Mission Statement & Plan Overview

Mission Statement:
Clemson Public Service and Agriculture (PSA) is a state agency comprised of four units: Clemson Experiment Station, Clemson Cooperative Extension, Livestock Poultry Health, and Regulatory Services. Clemson PSA safeguards the health and safety of livestock, poultry and companion animals and protects the food supply and public health of South Carolinians through its Livestock Poultry Health division, while PSA’s Regulatory Services division ensures the safe, effective use of fertilizers and pesticides, and the quality of seeds and plants grown in the state and conducts programs that prevent agroterrorism. Clemson PSA works collaboratively with Clemson’s College of Agriculture, Forestry and Life Sciences for research and outreach through the Clemson Experiment Station and Cooperative Extension Service.

Strategic Plan Overview:
Clemson PSA has a mission that is unique to South Carolina agriculture and one that will not be found in other universities. While other land-grant institutions have Experiment Station and Cooperative Extension operations, these institutions do not have statewide responsibilities for safeguarding the health of livestock, poultry and companion animals and ensuring effective use of fertilizers and pesticides. Given the nature of the PSA mission, employees of units are in every county in South Carolina, and many of them do not have much daily interaction with the faculty, staff, students and administration on campus. However, PSA employees do have significant interactions with their unit colleagues and other PSA units. More importantly, many have daily interactions with populations, agencies and organizations external to the University. Given these interactions, the focus of the PSA diversity plan will be on: 1) providing education and training to facilitate strategic partnerships with diverse communities in South Carolina and beyond; 2) improving intercultural competence of PSA faculty, staff and administrators; 3) creating more supportive and inclusive work environments that recognize the contributions of diverse populations; and 4) the recruitment and retention of diverse populations. The priority is to help PSA employees 1) be more effective in their current roles and 2) create more inclusive work environments. Since two PSA units (Cooperative Extension and Experiment Station) now report to the College of Agriculture, Forestry and Life Science (CAFLS), the PSA plan includes collaborations with CAFLS on specific goals, specifically the review of certain processes and procedures that involve all PSA units and intercultural competence education and training for faculty and staff.

Clemson PSA Diversity Statement
In order to better represent and serve all South Carolinians, Clemson Public Service and Agriculture will promote an inclusive and equitable work environment and will strive to recruit and retain a diverse workforce. As an organization, PSA will: create a welcoming, safe and respectful environment where all employees are invited to share their different perspectives and world views; identify organizational practices and cultural norms that enable inequities to persist; collaborate system-wide to remove identified cultural and organizational barriers and intergroup disparities that are obstacles to building an inclusive and equitable work environment for everyone; and ensure that all employees have equal access to the tools, training, and support systems needed for success in their positions and assignments.
CLIMATE AND INFRASTRUCTURE

Plan Focus Area: Inclusive facilities

Description: Inclusive spaces designed to be welcoming to people from diverse backgrounds, identities, cultures, and abilities

Goal 1: Ensure all Clemson PSA infrastructure meets or exceeds ADA standards and provides inclusive facilities in employee workspaces and in environments open to the public.

Objective 1: Conduct review of all PSA facilities and interactive environments to determine changes needed to improve inclusiveness and meet ADA standards for accommodating employees with physical, communication, (e.g., visual, hearing, or speech) or mental impairments.

Start Date: 1/2/2021
End Date: 6/30/2022

Action Steps:
Request that each PSA unit conduct a review of current facilities and determine if any changes are needed to employee work facilities and or public environments (e.g., changes needed to meet ADA requirements, lactation accommodations on site, space needed for work collaboration, changing stations in male restrooms, Gender-Neutral restrooms, etc.); Determine costs for any renovations needed; Prioritize needs by order of importance and develop unit implementation plan for facility improvements.

Measure(s) and Baseline Data:
Number of units completing facility reviews and developing implementation plans for improvement; changes made to PSA facilities and public environments.

Plan Focus Area: Support services for underrepresented / underserved populations

Description: Work with existing University and PSA programs to create supportive work environments for underrepresented faculty and staff.

Goal 1: Create supportive work environments for underrepresented faculty and staff.

Objective 1: Communicate existing University support services for underrepresented populations to PSA faculty and staff.

Start Date: 9/1/2020
End Date: 6/30/2026

Action Steps:
Identify support services available for specific populations; Compile list and develop webpage in PSA portal that provides information and links to specific employee support services; Communicate creation of webpage on available support services to PSA employee listserv; Update as needed.

Measure(s) and Baseline Data:
Webpage developed; Number of views annually
Objective 2: Provide networking opportunities and mentoring relationships for PSA employees with employees from other PSA and Clemson units.

Start Date: 1/3/2021
End Date: 6/30/2026

Action Steps:
Identify the availability of and access to existing Clemson networking and mentoring opportunities for specific populations; Compile list and develop webpage in PSA portal that provides information and links to specific opportunities and programs; Communicate creation of webpage on available networking events and mentoring programs to PSA employee listserv; Update as needed; Develop and administer survey to determine if demand and need exists for the development of a mentoring program specifically for PSA employees.

Measure(s) and Baseline Data:
Development of list and webpage; number of PSA employees participating in Clemson networking or mentoring programs; survey data

Plan Focus Area: Inclusive institutional practices, policies and procedures

Description: Institutional practices, policies and procedures that are inclusive of people from diverse backgrounds, identities, cultures, and abilities.

Goal 1: Ensure PSA practices and procedures support the success of all faculty and staff and create a safe environment where employee input and feedback is received with openness and respect.

Objective 1: Review current PSA practices and procedures to determine use of inclusive language and equitable and respectful practices and make revisions when deemed necessary.

Start Date: 10/15/2020
End Date: 6/30/2026

Action Steps:
Send memorandum from VP PSA to each PSA unit head annually that a) defines inclusive language and b) requests a review of current unit practices and procedures related to the work environment (e.g., Human resources, communications to employees) to determine 1) use of inclusive language; and 2) implementation of equitable and respectful practices where employees are encouraged to provide feedback; Units will determine if any changes or revisions to practices and procedures are needed, and submit a report on any changes made or recommended; Develop a division-wide survey to evaluate effectiveness of changes.

Measure(s) and Baseline Data:
Number of reviews completed, and PSA procedures and practices revised and updated annually; survey data

Plan Focus Area: Inclusive marketing and branding efforts

Goal 1: Ensure use of inclusive marketing and communication strategies for PSA programs and activities.

Objective 1: Utilize culturally sensitive media strategies when marketing, communicating, and advertising PSA events and programs to external and internal audiences.

Start Date: 1/6/2021
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End Date: 6/30/2026

Action Steps:
Create a committee to identify PSA events that will be prioritized for increased inclusive marketing efforts in order to promote diverse participation; Explore best practices at other institution and organizations; Compile electronic distribution lists of diverse organizations; send weekly, semi-monthly or monthly communications to diverse organizations about PSA community or statewide outreach events, Extension programs, REC field days, etc.; Determine appropriate marketing and communication strategies that would be sensitive to cultural differences of internal and external audiences (e.g., translation of information into another language; communication of information across different types of media formats, social media outlets, etc.); Ensure digital assets/communications are accessible and ADA compliant.

Measure(s) and Baseline Data:
Number of PSA events/programs prioritized for increased inclusive marketing efforts annually; Number of new and diverse populations participating in PSA events selected for more targeted marketing efforts annually; Event and program evaluations to specifically determine the impact and success of marketing efforts; Number of news/media placements in new/diverse communication outlets annually; Internal audit of ADA compliant digital assets and communications.

Plan Focus Area: Recognizing the contributions of people from diverse populations

Goal 1: Communicate the role and contributions of underrepresented populations in Clemson PSA and in South Carolina Agriculture and Natural Resources.

Objective 1: Utilize a variety of media to promote and publicize the contributions of underrepresented populations to Clemson PSA and South Carolina agriculture and natural resources.

Start Date: 12/2/2019
End Date: 6/30/2026

Action Steps:
Promote faculty and student research on contributions of people from diverse populations to South Carolina agriculture and natural resources (e.g., media project communicating the story of the land at the Bottoms on campus, including the historical role of enslaved Africans in its cultivation and the historical role of Native Americans); Include new South Carolina Botanical Garden (SCBG) signage that communicates the contributions of underrepresented groups and individuals who were and are instrumental in SC botanical and natural history; Create communications and media that highlight contributions of faculty and staff in PSA.

Measure(s) and Baseline Data:
Number of articles and media created annually; New signage installed

EDUCATION & TRAINING

Plan Focus Area: Intercultural competence of faculty and staff

Goal 1: Improve the intercultural competency of PSA faculty and staff.
Objective 1: Identify and provide effective training programs and workshops on developing intercultural competence for PSA faculty and staff, with a focus on improving intercultural communication skills.

Start Date: 10/1/2020
End Date: 6/30/2026

Action Steps:
Work with the division of Inclusion and Equity to use group profile results (e.g., inclusive excellence team, unit heads) from Intercultural Development Inventory (IDI) to identify effective training program(s) and activities; Determine most effective strategy for maximizing employee participation; Offer trainings to PSA faculty and staff; Encourage PSA administrator and employee participation in intercultural competence trainings and workshops; Development of pre and post-test survey assessments of knowledge gained and applied.

Measure(s) and Baseline Data:
Number of workshops and trainings offered per year; Number and percent of total PSA employees participating in University-wide trainings or PSA unit-sponsored workshops to improve intercultural competence annually; Assessment data on effectiveness of training; pre- and post- evaluation/survey data on intercultural communication skills.

LEADERSHIP SUPPORT AND DEVELOPMENT

Plan Focus Area: Intercultural competence of university leaders

Goal 1: Improve the intercultural competency of PSA unit leaders and supervisors.

Objective 1: Identify and provide effective training programs and workshops on developing intercultural competence for PSA unit leaders and supervisors, with a focus on improving intercultural communication skills.

Start Date: 3/1/2021
End Date: 6/30/2026

Action Steps:
Work with the division of Inclusion and Equity to use group profile results from Intercultural Development Inventory (IDI) to identify effective training program(s) and activities; Offer trainings and activities to PSA leadership; As part of Employee Performance review, encourage participation of PSA unit heads and supervisors in intercultural competence trainings and workshops; Development of pre- and post- test survey assessments of knowledge gained and learned.

Measure(s) and Baseline Data:
Number of workshops and trainings offered per year; Number and percent of administrators participating in intercultural competence training; Assessment data on effectiveness of training; pre and post evaluation/survey data of intercultural communication skills.

Plan Focus Area: Leadership development opportunities for underrepresented populations

Goal 1: Support participation of underrepresented PSA faculty and staff in leadership development and capacity building opportunities associated with their career and professional goals.
**Objective 1:** Encourage underrepresented PSA faculty and staff to apply for and participate in professional leadership development opportunities and in University leadership development programs (e.g., HR Talent and Organizational Development, Presidents Leadership Institute (PLI), Staff Development Program, PSA Fellows, Extension Emerging Leaders Institute (EELI), South Carolina’s Palmetto Leadership Program for the Environment, Agriculture, and Forestry (Palmetto LEAF).

**Start Date:** 1/5/2021  
**End Date:** 6/30/2026

**Action Steps:** Identify leadership development opportunities available to faculty and staff; Communicate opportunities to faculty and staff; Encourage PSA Administrative leadership to nominate and/or support participation of underrepresented faculty and staff in professional leadership development programs and in University leadership development programs.

**Measure(s) and Baseline Data:**
Number of underrepresented faculty and staff applying for and/ or participating in professional leadership development opportunities annually; number of underrepresented faculty and staff applying for and/or participating in university leadership development programs annually.

**RECRUITMENT OF FACULTY AND STAFF**

**Plan Focus Area:** Recruitment of underrepresented faculty and staff

**Goal 1:** Increase the number of underrepresented faculty and staff in PSA.

**Objective 1:** Improve recruitment strategies to attract interest from underrepresented populations when hiring for faculty, staff, and student intern positions.

**Start Date:** 10/1/2020  
**End Date:** 6/30/2026

**Action Steps:**
Work with search committees and supervisors to ensure adherence to recruitment and interview protocols and diversity-related policies in all faculty and staff searches; Encourage attendance at implicit bias training workshops for supervisors and employees; Encourage units to utilize appropriate "blind recruitment" practices to reduce bias from hiring managers/supervisors; Work with HR strategist to develop recruitment strategy to include position advertisements in diverse publications and in diverse locations; Participate in career fairs at HBCUs, Tribal Colleges and Hispanic Serving Institutions; Include participation of underrepresented staff in recruitment activities; Develop multicultural recruitment videos that can be sent to institutions to communicate available employment opportunities; Create PSA recruitment brochure that includes use of inclusive language and visual images.

**Measure(s) and Baseline Data:**
Number of search committee members and supervisors participating in implicit bias training; number of diverse publications advertising PSA positions; Number of HBCU, Hispanic- serving, and Tribal college career fairs participating in annually; multicultural recruitment videos; Number of URM individuals applying for PSA positions; Demographics of PSA faculty and staff annually.
RETENTION OF FACULTY AND STAFF

Focus Area: Retention of underrepresented faculty and staff

Goal 1: Determine retention rate of URM faculty and staff in PSA and improve retention efforts as needed.

Objective 1: Develop retention plan focused on retention of URM faculty and staff in PSA units.

Start Date: 2/1/2021
End Date: 6/30/2026

Action Steps:
Work with HR to conduct interviews and survey PSA faculty and staff who leave PSA departments each year to determine reasons for leaving employment; Work with HR to conduct survey of PSA URM faculty and staff to obtain input on work environment and climate and solicit recommendations for improvement; Develop strategies to improve retention of URM faculty and staff in PSA.

Measure(s) and Baseline Data:
Number of exit interviews conducted annually; survey results; retention plan; retention rate of PSA URM faculty and staff annually.

ENGAGEMENT WITH DIVERSE POPULATIONS ACROSS S.C.

Focus Area: Engagement with diverse communities in the state / region

Goal 1: Increase PSA engagement and collaboration with diverse populations across the state.

Objective 1: Provide opportunities for diverse communities across the state to engage with Clemson University administrators, faculty, staff, and students through PSA- sponsored events and programs.

Start Date: 1/2/2021
End Date: 6/30/2026

Action Steps:
Send weekly, semi-monthly or monthly communications to diverse organizations about PSA community or statewide outreach events, Extension programs, REC field days, etc.; Include visits with African-American producers and farmers in S.C. on PSA Tours developed for Clemson faculty, staff, and administrators; Include SC State University representatives on PSA tours; Involve and sponsor K-12 schools and underrepresented K-12 students in S.C. Water Resource Conference proceedings and activities; Involve and sponsor participation of Title 1 schools and underrepresented and disadvantaged K-12 students at PSA SC Botanical Garden programs and tours; Work with 4-H camps and programs to schedule tours at LPH, Regulatory, Research and Education Centers and Extension offices to introduce underrepresented youth to potential careers in agricultural and natural resources; Explore offering multilingual trainings and workshops; Reduce barriers to attendance when possible ( e.g., cost)

Measure(s) and Baseline Data:
Number of new and diverse populations participating in PSA events; Number of African-American Farms visited on PSA Tours; Number of S.C State University participants in PSA Tours; Number of Title I schools and students
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participating in S.C. Water Resource Conference; Number of Title I schools and students sponsored for S.C. Botanical Garden events; Number of student tours held at PSA-funded facilities annually; Number of multilingual workshops or trainings offered and participant evaluations of workshops; Number of free workshops or trainings offered annually.

Objective 2: Provide networking opportunities for PSA staff from diverse backgrounds and from different Clemson units to work together with diverse community members and organizations on common projects.

Start Date: 1/2/2021
End Date: 6/30/2026

Action Steps:
Develop an annual community engagement opportunity for PSA unit employees to participate with diverse community members and organizations to learn about Clemson’s land-grant mission and address an issue of concern in a community or region; Develop participant and stakeholder survey to evaluate program.

Measure(s) and Baseline Data:
Number of participants in community engagement program annually; survey data on participant and stakeholder evaluation of program; number of and completion of community projects annually.

Focus Area: Diverse Business Enterprises

Goal 1: Broaden participation of diverse business enterprises in PSA procurement practices.

Objective 1: Encourage and promote use of minority, women and veteran-owned businesses for purchases under $10,000.

Start Date: 9/15/2020
End Date: 6/30/2026

Action Steps:
Identify list of potential vendors; Publicize list of minority, women, and veteran-owned businesses and communicate to those employees involved in PSA procurement; Promote participation of minority, women, and veteran-owned businesses in Purchase with a Purpose program at S.C. Botanical Garden (SCBG) gift shop.

Measure(s) and Baseline Data:
Use of minority-owned businesses for PSA procurement under $10,000 annually; Number of minority, women, and veteran-owned businesses participating in Purchase with Purpose program annually