

South Carolina Cooperative
Extension System

Land-Grant Institutions
Plan of Work
1999-2004

Clemson University
South Carolina State University

CLEMSON[®]
E X T E N S I O N



July 1999

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Plan of Work Process

A group of Extension professionals was organized to put together the Plan of Work process to address the requirements of the AREERA Act of 1998. In preparing the plan of work document, this group addressed its charge under the following overriding principles which included: 1) partnering between Clemson University and South Carolina State University (SCSU) in program planning process and programming, 2) incorporating information from research components of both institutions in the program planning process (although Extension and Research plan components are different, Clemson is exploring possibilities of integrating Extension and Research plans of work in the near future), and 3) organizing a structure for a planning process incorporating team concepts, stakeholder involvement and representation, cooperation in the planning process both at the county and cluster level between Clemson and SCSU institutions, focusing the plan and resources needed.

Figures one through three represents the stages of the plan of work process. As a part of each stage, responses to the following questions were identified: 1) Who will be responsible? 2) What are they supposed to do? 3) What is the time line for accomplishment of objectives? 4) How will the system know if the objectives have been met? 5) What resources will be needed to accomplish the objectives? 6) What data needs are required? and 7) What accountability will each stage have? A brief description of the three stages of the POW is presented in the following paragraphs.

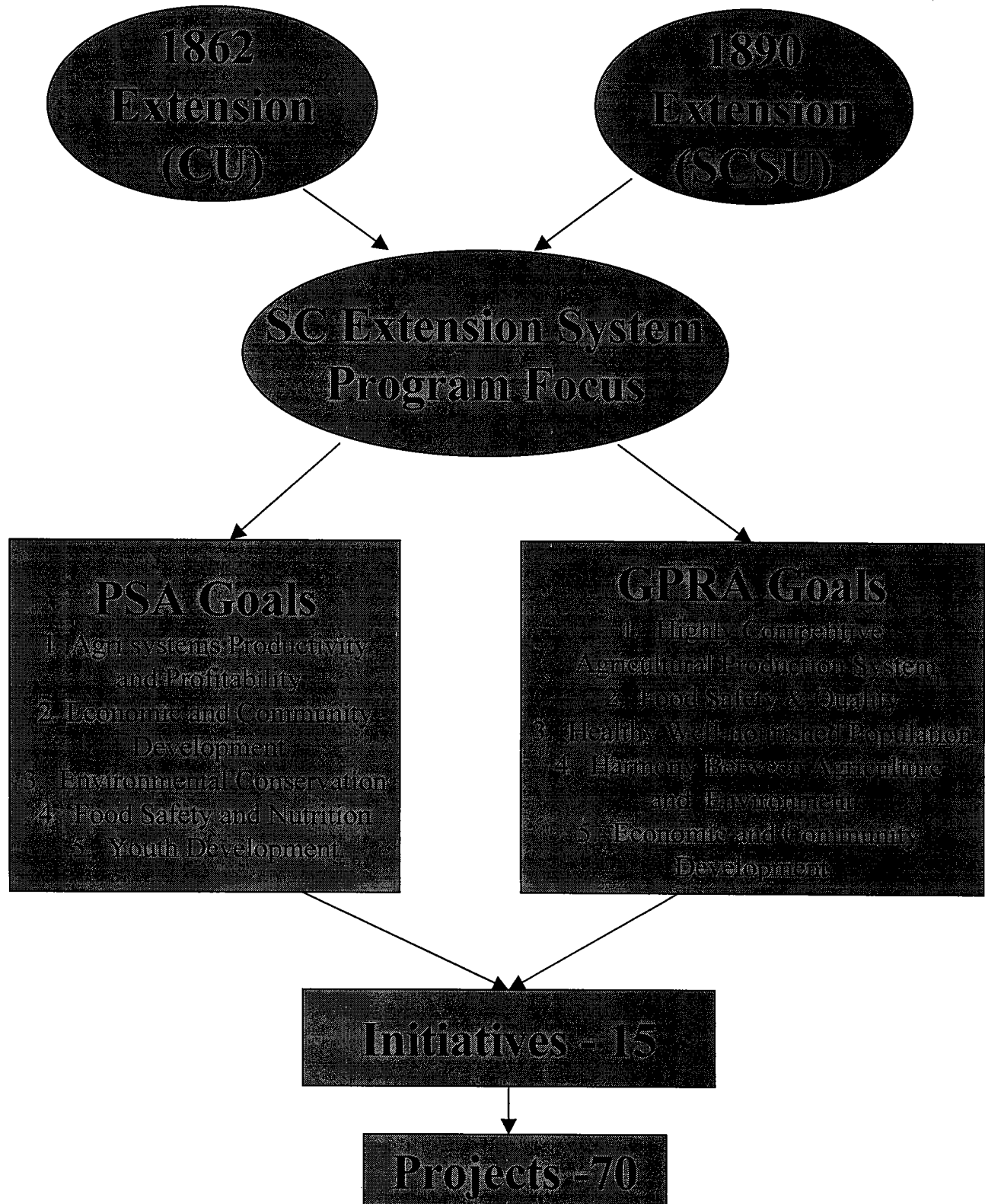
Stage 1: Program Focus

As shown in Figure 1, the general programmatic foci for both Clemson and SCSU were developed. The foci were based on areas of programming, organization mission and capabilities, including inventory of resources. In addition, other information such as strategic plans, national directions (CSREES), state direction (Public Service and Agriculture), expert input from internal (departments, schools, program leaders, etc.), and external (local leaders, clientele, key stakeholders) stakeholders were also documented. As a result of these efforts (see also Figures 2 and 3), five strategic goals for Public Service and Agriculture (PSA) were developed. The five PSA goals are:

1. Agrisystems Productivity and Profitability (GPRA Goal 1)
2. Economic and Community Development (GPRA Goal 5)
3. Environmental Conservation (GPRA Goal 4)
4. Food Safety and Nutrition (GPRA Goals 2 & 3)
5. Youth Development (Part of GPRA Goal 5)

These five strategic goals closely mirror the national GPRA goals. Under each of the five goals, initiatives were identified to provide a clear focus for the programs. Under each initiative, projects were identified which specifically addressed the issues. In all there were five goals, 15 initiatives and 70 projects (see chart 1 for details of goals, initiatives and projects).

SC Extension System POW Process (Stage 1)



Stage 2: Program Identification/Development Teams

In stage 2, program identification/development teams were formed. These teams identified data needs and data sources for developing program needs and plans. The data sources used in identifying program needs included the following sources:

1. Experts: Agents, specialists, researchers and other agencies who provided relevant, scientific, research-based information.

2. Information Team: This team documented needed demographic data from all the counties. Each of the 14 clusters was asked to provide an "environmental scan" of their clusters. Each cluster provided information on demographic data which included population growth, gender, age, race, education, voter participation, criminal justice, income and employment, economic base, retail sales and services, and property tax bases. In addition, existing databases were also used to determine a profile of counties/clusters.

3. Clientele: Program clientele included counties, clusters, regional and statewide, community leaders, key individuals, organizations and agencies and program participants. The county committee advisory systems provided program input through action, program, and advisory committees. This information was provided to the development teams.

4. Program Stakeholders: Included legislators, other private and public funders, industry officials and other local agencies.

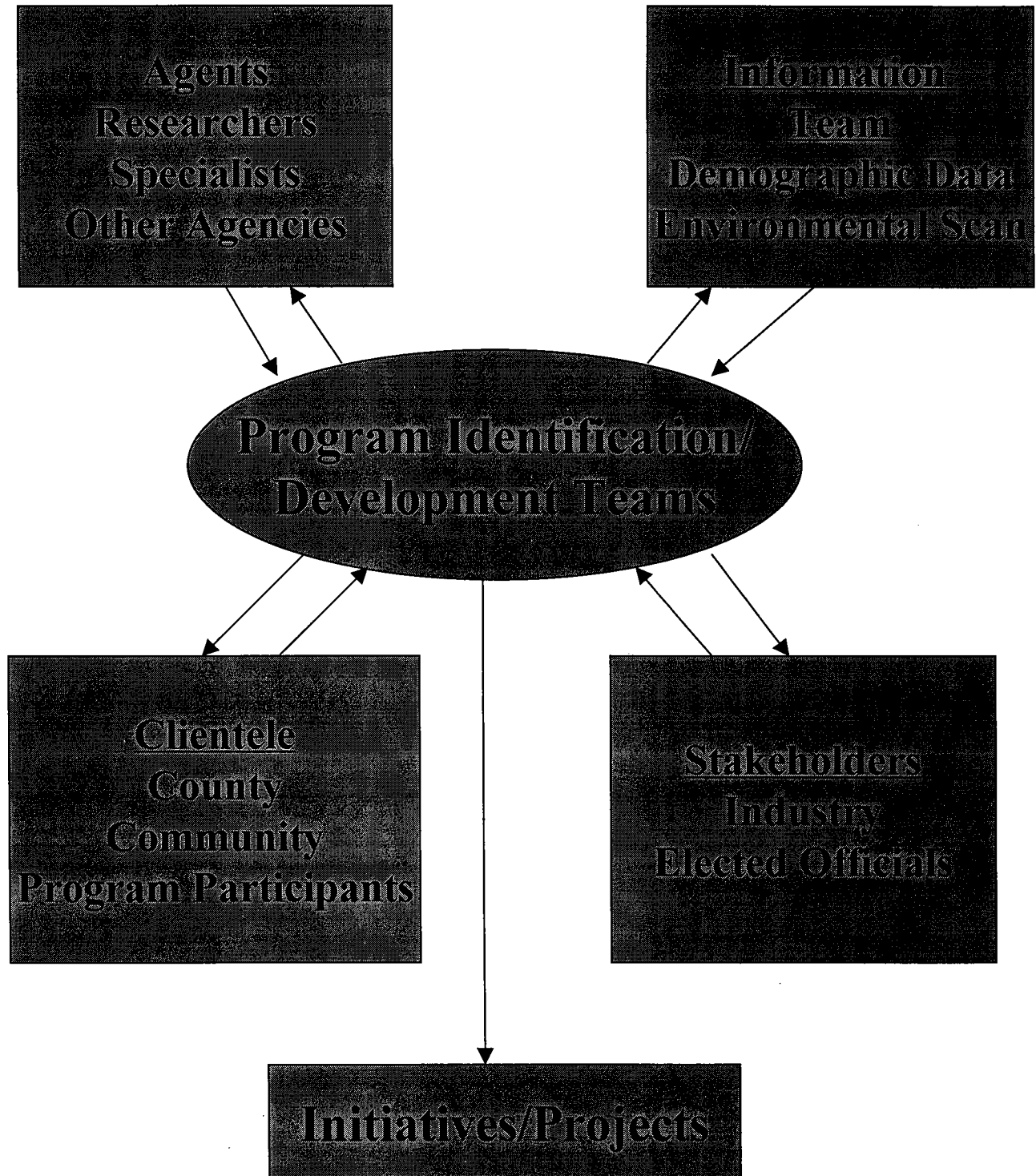
Utilizing resources from the information team (demographic data, environmental scans), the program identification/development teams identified trends, issues and program needs. In all there were eight program development teams which examined the trends, issues and program needs, including interdisciplinary issues, recommended 15 initiatives. Of the 15 initiatives, four were in Goal 1, two in Goal 2, one in Goal 3, four in Goal 4, and five in Goal 5. In addition, the teams also identified projects under each initiative. In all, 70 projects were identified.

Stage 3: Plan of Work

Once the initiatives and projects were identified, the initiative teams and sub-teams undertook the task of developing program plans. Program plans were developed based on the guidelines of the AREERA Act of 1998. As shown in Figure 3, program development teams were in constant touch with experts, counties, stakeholders and administration to make sure that the program plan reflected the input and priorities of state, Clemson University, national initiatives of USDA and other federal programs. The plan of work components included: 1) performance goals and objectives, 2) key program components, 3) stakeholders, 4) evaluation framework, 5) indicators, 6) program duration, and 7) allocated resources. In addition, curricula and training needs were also included in the program plans.

SC Extension System POW Process

(Stage 2)



SC Extension System POW Process (Stage 3)

