nutrition Education Assistants and volunteers will be provided with the opportunity for advancement within the guidelines and restrictions of the EFNEP Guidelines and Clemson CES requirements.	<ul style="list-style-type: none"> - Promotion ladder for EFNEP educators created and approved - Number of educators entering promotion ladder 	January 2020
	5. Strengthen and retain existing agents and staff members	<p>Support continuing education to agents and educators</p> <ul style="list-style-type: none"> - Number (2) of agents and educators completing degree programs - Number (10) of agents and educators completing courses toward degrees - Number (20 potential) of agents retained - Number (15 potential) of EFNEP educators retained 	August 2020
Objective (b)	Strategies/Actions		
Develop standardized delivery of core programs	1. Develop standardized curricula on major programming areas	Create online versions of agent training for each program delivered	August 2020
	2. Develop standardized tools/delivery kits corresponding to curricula	Create program “menu” for agents with associated tool kits	August 2020
	3. Cross-training of internal and external agents in programming curricula and delivery	<p>Cross-train all agents (20) on Mental Health First Aid</p> <p>Cross-train assigned agents on DPP, HCHC, HED, SWC, Smarter Lunchrooms, and baby café</p>	January 2020

Water Resources



WATER RESOURCES - The Water Resources program utilizes the expertise of faculty, agents and staff in providing information that affects the availability and quality of water resources.

Goal 1: Promote watershed awareness and environmental stewardship to diverse audiences

Objective (a)	Strategies/Actions	Metric of Success	Timeline
Provide diverse, yet targeted messaging to a wide array of audiences to increase awareness of pollution prevention, stormwater and watershed management	1. Provide targeted mass media using community based social marketing approach.	10 billboards and 1 commercial statewide	Biennial
	2. Create or adapt specific informational resources. Including fact sheets, website or other scholarly content. resources.	2 new resources	Annually
	3. Participate in community based events, trade shows and conferences.	4-10 events	Annually
Objective (b)	Strategies/Actions	Metric of Success	Timeline
Facilitate an increased awareness level of SC youth in watershed science	1. Develop tools and standardize program offerings under 4-H2O Exploring Watersheds.	Develop a statewide standard for 4-H2O programming	2020-2021
	2. Provide programming and resources instruction in a train-the-trainer model for formal and informal educators.	Offer 2-3 teacher trainings	Annually
	3. Foster schoolyard watershed stewardship opportunities.	Develop resources and support of the School Gardening Program	2024
Objective (c)	Strategies/Actions	Metric of Success	Timeline
Work with community and education partners to create and execute regional strategies to address pollutants of concerns.	1. Develop 5-year strategic plans utilizing partner feedback.	Develop 5 separate consortium strategic plans on a 5 year basis	Annually
	2. Develop regional advisory groups to address rural water issues and concerns.	Establish advisory groups	Annually

Goal 2: Provide technical trainings on best practices for effective water resource management

Objective (a)	Strategies/Actions	Metric of Success	Timeline
Develop marketable expertise through certification trainings (hybrid programs)	1. Implement hybrid certification training programs	Offer 3 hybrid trainings	Annually
	2. Work with research faculty to develop training opportunities	Offer 3 hybrid trainings	Annually
Objective (b)	Strategies/Actions	Metric of Success	Timeline
Provide compliance based training to meet regulatory requirements	1. Work with regulatory agencies to identify training opportunities and information delivery	Stay engaged with regulatory agencies	Continuous
	2. Implement compliance based trainings	Offer 12 compliance based trainings	Annually
Objective (c)	Strategies/Actions	Metric of Success	Timeline
Offer workshops, conferences, hands-on installation trainings, etc.	1. Work with advisory committees to identify content needs	Offer 10-20 workshops, conferences and/or hands-on installations	Annually

Goal 3: Strengthen and broaden team capabilities from land use decisions

Objective (a)	Strategies/Actions	Metric of Success	Timeline
Increase opportunities for clients in stream restoration, water conservations, resiliency and other issues that arise in water resource management.	1. Enable team members to seek professional development opportunities.	Attend one professional development opportunity per year	Annually
	2. Develop resources and programs to address emerging needs	Programs and resources developed	Ongoing
Objective (b)	Strategies/Actions	Metric of Success	Timeline
Work with other program teams to broaden water resource education.	1. Collaborate on potential cross program team programs	Offer 2 cross team programs	Annually
	2. Identify and strengthen other water related programs being conducted by other programmatic teams	Attend other program team meetings	Continuously
Objective (c)	Strategies/Actions	Metric of Success	Timeline
Expand Clemson Extension's Carolina Clear Program.	1. Identify new or emerging partnerships that are both regulatory driven and proactive towards stormwater pollution prevention and public involvement	Continue to partner with existing consortium members.	Annually
	2. Identify additional services and public involvement in applied stormwater management with communities	Works with partners to identify new services and involvement	Annually

Operational Framework in Support of Program Teams

As a reminder: Extension leadership has established a 5-year planning cycle whereby organization goals, objectives and strategies are rewritten every five years and reviewed by committee every 2.5 years. This document represents the starting point for the new planning cycle and includes revisions to the material established in the previous plan covering the years 2015-2020. This planning approach ensures continuity of long-term planning toward achievement of organizational vision and mission and a thorough review of previous organizational goals and objectives to inform the development of new or revised plans.

In line with this new approach, goals and objectives from the 2015-2020 Clemson Cooperative Extension Strategic Plan, where work is not yet completed or where work will be ongoing from 2020 to 2025, have been included in the new strategic plan. Some goals and objectives have been revised or added to reflect new opportunities and emerging needs of the organization.

The next two pages show the organizational chart for Clemson Cooperative Extension and a map of the five Extension districts, followed by the Operational Framework Recommendation. Each district has a District Extension Director (DD) that serves as the direct supervisor for each employee in that district, except for Program Team Leaders (PTL). Program Team Leaders report directly to the Extension Director.

CAFLS: Cooperative Extension

**ASSOCIATE DEAN OF OUTREACH AND ENGAGEMENT AND
DIRECTOR OF CLEMSON COOPERATIVE EXTENSION**

Thomas Dobbins



**ASSOCIATE EXTENSION DIRECTOR,
FIELD OPERATIONS**
Brian Callahan

**ASSISTANT EXTENSION DIRECTOR,
ADVOCACY**
Alma Harris

**ACCOUNTANT/
ADMINISTRATIVE ASSISTANT**
Renee Watson

**ADMINISTRATIVE COORDINATOR AND
CIVIL RIGHTS COORDINATOR**
Heather Repec

**DIVISION OF ASSESSMENT
AND SCHOLARSHIP**
Susan T. Guynn

PROGRAM TEAM LEADERS
4-H YOUTH DEVELOPMENT
Pam Ardern

AGRIBUSINESS

Nathan B. Smith

AGRICULTURE EDUCATION

Billy Keels

AGRONOMY

Jay Crouch

FOOD SYSTEMS AND SAFETY

Ron Thomas/Kimberly Baker

HORTICULTURE

Cory Tanner

CLEMSON BULL TEST
Steve Meadows, Director

LIVESTOCK AND FORAGES
Matt Burns

NATURAL RESOURCES

Derrick Phinney

RURAL HEALTH AND NUTRITION

Michelle Parisi

T. ED GARRISON LIVESTOCK ARENA
Chris Heintze, Director

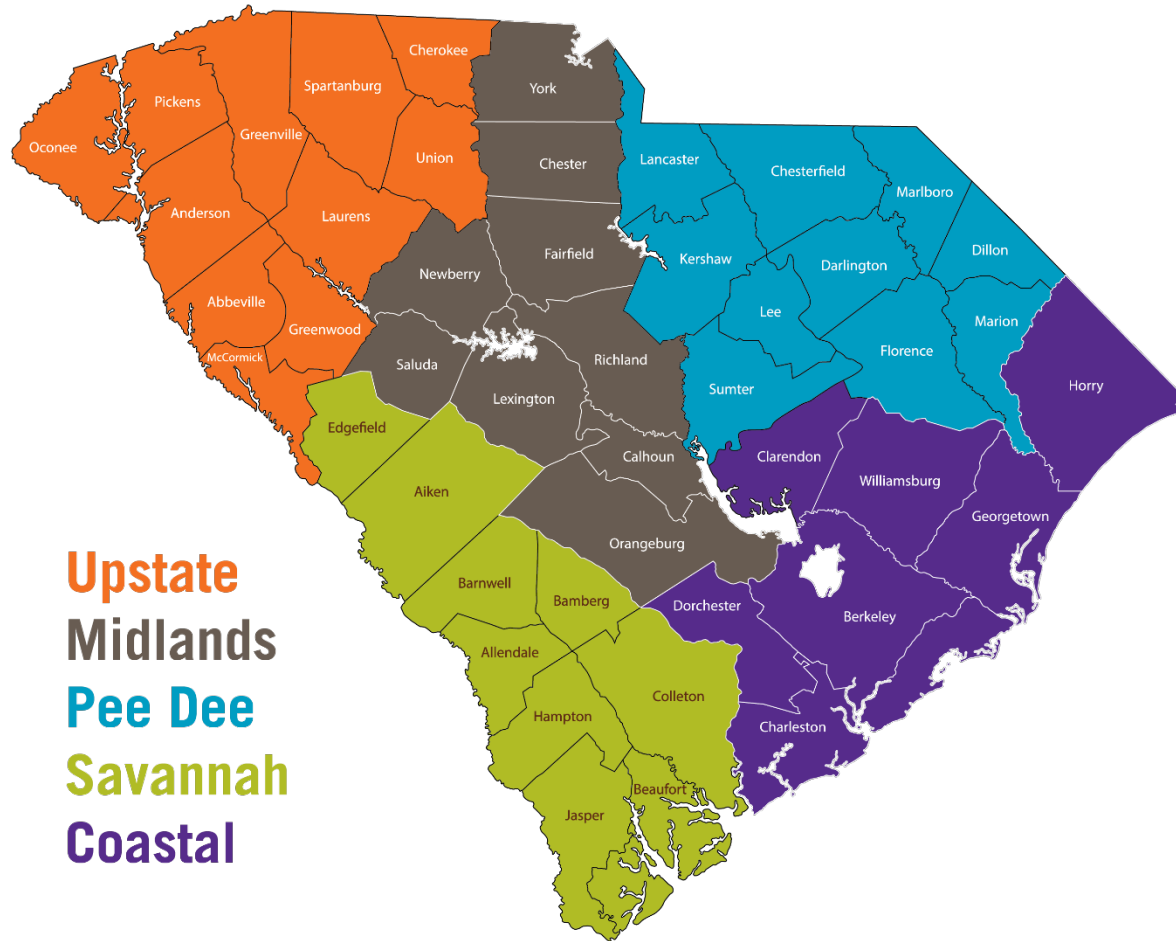
Home & Garden Information Center
Millie Davenport, Director

Information Technology
Walter Bortz, Coordinator

- DISTRICT DIRECTORS**
- COASTAL**
Blake Lanford
 - MIDLANDS**
Deon Legette
 - PEE DEE**
Michael McManus
 - SAVANNAH**
Karissa Ulmer
 - UPSTATE**
George Dickert



Clemson Cooperative Extension Service District Map



Operational Framework Recommendations

Providing effective and efficient administrative, financial and program support structures to assist program teams at all levels of the Extension organization is critical to strategic plan success and short-term and long-term program outcomes. The recommendations related to organizational framework from the earlier strategic plan were revised to reflect the new organizational structure and movement of Extension to the College of Agriculture, Forestry, and Life Sciences (CAFLS) in July of 2018. Implementation time frames are listed as short-term (1-2 years), medium-term (2-3 years) and long-term (3-5) years.

Recommendation 1: Improve organizational functionality and streamline operations

Objective (a): Create a central business and planning office to coordinate County/State Extension Business and Planning Functions (medium-term).

Action Items

1. Determine fiscal responsibilities specific to the Extension Department.
2. Create Financial and Planning administrative position for Extension.
3. Work with PTLs and DDs to develop consistent criteria to provide guidance for staffing decisions annually.

Objective (b): Transition Regional Business Centers (RBC) for each Extension District so personnel have clearly defined responsibilities for Research and Education Center's (REC) and county-based operations via REC Director and District Director input respectively (short-term).

Action Items

1. Evaluate restructuring RBCs to include a business center based in an Extension office in each district that is supervised by the respective DD.

Objective (c): Evaluate effectiveness of current IT support model for County Extension offices and improve IT functionality and operations (short-term).

Action Items

1. Determine if current structure meets the needs of county Extension offices using survey data, feedback, etc.
2. Communicate steps/process to county offices for solving IT problems (i.e., call Clemson Computing and Information Technology (CCIT) Help Desk first; CCIT will submit ticket to Extension IT personnel to address if they cannot solve).
3. Upgrade and maintain technology in county offices utilizing dedicated personnel.

Objective (d): Ensure uniformity of operational procedures at all RBCs (short-term).

1. Evaluate organizational models utilized at RBCs to determine effectiveness and efficiency.
2. Examine transaction loads across administrative personnel to ensure equity across positions.
3. Examine position descriptions for administrative support personnel at RBCs to ensure consistency across duties and responsibilities.
4. Create standard operating procedures for business functions across all RBCs.
5. Develop a training program/protocol to ensure RBC personnel receive the appropriate training required for their job duties, including changes in procedures as determined by the University.

Objective (e): Constantly review the individual evaluation process and make improvements as needed (short-term).

Objective (f): Increase base travel allocations for County Agents and Extension Faculty as budget allows (medium-term).

Objective (h): Revise hire back policy to ensure that retirees are rehired only to fill critical needs positions until they can be replaced with a permanent hire (short-term).

Action Items

1. Clearly define a critical needs position. Examples include:
 - area of unique expertise needed to support an industry-related program or service in a region or county
 - one or more failed searches to refill the position with a new hire
 - rehire position funded through grant or contract
 - generated revenue with specific requirements for an area of expertise unique to the retiree, that cannot be covered by existing Extension personnel

- limit the time of re-employment to a 6-month transition period to assist with training for the new hire

Recommendation 2: Improve collaboration with other CAFLS and Public Service Activity (PSA) units

Objective (a): Ensure the Director of Cooperative Extension also has the appropriate recognition and title as CAFLS Associate Dean (short-term).

Objective (b): Investigate the possibility of adding Program Team Leaders as adjunct faculty in an associated academic department (long-term).

Objective (c): Increase communication and cooperation by promoting a common administrative structure for the land-grant missions of Extension, research and instruction (e.g. holds title similar to other academic units – such as Associate Dean of Extension) (long-term).

Objective (d): Develop a promotional ladder for all Extension staff to include Extension Associates and non-tenure track (PhD) Extension Specialists (please see promotion recommendation provided by Extension Senate)

Objective (e): Extension Senate and Faculty Senate should work together to review the existing specialty faculty ranks listed in the faculty manual pertaining to Extension appointments.

Recommendation 3: Promote professional growth and development for all Extension personnel

Objective (a): Improve onboarding, mentoring and in-service training programs to enhance early career success and retention (medium-term).

Action Items

1. Utilize Tiger Training for registering and tracking training participants.
2. Create universal calendar to streamline communication.

3. Develop process to track employee retention (e.g., survey questions every 2.5 years).

Objective (b): Enhance cooperation between Core Program divisions and Division of Assessment and Scholarship to promote participation in relevant internal and external training programs (medium-term).

Action Items

1. Re-establish the Extension Conference for all Extension personnel (every 2 years).

Objective (c): Reward highly productive faculty & staff with performance-based salary increases as funds allow (medium-term).

Objective (d): Develop promotional ladder for all Extension staff to include Extension Associates and non-tenure track Extension Specialists (short-term).

Recommendation 4: Strengthen reporting and evaluation systems

Objective (a): Explore ways to develop a more functional evaluation and reporting system (unify Clemson University Management Information System - CUMIS, Faculty Activity System - FAS and Performance Management System - PMS) (medium/long term).

Action Items

1. Build a dashboard to assist administrators with tracking plan progress and related measures.

Objective (b): Ensure that the appropriate Extension administrative personnel have meaningful input into the evaluation of Extension faculty (medium/long-term).

Action Items

1. Ensure that the PTLs work through Director of Extension, Dean and Academic Department Chair to evaluate faculty with Extension appointments.

Objective (c): Create a process for employee to provide input for evaluation of all levels of administration (medium-term).

Action Items

1. Emphasize use of 360 assessment or other leadership assessment surveys as a tool to improve Extension leadership at all levels.
2. Investigate use and application of leadership assessment data in other Extension units (e.g. University of Georgia and NC State Extension and other Clemson units).

Objective (d): Evaluate and select an institutional level database that incorporates electronic sign in, program participant information and impact reporting, and communicates with the evaluation system (e.g. customer relations management database) (long-term).

Recommendation 5: Promote recognition and awareness of Extension

Objective (a): Ensure Extension events and activities are coordinated appropriately and do not conflict or compete for participants (short-term).

Action Items

1. Create a position for an Event and Logistics Coordinator that would also handle fundraising responsibilities.

Objective (b): Promote the use of Extension web-based strategies for program promotion, newsletters and innovative communication strategies (medium-term).

Action Items

1. Determine role and responsibilities of CAFLS/PSA Communications and Marketing to support county program promotion and websites.
2. Create specific communication and marketing position in the Director's office to serve Extension.
3. Explore use of automated templates for program promotion, surveys, communication etc.
4. Develop a directory of Extension Specialists.

Objective (c): Convey a unified Extension brand in the delivery of all programs and services (medium/long-term).

Recommendation 6: Demonstrate economic, social, and environmental impacts associated with the delivery of Extension programs

Objective (a): Utilize state-level staff to quantify adoption of practices and the economic, social, and environmental impacts of programmatic participation through follow-up surveys and other feedback tools (medium-term).

Action Items

1. Investigate use of customer relations management (CRM) system (e.g., Salesforce) to collect program metrics, survey response and useful information to include post-program participation behavior, use of information, etc.
2. Create an Evaluation/ Impact Specialist support position to assist with all program evaluation.
3. Develop relevant dashboards to demonstrate impact results and provide at the PTL, DD, and Director's Office level.
4. Determine metrics to define program team success (e.g., contacts, programs, MOU dollars, generated dollars, interdisciplinary work, economic impact, change in behavior).

Recommendation 7: Encourage diversity, respect, and inclusiveness throughout the Clemson University Cooperative Extension system.

Objective (a): Develop and implement a comprehensive Extension diversity and inclusion plan (short-term).

Action Items

1. Assemble committee to guide the development of diversity and inclusion plan.

Objective (b): Actively promote the inclusion of underrepresented minorities in the recruitment of employees, volunteers, Advisory Committees and Councils (ongoing).

Action Items

1. Utilize above committee to also guide recommendations to accomplish this objective.

Objective (c) Eliminate barriers to program engagement and promote participation for underrepresented minority groups and audiences with disabilities (ongoing).

Action Items

1. Provide access to resources developed from the diversity and inclusion plan.
2. Trainer certification for delivery of Cultural Awareness Workshops in each of the state's Extension Districts for all Extension employees (Navigating Differences).
3. Conduct cultural awareness training for all Extension staff and other units within the University System and local communities as requested (Coming Together for Racial Understanding).

2015-2020 Strategic Plan

Objectives Status

The next section details the status of operational framework objectives outlined in the 2015-2020 Clemson Cooperative Extension Strategic Plan. Some of the objectives have been completed while others are ongoing. Objectives that are ongoing have been included in the new 2020-2025 plan but may have been revised to reflect new priorities and opportunities.

2015-2020

Objectives Status

To eliminate real and perceived barriers, enhance efficiency, and effectively distribute human and financial resources, the following operational goals and objectives have been identified. Implementation time frames are listed as short (1 to 2 years), medium (2 to 3 years) or long term (3 to 5 years).

Goal 1: Improve organizational functionality and streamline operations

Objective a: Re-establish full-time Support Staff in every county. Create a process for electronic banking and credit card acceptance. (short-term)
Partially Completed. Approximately 80% complete and still a priority. Funding limitations have prevented completion.

Objective b: Constantly review the evaluation process and make improvements as needed. (short-term)
Partially Completed. PTLs have been asked to update EPMS objectives to make them more specific and measurable. Most have done so. Need to complete the current evaluation cycle to validate changes.

Objective c: Reduce overall number of Regional Lead Agents and redefine job duties and territories for regional lead system as deemed necessary by Administration. (short-term)
Completed (June 2016). 13 regions were reduced to 6 and RLA job duties were redefined. RLAs are in place except for one interim RLA.

Objective d: Reorganize current Program Teams into 5 Core Program Divisions with 1 Core Program Division Leader each; thereby, reducing the number of Program Team Leaders to 5 while maintaining 8 Program Unit Coordinators. Core Program Division Leader serves as the programmatic evaluator with majority administrative responsibility. (short-term)

Partially Completed (June 2016). The agribusiness Division established. The Forestry and Natural Resources and Water Quality Teams are consolidated into the Natural Resources Division. Divisional Leadership is in place.

The Agriculture Division has not yet been consolidated due to funding limitations for the leadership position.

The Horticulture Team split into Commercial and Urban Horticulture Teams to better align with each group's clientele/audience.

Objective e: Ensure that proposed Core Program Division Leaders have supervisory input from the Extension Director. (short-term)
Completed (December 2016). All Program Division/Team Leaders now report directly to the Extension Director.

Objective f: Increase base travel allocations for County Agents and Extension Faculty as budget allows. (medium-term)
Not Completed. Budget constraints have not allowed implementation. Increases in state allocated operating funds will be needed to complete.

Objective g: Ensure uniformity of operational procedures at all RBCs. (short-term)
Completed (June 2016) and Ongoing. RBCs were aligned with RLA regions, greatly improving uniformity and efficiency within each region.

Objective h: Revise hire back policy to ensure that retirees are rehired only to fill critical needs positions until they can be replaced with a permanent hire. (short-term)
Completed and Ongoing. Extension Administration is following this policy.

Objective i: develop a mechanism for consistent revenue generation through Extension programs, with a % returned to Extension Administration for the purposes of reinvestment into the organization.
Completed (July 2016). Extension statewide programs guidelines were adopted into the policy manual and outline this mechanism.

Goal 2: Improve system of administrative appointments

Objective a: Recruit and fill all positions with administrative responsibility with the most qualified people (internally or externally) to ensure the highest level of quality and transparency in the organization. Competitively search where appropriate. (short-term)

Partially Completed. RLA positions were filled competitively from within the organization. Improvements should continue with future hires.

Goal 3: Develop a framework for rewarding excellence

Objective a: Define the Extension Associate title as a position that encompasses at least 80% Extension responsibility, maintains active participation in applicable Extension Program Units, and is evaluated by the Extension Director or Associate Director. (medium-term)

Completed (December 2016). The Extension Associate title was redefined as described through Clemson HR with implementation of the FLSA. Going forward only Extension employees will be allowed to hold this title. Options are being explored through HR to reclassify Non-Extension employees who currently hold the title.

Objective b: Reward highly productive Faculty & Staff with performance-based salary increases as funds allow. (medium-term)

Not Completed. There are HR limitations at the University level that prevent this from happening. This topic is being discussed at the University level by request of President Clements.

Objective c: Perform market-based salary adjustments when appropriate. (medium-term)

Not Completed. However, opportunities are currently being explored.

Objective d: Implement revised Extension Agent promotion ladder as recommended by Extension Senate. (short-term)

Completed (2016). The Extension Policy Manual has been revised to reflect this recommendation.

Goal 4: Promote professional growth and development for all Extension personnel

Objective a: Improve onboarding, mentoring and in-service training programs to enhance early career success and retention. (medium-term)
Completed (2016) and Ongoing. A formal Extension mentoring program has been implemented and its leadership is in place. The onboarding process has been improved.

Objective b: Enhance cooperation between Core Program Divisions and Division of Assessment and Scholarship to promote participation in relevant internal and external training programs. (short-term)

Partially Completed. Progress has been made and PTLs are working more closely with the division to participate in, develop and encourage appropriate employee training programs. Assessment and Scholarship administered a training needs assessment and the results are available for review.

Goal 5: Strengthen reporting and evaluation systems

Objective a: explore ways to develop a more functional evaluation and reporting system (Unify CUMIS, FAS, EPMS) (medium/ long-term) **Not Completed but In Progress.** A focus group met on 12/12/ 2016 to guide the development of a more functional reporting system to replace CUMIS and improve its compatibility with FAS and EPMS.

Objective b: Create a process for employee input into evaluation of all levels of administration (Program Division and Unit Leaders, RLA, CC) within Clemson Extension Service. (medium-term)

Completed (2015-2016) and Ongoing. A 360° assessment survey of the organization has been implemented. Assessment of organizational leadership was included. Surveys sent out in late 2014 and the results were published in August 2015 (67% response rate). Similar assessments will continue periodically. Future surveys should ensure greater anonymity for respondents.

Objective c: Ensure that the appropriate Extension Administrators have meaningful input into the evaluations of all Extension Faculty.

Partially Completed. CAFLS/PSA leadership has stressed to Departmental Heads that Extension input should be appropriately considered when evaluating departmental faculty with Extension appointments. It is unclear

how much weight this input is given. More work is needed here and requires commitment from highest levels of administration.

Objective d: Develop an institutional level database that incorporates electronic sign-in, program participant information, impact reporting and communicates with the evaluation system (long-term)

Not Completed. This continues to be discussed and components will be included in the focus group developing the improved reporting system in 2017.

Objective e: Continue to utilize existing HR evaluation and policy procedures to improve the productivity of under-performing staff. (short-term)

Completed. Policies and procedures are in place through the University's HR Department and are being utilized as needed.

Goal 6: Promote recognition and awareness of Extension

Objective a: Convey a unified Extension brand in the delivery of all programs and services. (medium/long-term)

Partially Completed. Progress has been made through the Extension Marketing and Branding committee. Some components (e.g. email signature line policy) have been implemented.

Objective b: Promote use of Extension web-based strategies for program promotion and innovative communication strategies. (medium-term)

Completed and Ongoing. Encourage Agents to be innovative in communication methods. Limited support available through the PSA Communications Office but encourage more assertive efforts in resource development and agent training.

Objective c: Promote uniformity within Extension state-wide programs to include: competencies, fees and deliverables. Define role and responsibilities of a State Program Coordinator (long-term)

Completed (July 2016). Extension statewide programs guidelines were adopted into the policy manual and outline these elements, roles and responsibilities.

Goal 7: Demonstrate economic, social, and environmental impacts associated with the delivery of Extension programs

Objective a: Utilize state-level staff and a software tool to quantify adoption of practices and the economic, social, and environmental impacts of programmatic participation through follow-up surveys and feedback tools.

Partially Completed. State-level staff is developing strategies and tools to collect and analyze evaluation data for statewide programs (2 per program team) beginning in FY2017-2018. A software tool has not yet been developed. Each Program Team should incorporate specific metrics into their team plans to quantify impacts and progress towards goals and objectives. (medium-term)

Goal 8: Improve collaboration with other CAFLS and PSA units

Objective a: Increase communication and cooperation by promoting a common administrative structure for the Land Grant missions of Extension, research, and instruction. (long-term)

Completed (April 2015) and Ongoing. Movement of Extension and the Experiment Station under CAFLS and creation of a financial and reporting process in coordination with the office of the VP for PSA as state agency head to ensure countability to program funders. Refine administrative structure as needed to improve communication and cooperation.