Message from the Director

The strategic planning process for the Clemson University Cooperative Extension Service was complex, inclusive and reflective. We expect the strategic plan will map the future for Extension. Even though it has been only a decade since our last strategic plan, this process was needed in order for Extension to position itself for future growth. It is vital that this process drive our hiring and programming activities, as well as any structural changes.

While this process was lengthy it must not stop when the plan is finalized. This strategic plan will not be an end all but rather a very fluid process. Our leadership team with the Program Leaders and Regional Lead Agents will review this plan on a semiannual basis. During the review process we will evaluate progress and make changes as needed to ensure utilization of the plan. The Clemson University Cooperative Extension Strategic Plan will be our guiding light to the future.

Dr. Thomas R. Dobbins, Director
Clemson University Cooperative Extension

Executive Summary

Cooperative Extension fulfills one-third of Clemson University’s land-grant mission of research, teaching and extension by serving as the primary public service outreach arm of the University. As stated by Clemson University President Dr. Jim Clements, “The land-grant system and Cooperative Extension are among the greatest achievements in the history of this country in public access to education.” Given new leadership and having recently celebrated the 100th anniversary of Cooperative Extension, now is the perfect time to look to the future of this vibrant organization.

On August 12, 2014, Clemson University Cooperative Extension Director, Dr. Tom Dobbins, commissioned the development of this 5-year strategic plan. To achieve the charge, the strategic planning committee required each of the eight Extension program teams to develop their own strategic plans using a provided template. While the team plans were being developed, input was solicited from all Extension employees through an operational survey. This survey asked employees to rate and comment on the existing county operations, advocacy practices, evaluation and promotion procedures, and regional management structure. With this input the committee identified a number of common themes and priorities. Following a series of drafting sessions, this plan is the culmination of what was heard and is designed to move the organization forward into a new era of Extension outreach.

Strategic Planning Committee

Cory Tanner, Chair
Cory Heaton
Deon Legette
Blake Lanford
Matt C. Smith, PhD
Mike Marshall, PhD
Vision
Clemson Extension will be the leading source of unbiased research-based information relating to agriculture, community, environment, food and youth.

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

Core Values
- We are committed to excellence within the land-grant responsibilities of teaching, research, and extension.
- We deliver unbiased, research-based solutions that are timely, relevant, and practical.
- Our efforts empower South Carolinians to overcome local, regional, national, and global challenges.
- We serve all with honesty, integrity and respect.
- Every Extension employee is integral to the success of the organization and Clemson University.
- Effective internal and external communication is fundamental to the execution of our mission and success of our employees.
- Engaged collaborators, partners and volunteers are critical to developing solutions and delivering programs.
- We are committed to knowledge transfer through the responsible use of technology and innovation.
- Our employees are accountable to the citizens of South Carolina and to each other.

Organizational Goals

Goal 1
- Enhance the value of agriculture

Goal 2
- Strengthen families and communities

Goal 3
- Improve stewardship of natural resources and the environment

Goal 4
- Strengthen connections between people and their food

Goal 5
- Engage youth in citizenship, leadership, life skills and STEM

Goal 6
- Promote professional growth and development of personnel
Organizational Analysis

The following summary reflects information gathered from the review of individual Program Team SWOT (Strengths, Weaknesses, Opportunities, Threats) analyses and results from the Extension Operations Survey.

**STRENGTHS**
- Working relationships with other entities
- Highly qualified personnel
- Hands on approach
- Ability to overcome challenges
- Ability to deliver high quality educational programs

**WEAKNESSES**
- Ineffective communication
- Lack of adequate Faculty & Staff
- Limited funding/resources
- Lack of performance and incentive measures
- Limited county/office administrative support
- Time Management by Faculty & Staff

**OPPORTUNITIES**
- New technologies for program delivery
- Marketing and branding
- Collaboration with other teams and agencies
- Increased interest in local food systems
- New and emerging program areas
- Heightened awareness of economic importance of agricultural and natural resources

**THREATS**
- Competition with private sector and NGOs
- Loss of local support due to staffing limitations
- Outdated online resources
- Poor perception of program value within Clemson
- Agent burnout and morale
- Competition for programming within Clemson

For more information visit the Extension homepage at: www.clemson.edu/extension/strategicplan
Clemson Cooperative Extension Service
Organizational Chart

Extension Director

- Associate Director
  - Regional Lead Agents
- County I/T Support
- Extension Faculty

Core Program Division/Units
- Agriculture Division
  - Agronomy Unit
  - Horticulture Unit
  - Livestock/Forages Unit
- Agribusiness Division
  - Economic & Community Development
- Food, Nutrition & Health Division
  - Food Safety & Nutrition Unit
- Natural Resources Division
  - Forestry & Wildlife Resources Unit
  - Water Resources Unit
- 4H Youth Development Division
  - 4-H Youth Development Unit

Director Staff Development
- Director SCBG & Forest Manager
- Director T. Ed Garrison Arena

For more information visit the Extension homepage at: www.clemson.edu/extension/strategicplan
Part One: Programmatic Framework

Team Realignment – To foster collaboration, eliminate real and perceived barriers, enhance efficiency, effectively distribute human and financial resources, and broaden employee knowledge base, the following Core Program Divisions are proposed. Proposed Extension Program Units are listed under each proposed Core Program Division in the diagram. Each Core Division will develop an urban extension program based on specific stakeholder needs.

Core Program Divisions

Extension Program Units are expected to work cooperatively to achieve organizational mission, vision and goals.

Agribusiness – Agribusiness programs provide educational information and technical assistance to communities and businesses to build a prosperous and sustainable future by leveraging the capacity of existing, physical and natural resources.

Agriculture – Agriculture programs provide educational information and resources on production practices that enable producers to improve their economic productivity, environmental sustainability and social well-being.

Food, Nutrition and Health – Food, Nutrition and Health programs provide educational information and resources to businesses, consumers and communities that ensures post-harvest food safety, food quality, human nutrition and economic development opportunities.

Natural Resources – Natural Resources programs provide educational information and resources to improve the quality and economic potential of land, water, wildlife and other natural resources.

4H Youth Development - 4H Youth Development programs provide educational information and resources that empower youth to become healthy, productive, and contributing members of society.

For more information visit the Extension homepage at: www.clemson.edu/extension/strategicplan
Program Unit Goals

**Agronomy**
- Goal 1: Foster improvement of agronomic production systems.
- Goal 2: Promote environmental stewardship and programming.
- Goal 3: Provide resources for economic sustainability of agronomic production systems.

**Horticulture**
- Goal 1: Improve environmental stewardship by educating clientele on effective best management practices.
- Goal 2: Improve profitability and efficiency across all areas of the horticulture industry.
- Goal 3: Meet current and emerging needs of non-commercial horticulture clients.

**Livestock and Forages**
- Goal 1: Enhance knowledge and profitability of animal agriculture, equine and forage producers.
- Goal 2: Encourage environmentally and economically sustainable animal and forage production practices.
- Goal 3: Strengthen and broaden relationships that enhance animal agriculture education and production.

**Agribusiness**
- Goal 1: Foster the development of local and regional food systems.
- Goal 2: Enhance community resiliency and economic capacity.
- Goal 3: Promote entrepreneurial and agribusiness development.

For more information visit the Extension homepage at: www.clemson.edu/extension/strategicplan
For more information visit the Extension homepage at: www.clemson.edu/extension/strategicplan
Part Two: Operational Framework

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)

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

**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)

**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 should serve as the programmatic evaluator with a majority administrative responsibility. (short-term)

**Objective e:** Ensure that proposed Core Program Division Leaders have supervisory input from the Extension Director. (short-term)

**Objective f:** Increase base travel allocations for County Agents and Extension Faculty as budget allows. (medium-term)
Objective **g:** Ensure uniformity of operational procedures at all RBCs. (short-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)

Objective **i:** develop a mechanism for consistent revenue generation through Extension programs, with a % returned to Extension Administration for the purpose of reinvestment into the organization.

Goal 2: Improve system of administrative appointments

**Objective:** 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)

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)

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

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

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

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)

**Objective b:** Enhance cooperation between Core Program Divisions and Staff Development to promote participation in relevant internal and external training programs. (short-term)

Goal 5: Strengthen reporting and evaluation systems

**Objective a:** explore ways to develop a more functional evaluation and reporting system (Unify CUMIS, FAS and EPMS) (medium/long-term)

**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)

**Objective c:** Ensure that the appropriate Extension Administrators have meaningful input into the evaluations of all Extension Faculty. (short-term)

**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)

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

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

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

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

**Objective:** 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 other feedback tools. (medium-term)

**Goal 8:** Improve collaboration with other CAFLS and PSA units

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

**Part Three: Resource Requests**

**Pending Hires**
These positions have been approved for hire at the time of this document's creation.

**Program Specialists**
- Soil Health Specialist
- Precision Nutrient Management/Soil Fertility Specialist
- Peanut Specialist
- Precision Agriculture Specialist
- Agronomic Economist
- Crop Physiologist
- Crop Pathologist
- Forestry Extension Specialist

**Agents**
- Richland County Carolina Clear
- Aiken County Livestock/General Ag Agent
- Hampton County Row Crop Division Agent
- Williamsburg County/Pee Dee Division Forestry
- Greenville County Consumer Horticulture

**Organizational Wide Proposed Hires**
The following positions appeared in multiple program level requests.

- Technology Specialist
- Fund Development Specialist
- Marketing Specialist
- Editor for Publications
- Impact/Evaluation Specialist
- Online Course Coordinator

**Program Unit Hiring Requests**
The following requests are taken directly from program level plans and hiring priority should be determined through consultation with the appropriate Program Division and Unit leaders.

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<tr>
<th>Agronomy</th>
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<tr>
<td><strong>State Level</strong></td>
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<tr>
<td>Priority No.1 Tobacco/Agronomist</td>
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<td>Priority No.2 Grain Sorghum/Small Grain Agronomist</td>
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<td>Priority No.3 Plant Pathologist</td>
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<td>Priority No.4 Soil Health and Soil Fertility Specialist (AP and LP)</td>
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<tr>
<td><strong>County Level</strong></td>
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<tr>
<td>Priority No.1 3 Agronomic Agents</td>
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<th>Horticulture</th>
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For more information visit the Extension homepage at: www.clemson.edu/extension/strategicplan
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<tr>
<th>Priority No.1</th>
<th>Weed Science Specialist</th>
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<tr>
<td>Priority No.2</td>
<td>Organic Production Specialist</td>
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<td>Priority No.3</td>
<td>Horticulture Program Marketing Specialist</td>
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<td>Priority No.4</td>
<td>Horticulture Economist/Business Specialists</td>
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<tr>
<td>Priority No.5</td>
<td>Tree Fruit Entomologist</td>
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**County Level**

| Priority No.1  | 3 Horticulture Agents |

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<th>Livestock &amp; Forages</th>
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<td>State Level</td>
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<td>Priority No.1</td>
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| County Level |
| Priority No.1  | 3 Livestock Agents |

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<th>Program Assistant Hires</th>
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**County Level**

| Priority No.1  | 4 FNR Agents – 2 Forestry, 2 Wildlife |

**Water Resources**

| State Level |
| Priority No.1  | Natural Resources Extension Economist (WRP and FNRP) |
| Priority No.2  | Watershed Planner, Extension Associate |
| Priority No.3  | Climate Adaptation Extension Specialists |
| Priority No.4  | Online Course Coordinator |

| County Level |
| Priority No.1  | 3 Water Resources Program Team Agents |

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<th>Program Assistant Hires</th>
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<td>Forestry &amp; Natural Resources</td>
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<td>Priority No.1</td>
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<td>Water Resources</td>
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<td>Priority No.1</td>
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**Food Safety & Nutrition**

| State Level |
| Priority No.1  | Media and Technology Specialist |
| Priority No.1  | 4 Food Safety and Nutrition Agents |
| Priority No.2  | 6 EFNEP Education Program Agents |

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<th>Program Assistant Hires</th>
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<td>Food Safety &amp; Nutrition</td>
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**4H Youth Development**

| State Level |
| Priority No.1  | 4-H Assistant Program Leader |
| Priority No.2  | 4-H State Science Coordinator |
| Priority No.3  | 4-H Healthy Lifestyles Coordinator |
| Priority No.4  | 4-H Volunteer Coordinator |
| Priority No.5  | 4-H Natural Resources Coordinator |
| Priority No.6  | 4-H Leadership Coordinator |
| Priority No.7  | 4 4-H Science on the Move Agents |

For more information visit the Extension homepage at: [www.clemson.edu/extension/strategicplan](http://www.clemson.edu/extension/strategicplan)
Priority No.1

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<tr>
<th>Program Assistant Hires</th>
<th>9 4-H Agents</th>
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<tr>
<td>4-H Youth Development</td>
<td>4-H Hispanic Program Assistant</td>
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<tr>
<td>4-H Youth Development</td>
<td>5 4-H Volunteer Coordinators</td>
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Additional Program Request

The requests are derived from individual program plans and funding priority should be determined through consultation with Extension Administration, Program Divisions and Unit leaders.

Agronomy –

- CLEMSAM software upgrade (Plant Industry/Soil Fertility)
- Acquisition/Installation of weather stations
- OVT Weight Systems

Horticulture

- HGIC Phone system upgrades
- Funding to upgrade equipment and delivery of online Master Gardener and Community/School Gardens
- Software licenses, equipment upgrades, programming services and video production

Livestock & Forages

- Livestock and Forage Demonstration Equipment
- Mentoring Program Implementation

Forestry and Natural Resources

- Mobile app development
- Program materials

- Demonstration set up and maintenance

Water Resources

- Native plant stocks development & production
- Advanced youth curriculum in watershed science

Agribusiness

- Funds to develop new entrepreneurship curricula
- Purchase stella software

Food Safety and Nutrition

- Supplies and Materials

4-H Youth Development

- Professional development
- Supplies
- Development of Spin Clubs
- Promotional Materials
- Social media development
Part Four: Implementation

The following program level Goals, Objectives and Strategies have been adapted from individual program strategic plan submissions. Core Program Divisions and associated Program units should use this document in conjunction with individual Program plans to guide activities and project work.

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**

<table>
<thead>
<tr>
<th>Objective (a)</th>
<th>Strategies</th>
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</table>
| To adjust existing and develop new research-based programming for producers related to pest pressures in South Carolina | 1. Work with industry prior to the release of new pest management technology so that Extension clientele have the ability to make an intelligent decision on use/non-use of the technology.  
2. Use field demonstrations to evaluate and promote new, successful technologies for pest management for the agronomic community  
3. Document and monitor new and emerging pests, pesticide resistance, and cropping technologies |

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<tr>
<th>Objective (b)</th>
<th>Strategies</th>
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</table>
| To adjust existing and develop new research-based programming for producers related to agronomic practices in South Carolina | 1. Work with industry to continue and advance the Official Variety Testing (OVT) programs  
2. Use field demonstrations to evaluate efficiency of fertility recommendations for South Carolina  
3. Explore cultural practices and impacts on sustainability of crop production |

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<th>Objective (c)</th>
<th>Strategies</th>
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| To improve utilization of mass data technology to enhance use of available information | 1. Determine the feasibility of improved delivery systems that increase use of data generated by the diagnostic laboratories to facilitate utilization of results  
2. Increase delivery of electronic media to Extension clientele |

**Goal 2: Promote environmental stewardship in programming**

<table>
<thead>
<tr>
<th>Objective (a)</th>
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| To maintain or improve water quality and quantity | 1. Educate clientele and increase adoption of best management practices to improve nutrient management and irrigation efficiency  
2. Educate clientele and adopt water conservation practices  
3. Reduce off-target pesticide application. |

<table>
<thead>
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| To increase adoption of sustainable soil management practices | 1. Educate growers on soil conservation practices to decrease erosion and improve soil structure (tillage)  
2. Increase adoption of cover crops to improve microbial population |

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<th>Objective (c)</th>
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</table>
Provide unbiased information and increase public awareness of emerging environmental issues related to agriculture

1. Increase public awareness of invasive species
2. Educate growers on compliance to water regulations
3. Public awareness of genetically modified organisms and pesticide use

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

<table>
<thead>
<tr>
<th>Objective (a)</th>
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</table>
| Provide Sound Agricultural Economic Recommendations | 1. Hire Ag Economists  
2. Generate Enterprise budgets  
3. Develop Cost/Return Analysis for cultural practices |

Objective (b)

Increase crop yields across South Carolina agronomic production systems.

1. Disseminate variety selection information from OVT’s  
2. Provide up-to-date information on crop production practices.

Objective (c)

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.  
2. Provide precision ag training to Extension clientele.  
3. Promote the efficient use of equipment and practices.

AGRIBUSINESS - The Agribusiness program assists communities in building a prosperous and sustainable future by leveraging the capacity of existing social, physical and natural resources.

Goal 1: Foster development of local and regional food systems

<table>
<thead>
<tr>
<th>Objective (a)</th>
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| Take a leadership role in assessing the local food systems | 1. Develop a quantitative systems dynamics model for local food systems.  
2. Develop assessment tools and a statewide local foods needs assessment plan to demonstrate economic benefits of local food sales and related economic impacts  
3. Identify strategic regions in SC for food systems development and conduct gap assessments to identify deficiencies; implement strategies to close identified gaps. |

Objective (b)

Developing a social/physical infrastructure to support local food systems

1. Support the development of emerging local and regional food systems infrastructure projects across the state.  
2. Coordinate with other state organizations and regional NGOs to promote community food system development, trainings, workshops, online resources, etc.  
3. Pursue funding support for projects identified by food systems gap assessment  
4. Train participants in the food supply chain in food safety (Good Agriculture Practices)

Objective (c)

Planning and coordinating food system development

1. Create regional food systems working groups or advisory teams led by Extension and comprised of stakeholders to conduct planning and to organize activities within strategically identified regions; facilitate organization of working groups  
2. Conduct feasibility analysis and planning activities for foods systems projects and programs  
3. Work with individual communities to identify food systems opportunities that leverage local agricultural production capacity

For more information visit the Extension homepage at: www.clemson.edu/extension-strategicplan
Goal 2: Enhance community resiliency and economic capacity

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<thead>
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| Conduct community leadership and organizational development programs | 1. Evaluate the effectiveness of existing leadership programs in rural communities - adjust accordingly.  
2. Pursue the development of niche (Women in Ag., LEAD, local government, etc.) leadership programs that share nexus with other extension programs |

<table>
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| Assist communities with strategic visioning, action planning and implementation | 1. Conduct community assessments and public workshops focused on development of economic/business strategies; use university students  
2. Work with communities and citizens to address land use planning issues and needs in underserved rural/urban areas of the state.  
3. Work with communities to develop economic infrastructure identified by plans. |

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| Coordinate planning and development programs/projects focused on improvement of distressed neighborhoods. | 1. Use GIS/technology to identify the most distressed neighborhoods in each agent’s region.  
2. Identify opportunities within each, using participatory methods, nearby development, partnerships, etc.  
3. Implement identified projects. |

Goal 3: Promote entrepreneurial and business development

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<tr>
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| Organize and deliver entrepreneurial training in rural communities. | 1. Develop entrepreneurship training curricula necessary to meet the needs of the local community.  
2. Develop niche (i.e. food business, e-commerce, etc.) training programs and resources.  
3. Survey community leaders to gauge interest. |

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| Assist communities in strategic assessment and planning to foster economic growth. | 1. Conduct market assessments, economic impact analysis and business retention programs for rural/urban communities.  
2. Develop plan implementation strategies for participating communities.  
3. Assist with implementation. |

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<thead>
<tr>
<th>Objective (c)</th>
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<td>Develop programs to improve utilization and stewardship of natural resources.</td>
<td>1. Identify sensitive resource areas and partner with natural resource organizations and agents to address issues, and identify opportunities for small business and economic development enterprises (i.e. direct market, rural recreation, agritourism, cottage enterprise).</td>
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</tbody>
</table>
HORTICULTURE - The Horticulture program provides educational resources to improve the horticulture industry, communities and quality of life for consumers.

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

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<thead>
<tr>
<th>Objective (a)</th>
<th>Strategies/Actions</th>
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</thead>
</table>
| Utilize replicable statewide programming to reach commercial ornamental horticulture audiences. | 1. Encourage client participation by offering programs and ‘hands-on’ workshops such as the “Pesticide Safety and Calibration Workshop.”  
2. Develop and utilize technology-based resources to educate new and expanded audiences.  
3. Market and brand new and existing programs. |

<table>
<thead>
<tr>
<th>Objective (b)</th>
<th>Strategies/Actions</th>
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</table>
| Utilize replicable statewide programming to increase the sustainability of local food systems including organic and conventional producers of any scale. | 1. Encourage clientele participation by offering programs and ‘hands-on’ workshops, demonstrations, and field days.  
2. Develop and utilize technology-based resources to educate new and expanded audiences.  
3. Market and brand new and existing programs. |

<table>
<thead>
<tr>
<th>Objective (c)</th>
<th>Strategies/Actions</th>
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</thead>
</table>
| Collaborate with program teams, university departments and community partners to develop resources. | 1. Develop, market and brand new and existing programs.  
2. Participate in multi-disciplinary professional development opportunities. |

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

<table>
<thead>
<tr>
<th>Objective (a)</th>
<th>Strategies/Actions</th>
</tr>
</thead>
</table>
| Educate and assist commercial ornamental horticulture producers in best management practices. | 1. Develop & employ improved commodity reporting and tracking capabilities.  
2. Use agent and specialist expertise to engage clients through applied workshops, trials, demonstrations and technology-based resources.  
3. Promote, brand and market new and existing programs. |

<table>
<thead>
<tr>
<th>Objective (b)</th>
<th>Strategies/Actions</th>
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</table>
| Educate and assist commercial fruit, vegetable and specialty crop producers in best management practices. | 1. Develop and employ improved commodity reporting and tracking capabilities.  
2. Use agent and specialist expertise to engage clients through applied workshops, trials, demonstrations and technology-based resources.  
3. Promote, brand and market new and existing programs. |

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<thead>
<tr>
<th>Objective (c)</th>
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</thead>
</table>
| Utilize replicable statewide programming to increase the capacity of local food systems including organic, niche and | 1. Engage new producers through innovative outreach and program activities.  
2. Collaborate with program teams, university departments and community partners to develop resources that address the needs of local food systems i.e. food safety, regulatory & water quality. |
**Goal 3: To meet the current and emerging needs of non-commercial horticulture clients across the state**

<table>
<thead>
<tr>
<th>Objective (a)</th>
<th>Strategies</th>
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</thead>
</table>
| Optimize the HGIC’s capacity to meet growing client demand for home horticulture/gardening information. | 1. Increase agent and client access to HGIC resources i.e. extend hours of phone access, direct email contact or adding the “Ask An Expert” option tab from the eXtension.org to HGIC website.  
2. Improve existing and create new online content. |

<table>
<thead>
<tr>
<th>Objective (b)</th>
<th>Strategies</th>
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</thead>
</table>
| Improve Master Gardener education and increase volunteer impacts statewide. | 1. Develop and deliver high quality advanced trainings.  
2. Update and create educational resources for initial and advanced trainings.  
3. Increase volunteer utilization to assist agents in meeting client needs |

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<tr>
<th>Objective (c)</th>
<th>Strategies</th>
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</table>
| Centralize and organize educational resources and help for new and existing community, school and public gardening projects. | 1. Train and coordinate educators, volunteers and other project leaders to serve as resource persons in garden project coordination.  
2. Develop a ‘Dashboard’-type online toolkit to consolidate new and existing resources for better client access.  
3. Develop new resources to address needs of school/public gardening projects. |

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

<table>
<thead>
<tr>
<th>Objective (a)</th>
<th>Strategies/Actions</th>
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</thead>
</table>
| Provide impactful and comprehensive programming in the Division of animal production | 1. Design and implement on-farm demonstrations to encourage adoption of animal best management practices  
2. Develop and deliver workshops, bulletins, and online learning content  
3. Implement multi-day/multi-state “Masters” type programs |

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<thead>
<tr>
<th>Objective (b)</th>
<th>Strategies/Actions</th>
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</thead>
</table>
| Provide impactful and comprehensive programing in the Division of forage production and utilization. | 1. Design and implement on-farm demonstrations to encourage adoption of forage/pasture/grazing best management practices.  
2. Develop and deliver workshops, bulletins, and online learning content.  
3. Implement multi-day/multi-state “Masters” type programs. |

<table>
<thead>
<tr>
<th>Objective (c)</th>
<th>Strategies/Actions</th>
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</thead>
</table>
| Provide impactful and comprehensive programing 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  
2. Develop and deliver workshops, bulletins, and online learning content.  
3. Implement multi-day/multi-state “Masters” type programs. |
### Goal 2: Encourage environmentally and economically sustainable animal and forage production practices

<table>
<thead>
<tr>
<th>Objective (a)</th>
<th>Strategies/Actions</th>
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</table>
| Fulfill mandated education requirements for SC confined animal operations. | 1. Design and implement educational training opportunities for confined animal operations.  
2. Design and implement workshops, bulletins and online content. |

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<th>Objective (b)</th>
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</table>
| 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.  
2. Develop and deliver interdisciplinary (water resources team) workshops, bulletins, and online learning content.  
3. Continue to deliver programs in conjunction with DPR to promote IPM. |

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

<table>
<thead>
<tr>
<th>Objective (a)</th>
<th>Strategies</th>
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</table>
| Public/Private sector | 1. Cultivate relationships with commodity groups  
2. Identify relevant stakeholder groups  
3. Generational appropriate educational programming structure |

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<tr>
<th>Objective (b)</th>
<th>Strategies</th>
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</table>
| Other governmental agencies (NRCS, Dept of AG) | 1. Multi-agency workshop and agent training  
2. Develop programs to educate producers on proper management techniques to address NRCS conservation concerns.  
3. Broaden our collaboration with SCDA |

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<thead>
<tr>
<th>Objective (c)</th>
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</table>
| Within Clemson | 1. Interdisciplinary training  
2. Support 4-H/youth activities to promote lifelong support of animal agriculture  
3. Farm Safety |

### 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

<table>
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<tr>
<th>Objective (a)</th>
<th>Strategies/Actions</th>
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</thead>
</table>
| Develop natural resources programs to accommodate the needs of clientele. | 1. Develop an introductory program to educate landowners on the basics of natural resources management.  
2. Create advanced level natural resources programs to complement the basic level courses. |

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<thead>
<tr>
<th>Objective (b)</th>
<th>Strategies/Actions</th>
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</table>
| Develop regional tours, demonstrations, and field days. | 1. Utilize research conducted on Clemson sites to provide demonstrations, tours and field days.  
2. Utilize research conducted on private properties to provide demonstrations, tours and field days. |

### Objective (c) | Strategies/Actions |
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</table>
Provide educational content on pertinent topics to youth and adults.

<table>
<thead>
<tr>
<th>Strategies</th>
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</thead>
<tbody>
<tr>
<td>1. Agents will provide educational content for natural resources organizations and other entities.</td>
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</tr>
<tr>
<td>2. Agents will deliver educational content for natural resources organizations and other entities.</td>
<td></td>
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</tbody>
</table>

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

**Objective (a) Strategies**

Develop programs that focus on emerging natural resources threats.

<table>
<thead>
<tr>
<th>Strategies</th>
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</thead>
<tbody>
<tr>
<td>1. Develop programs to educate natural resource professionals and land managers that focus on natural resource threats.</td>
<td></td>
</tr>
<tr>
<td>2. Create programs that offer continuing education credits for natural resource professionals.</td>
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</table>

**Objective (b) Strategies**

Develop programs that focus on alternative natural resources practices.

<table>
<thead>
<tr>
<th>Strategies</th>
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</thead>
<tbody>
<tr>
<td>1. Develop programs to educate natural resource professionals and land managers that focus on alternative natural resources practices.</td>
<td></td>
</tr>
<tr>
<td>2. Create programs that offer continuing education credits for natural resource professionals.</td>
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</table>

**Objective (c) Strategies**

Develop programs that focus on innovative and special interests within natural resources.

<table>
<thead>
<tr>
<th>Strategies</th>
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</thead>
<tbody>
<tr>
<td>1. Develop programs to educate natural resource professionals and land managers that focus on innovative and special interests within natural resources.</td>
<td></td>
</tr>
<tr>
<td>2. Create programs that offer continuing education credits for natural resource professionals.</td>
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</tbody>
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**Goal 3: Communicate and increase awareness of Clemson Extension Natural Resource programs**

**Objective (a) Strategies/Actions**

Increase technological presence.

<table>
<thead>
<tr>
<th>Strategies/Actions</th>
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</thead>
<tbody>
<tr>
<td>1. Develop applications to support natural resources management.</td>
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<tr>
<td>2. Maintain interaction through the team social sites.</td>
<td></td>
</tr>
<tr>
<td>3. Update natural resources education publications page.</td>
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</table>

**Objective (b) Strategies/Actions**

Increase local program marketing.

<table>
<thead>
<tr>
<th>Strategies/Actions</th>
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</thead>
<tbody>
<tr>
<td>1. Utilize local media outlets to publicize programs and events.</td>
<td></td>
</tr>
<tr>
<td>2. Develop partnerships with local entities.</td>
<td></td>
</tr>
<tr>
<td>3. Maintain a direct relationship with local clientele.</td>
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</tbody>
</table>

**Objective (c) Strategies**

Increase the marketing of regional and statewide programs.

<table>
<thead>
<tr>
<th>Strategies</th>
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</thead>
<tbody>
<tr>
<td>1. Maintain a distribution list to inform clientele of local, regional and state wide programs.</td>
<td></td>
</tr>
<tr>
<td>2. Create public service announcements and videos</td>
<td></td>
</tr>
<tr>
<td>3. Maintain partnerships with other entities to market our name and programs.</td>
<td></td>
</tr>
</tbody>
</table>
**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: Lead cultural shift towards improved watershed awareness and understanding**

<table>
<thead>
<tr>
<th>Objective (a)</th>
<th>Strategies/Actions</th>
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</thead>
</table>
| Affect the development and implementation of institutional, local and state priorities and policies that affect the management of SC surface and groundwater resources. | 1. Present fiscally appropriate and effective outreach, tools and programming for community leaders and local operations to better manage water resources.  
2. As an unbiased third party, provide research-based information to protect and enhance SC water resources.  
3. Engage stakeholders in participatory watershed management discussions and projects |

<table>
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<tr>
<th>Objective (b)</th>
<th>Strategies/Actions</th>
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</table>
| Facilitate an increased awareness level of SC youth in watershed science | 1. Develop tools and standardize program offerings under 4-H/2O Exploring Watersheds.  
2. Provide programming, resources and hybrid instruction in a train-the-trainer model for formal and informal educators.  
3. Foster schoolyard watershed stewardship opportunities. |

<table>
<thead>
<tr>
<th>Objective (c)</th>
<th>Strategies/Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Become a leader and technical resource for community and state decision-makers, addressing community resiliency and water management under changing climate conditions</td>
<td>1. Provide research-based information, guidance and programming, in partnership with agencies and planning organizations, that affect the operations of clientele</td>
</tr>
</tbody>
</table>

**Goal 2: Enhance understanding of watershed integrity and ecological function through planning, stakeholder involvement and project implementation**

<table>
<thead>
<tr>
<th>Objective (a)</th>
<th>Strategies/Actions</th>
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</thead>
</table>
| Increase professional development opportunities for clients on fluvial geomorphology, stream restoration methods, options and developing community support | 1. Offer in-person and online design, demonstration and instruction on stream restoration and enhancement at multiple scales.  
2. Lead teams of scientists and practitioners in identifying, obtaining and managing grants and/or contracts to undertake restoration projects around the state. |

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<th>Objective (b)</th>
<th>Strategies/Actions</th>
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</table>
| Provide science-based information from research findings in programming focused on ecosystem restoration and enhancement | 1. Utilize and test protocols and instrumentation (i.e., Intelligent Enterprise™) designed to inform the stream restoration process for training applied audience  
2. Develop interdisciplinary programs that evaluate and instruct on long-term soil health, soil loss and water management  
3. Develop interdisciplinary programs that offer management strategies for riparian invasive plant species and impact in watershed science and stakeholder engagement |

<table>
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<tr>
<th>Objective (c)</th>
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</table>
Provide for science-based toolsets for meaningful, appropriately scaled citizen science projects.

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<tr>
<th>Objective (a)</th>
<th>Strategies</th>
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</table>
| Offer in-person and online design, instruction and demonstration seeking to increase infiltration and treatment, and minimize pollution sources. | 1. Offer core programming, workshops and instructional materials.  
2. Develop incentives and marketable expertise that affects runoff management.  
3. Engage stakeholders (including underrepresented or underserved clientele) in participatory watershed management discussions and projects |

**Goal 3: Educate clientele about beneficial options available to address impacts arising from land use decisions**

**Objective (a) Strategies**

1. Offer core programming, workshops and instructional materials.
2. Develop incentives and marketable expertise that affects runoff management.
3. Engage stakeholders (including underrepresented or underserved clientele) in participatory watershed management discussions and projects.

**Objective (b) Strategies**

1. Develop targeted mass media approaches.
2. Participate in community and Extension-led events.
3. Create or adapt specific how-to and locally appropriate informational resources.

**Objective (c) Strategies**

1. Identify new or emerging partnerships that are both regulatory driven and proactive towards stormwater pollution prevention and public involvement.
2. Identify additional services and student involvement in applied stormwater management with communities.
3. Quantify economic benefits to SC resulting from natural/water resource protection for recreation, food production, flow regulation, waste treatment and climate stability.

**FOOD SAFETY AND NUTRITION - The Food Safety and Nutrition program provides educational information related to food safety, healthy lifestyles, and food industry economic development.**

**Goal 1: Promote, educate and provide technical expertise on food safety, food quality, and food manufacturing**

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<tr>
<th>Objective (a)</th>
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</table>
| 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.
2. Maintain and utilize current and novel technology for information transfer as deemed appropriate.
3. Review/Revise/Generate FSN Fact Sheets |

**Objective (b) Strategies/Actions**

For more information visit the Extension homepage at: www.clemson.edu/extension/strategicplan
Provide technical, revenue-generating services and products to promote food manufactures and retail food industry

<table>
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<tr>
<th>Objective (c)</th>
<th>Strategies/Actions</th>
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</table>
| Build partnerships and alliances | 1. Promote Internal and External Extension team collaboration  
2. Promote FSN Extension, facilitate networking and foster collaborations at stakeholder, national, state and local agency meetings  
3. Promote Team collaboration with Clemson University administrators and specialists |

**Goal 2: Promote, educate and provide technical expertise on healthy lifestyles for SC adults and youth**

<table>
<thead>
<tr>
<th>Objective (a)</th>
<th>Strategies/Actions</th>
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</table>
| Transfer science-based healthy lifestyle information to adult and youth residents of SC | 1. Deliver consumer-based, healthy lifestyle educational trainings, presentations, and follow-ups  
2. Maintain and utilize current and novel technology for information transfer as deemed appropriate  
3. Review/Revise/ Generate FSN Fact Sheets |

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<tr>
<th>Objective (b)</th>
<th>Strategies/Actions</th>
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</table>
| Provide revenue-generating services and products to promote healthy lifestyles in SC | 1. Industry and professional organization-funded applied research and special projects  
2. Develop and grow existing and new services related to the national and state objectives outlined in Healthy People 2020  
3. Develop and deliver grant funded programs |

**Goal 3: Promote team and staff development and growth**

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<tr>
<th>Objective (a)</th>
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</table>
| Expand team and agent expertise | 1. Promote topic specific training and certification for agents  
2. Support the expansion of the FSN team through acquisition of appropriate programming and staff (*See programming map attached*)  
3. Support and promote the “expert” image of team and team members  
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. |

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<th>Objective (b)</th>
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</table>
| Develop standardized delivery of core programs | 1. Develop standardized curricula on major programming areas  
2. Develop standardized tools/delivery kits corresponding to curricula  
3. Cross-training of internal and external agents in programming curricula and delivery |

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<tr>
<th>Objective (c)</th>
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</table>
| 1. Utilize marketing and promotion procedures outlined in the Standard Operating Procedure for administering team programs  
2. Maintain promotional contacts and tools  
3. Deliver industry and community invited presentations and publications |
# 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**

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<tr>
<th>Objective (a)</th>
<th>Strategies/Actions</th>
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</table>
| Increase participation and retention in 4-H programs across all delivery modes | 1. Develop needs assessment to determine current program interests in order to capitalize on needs and opportunities  
2. Collaborate with both internal and external agencies and organizations to leverage resources, create new partners, build audiences and maximize potential  
3. Identify and provide incentives, credits and benefits for participation and commitment to the 4-H program |

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</table>
| Utilize the most effective tools/methods of marketing | 1. Develop evaluation measures (such as focus groups) to determine effective means to marketing in order to capitalize on needs and opportunities  
2. Develop partnerships with both internal and external agencies and organizations to promote 4-H programming  
3. Utilize stake holders to promote 4-H programming |

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<th>Objective (c)</th>
<th>Strategies/Actions</th>
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</table>
| Gain State and National recognition for our model programs | 1. Develop standardized guidelines for the exemplary status of 4-H program  
2. Build exemplary research based programs throughout the State  
3. Present programs on a regional and national level, publish in journals and/or represent SC 4-H at national events |

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

<table>
<thead>
<tr>
<th>Objective (a)</th>
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</table>
| Standardization of curricula | 1. Hire State Staff in program areas to give leadership to the 7 program areas  
2. State Staff will develop curriculum for agents and volunteers based on as outlined in Goal 1 Objective 3  
3. Identify and/or update resources (Curriculum, publications, brochures, fact sheets, etc.) as well as new methods of delivery and increase secure accessibility of resources for Extension Agents and staff  
4. Hire 4-H Evaluation Specialist to determine the impact of programming |

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</table>
| Address high priority issues for South Carolina | 1. Utilize current curricula and 4-H programs to target priority issues (as identified under Goal 1)  
2. Identify and collaborate with entities and agencies to implement appropriate age level programs  
3. Develop and utilize youth leaders (county, regional and state)  
4. Produce a summary report gleaned from program evaluations which demonstrate how 4-H has addressed priority issues |

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<th>Objective (c)</th>
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</thead>
</table>
| Increase diversity demographics | 1. Hire staff to address language, social and economic barriers  
2. Conduct a needs assessment to gain an understanding of populations currently reached and population needs  
3. Use soft skills programs to reach diverse youth audiences |

**Goal 3: Promote staff development and growth.**

<table>
<thead>
<tr>
<th>Objective (a)</th>
<th>Strategies</th>
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</table>
| To develop a high quality 4-H staff through the hiring, | 1. To develop a high quality 4-H staff through the hiring, mentoring and continued professional development  
2. Develop and implement a mentoring program for staff |

For more information visit the Extension homepage at: www.clemson.edu/extension/strategicplan
<table>
<thead>
<tr>
<th>mentoring and continued professional development</th>
<th>3. Provide different opportunities for Professionals Development</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective (b)</strong></td>
<td><strong>Strategies</strong></td>
</tr>
</tbody>
</table>
| To Provide high quality on going volunteer training | 1. Hire State 4-H Volunteer Coordinator  
2. Develop a streamlined Volunteer Management Program to include on line and personal trainings for teen and adult volunteers  
3. Develop a volunteer recognition program |
| **Objective (c)** | **Strategies** |
| Develop Internal and External Collaborations with 4-H | 1. Promote collaboration with 4-H by adding evaluation objectives to non 4-H staff evaluations  
2. Increase overall 4-H Marketing Program  
3. Increase the marketing specifically to promote external collaborations |

For more information visit the Extension homepage at: www.clemson.edu/extension/strategicplan
Conclusion

This 2015-2020 Strategic Plan reflects a top-to-bottom review of Clemson Extension with particular attention to its operational structure, employee welfare, and programmatic priorities. It makes strategic recommendations, based on organizational feedback, to improve the efficiency and efficacy as required to meet current and future challenges.

Implementation of this plan will be challenging but rewarding. Local, regional and state-level leadership will be required to accomplish the goals laid out, but the results will yield a stronger Cooperative Extension service with higher employee morale, improved responsiveness to client needs, and greater impact on South Carolina's economy and people.

Time Frame and Budget

The implementation of the 2015-2020 Strategic Plan will begin July 1, 2015. The strategic planning committee designed a plan based on budget, programs, faculty and staff. This plan has short, middle and long-term goals. It is very important that we minimize budget expenditures and maximize personal strengths.

Programmatic Framework: (initial start will begin July 1, 2015)

The Strategic Plan has called for a redesign of our program team structure into five core program divisions:

1. Food, Nutrition, and Health
   a. Food Safety and Nutrition/ Packaging Science
   b. EFNEP/SNAP-Ed
   c. Public Health (pilot program)
   d. Urban Programs
2. Agriculture
   a. Agronomy
   b. Horticulture
   c. Livestock and Forages
   d. Urban Programs
3. Natural Resources
   a. Forestry and Wildlife Resources
   b. Water Resources
   c. Urban Programs
4. 4-H Youth Development

For more information visit the Extension homepage at: www.clemson.edu/extension/strategicplan
5. Agribusiness
   a. Agribusiness
   b. Community Development

It will be imperative to identify the most talented individuals possible to effectively and efficiently lead each of these five core divisions. Three of these leadership roles have already been identified: Food, Nutrition, and Health – Dr. Julie Northcutt; 4-H Youth Development – Dr. Pam Ardern; Agribusiness – Dr. Katherine Coleman.

There will be internal searches for the leadership roles of the Agriculture and Natural Resources divisions. During the search periods, there will be interim leadership appointed to each division.

In cases where warranted, reallocation of job duties will be exercised to ensure that identified division leaders have the appropriate percentage of their time devoted to their new role.

**Operational Framework:**

**Regional Lead Agents (RLA)** - The timeline for full implementation will be 2015-16 reduce RLA from 11 to 8 and in 2016-17 from 8-6. The names for these areas will be: (2015-2016)

1. Upstate
2. Upper Piedmont
3. Lower Piedmont
4. Upper Midlands
5. Midlands
6. Savannah Valley
7. Pee Dee
8. Coastal

In order to reduce the budget impact we will advertise internally for the newly combined areas, Upstate and Pee Dee. As an additional change, we will work towards removing the administrative duties and stipend from these Regional Lead Agents and making their administrative appointment a permanent part of their base duties and compensation. We will also reassign percentage of program activities depending on the area and administrative responsibilities of the region.

We are pleased to announce that we will be implementing internal searches for the following positions: 1) Assistant Director of County Agent Mentoring and 2) Assistant Director of Advocacy and Advisory Council. The successful candidates in these positions will have their duties reassigned appropriately to perform their new job duties, and will be compensated accordingly. Due to the funding recovered from decreasing the number of Regional Lead Agents, this will have little to no increase in our budget.
**Assistant Director of County Agent Mentoring** will work directly with our new and beginning agents to develop a professional development plan for each agent. They will serve as the New and Beginning Agent’s mentor. This position will also work with Field Operations as well as Staff Development to determine the needs of these agents as well as how well these agents are developing into successful county agents.

**Assistant Director of Advocacy and Advisory Council** — this is a much-needed position as we implement our strategic plan. This person will work directly with our legislative affairs team, Director’s Office and Program Integration to develop and direct our advocacy program. The advocacy program will be designed for work in the county as well as state level. This person will also work with Bob Guinn (during transition) to continue the strategic plan for SEAC. They will also work with SC State Extension to bring them into the new SEAC structure.

**Promotion Ladder for Agents and Associates:**

Extension Administration has accepted Extension Senate’s proposal to increase the funding amounts per tier on the promotion ladder for Extension Agents. These new numbers were calculated based on a market-based comparison of promotion ladders across other Extension Agencies in the Southeastern Region. For full information on these new amounts, refer to the promotion guidelines in the Extension Policy Manual, or contact Heather Repec.

Extension Senate has also proposed the investigation of an equitable promotion ladder for Extension Associates. This concept also has the support of Extension Administration. Its overall development and implementation is a mid to long-term goal in this strategic plan process.
Administrative Actions and Timeline for the Strategic Plan

We would like to thank the Strategic Planning Committee, Cory Tanner - Chair, Cory Heaton, Deon Legette, Blake Lanford, Matt Smith and Mike Marshall, and the entire Extension Faculty and Staff for their dedicated work on this plan which will chart the path for Clemson University Cooperative Extension Service for the next five years and beyond. While we are very pleased with the feedback, ideas, and solutions that resulted from our bottom-up strategic planning approach, we do anticipate making some minor adjustments to the planning committee’s version due to budget constraints. Rest assured, the Clemson University Cooperative Extension Service now has a map that provides clear direction for our future. It is our desire to make this a fluid plan to allow changes as needed due to budget, priorities, and most of all, program needs.

The vision, mission, core values and organizational goals provide clear direction for our future. The Federal government authorizes USDA to provide the framework and funding for the Cooperative Extension Service – CES. As it pertains specifically to our own organization’s work within Clemson University, CES will stand for the Clemson Extension System. This will allow us to be more inclusive with programs and redefining our structure and programs.

Vision

Clemson Extension System will be the leading source of unbiased, research-based information relating to agriculture, community, environment, food and youth.

Mission

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

Core Values

- We are committed to excellence within the land-grant responsibilities of teaching, research, and extension.
- We deliver unbiased, research-based solutions that are timely, relevant, and practical.
- Our efforts empower South Carolinians to overcome local, regional, national, and global challenges.
- We serve all with honesty, integrity and respect.
- Every Extension employee is integral to the success of the organization and Clemson University.
- Effective internal and external communication is fundamental to the execution of our mission and success of our employees.
- Engaged collaborators, partners and volunteers are critical to developing solutions and delivering programs.
- We are committed to knowledge transfer through the responsible use of technology and innovation.
- Our employees are accountable to the citizens of South Carolina and to each other.
Organizational Goals

Goal 1 - Enhance the value of Agriculture
Goal 2 - Strengthen Families and Communities
Goal 3 – Improve stewardship of natural resources and the environment
Goal 4 – Strengthen connections between people and their food
Goal 5 - Engage youth in citizenship, leadership and life skills
Goal 6 – Promote professional growth and development of personnel

The organizational analysis is a clear indication of our strengths, our weaknesses, threats and opportunities. We will immediately study these analyses and will chart a direction that will enhance our strengths, turn our weakness around, be aware of our threats and take advantage of our opportunities.

We will develop the Extension Leadership Council (ELC) that will be comprised of the Director, Associate Director, Director of Staff Development, 5 Core Program Directors, Assistant Director for Public Relations, and Assistant Director for County Agent Mentoring, Regional Lead Agent Representative and President of Extension Senate. This council will evaluate strategic plan implementation, suggest program activities and implementation, and serve as advisory committee to the Director and Associate Director.

The Programmatic Framework is fully endorsed by us, and we will work to implement the suggested framework with the introduction of an additional division. The Core Program Divisions will be Agribusiness, Agriculture, Food, Health and Community, Natural Resources and Youth Development.

Agribusiness will include Agribusiness, Economic Development and Urban Programs; Agriculture will include Agronomy, Horticulture, Livestock and Forages and Urban Programs; Food Health and Community will include Food Safety Nutrition, EFNEP, Snap-Ed and Urban Programs; Natural Resources will include Forestry and Wildlife Resources, Water Resources and Urban Programs; Youth Development will include 4-H and Youth Development.

As we move forward, we believe that developing Five Core Program Divisions will enhance our overall program delivery as well as provide for a more comprehensive and cohesive program integration. We have program directors for Food, Health and Community as well as Youth Development. We will have an internal search for program directors in the other areas. We must have aggressive leadership that will ensure that our programs are designed on unbiased research facts that meets the needs of our stakeholders. We must utilize every Extension faculty and staff to develop these programs. Additionally, every Extension Faculty and staff with a 25% or greater Extension appointment will be assigned to a core program where they will expected to actively participate for the common goal of strengthening the team, Extension, PSA, and Clemson University.

The strategic planning committee recommended that we establish a three-district middle management model which would replace the current 13 Regional Lead Agent Model. After careful consideration of this recommendation, we will work to reduce the number of middle management positions; however, we will need to do so by attrition, realignment and the creation of two new positions. We will recommend starting the process by reducing the number of regions from 13 to 8. The alignment will be based on natural and existing lines as well as the best use of current personnel. With the creation of the new alignment we will recommend that HGIC be a stand-alone unit. We will create two new positions that will work with the leadership team. These will be an Assistant Director for County Agent Mentoring and Assistant Director for Public Relations and Extension Advisory Council. The Assistant Director for County Agent Mentoring will work directly with new and beginning agents in the area of county relationships, program development.
and delivery. The Assistant Director for Public Relations and Extension Advisory Council will work directly with legislative affairs and SEAC to develop recommendations to Extension Leadership Council.

The time frame for implementation will start immediately with the approval of the Strategic Plan from Vice President of PSA and Dean of CAFLS Dr. George Askew. The first steps will be to realign the Core Program Divisions and Regional Lead Agents. Expectations should be that there would be some adjustment periods required as we transition into this new model of leadership.

Dr. Thomas R. Dobbins

Dr. Brian J. Callahan

Extension Director

Associate Director
For more information visit the Extension homepage at: www.clemson.edu/extension/strategicplan