

Virginia's Strategic Plan for Virginia Cooperative Extension

Goals and Objectives

2011-2016

**Committed to
Virginia's Land, People,
and Communities**

Full version can be found at: www.ext.vt.edu/strategicplanning/index.html

Virginia Cooperative Extension



*Committed to
Virginia's Land,
People, and
Communities*

Focus Area I: Enhancing the Value of Virginia's Agriculture

Goal 1: Increase the profitability and sustainability of Virginia's commercial food, fiber, animal recreation, and green industries.

Objective 1.1: Improve agricultural producer knowledge of how to add value to products they produce to increase profitability.

Objective 1.2: Improve production efficiencies in farming operations by decreasing input costs and/or increasing production levels.

Objective 1.3: Provide training on management strategies that will reduce risk factors caused by environmental and market fluctuations.

Objective 1.4: Provide training to identify new markets and to market products through local, regional, and global venues.

Objective 1.5: Increase profitability by encouraging diversity in the range of products marketed.

Objective 1.6: Promote production methods that include, but are not limited to, lowering production costs and evaluating alternative production methods.

Goal 2: Prepare the agricultural industry for future opportunities and challenges in urban and rural environments.

Objective 2.1: Provide professional development opportunities for agricultural personnel in Virginia.

Objective 2.2: Assist producers in recruiting and training the workforce requisite to efficient food, fiber, and green production.

Objective 2.3: Provide current farm operators with tools to make informed decisions and actions as their production units move to the next generation of producers.

Objective 2.4: Equip people entering the agricultural sector with the tools needed to succeed in their production enterprises.

Objective 2.5: Provide educational resources to farm owners and decision-makers to develop, maintain, and enhance agricultural operations in Virginia.

Objective 2.6: Provide programming that will allow producers to utilize research-based methods to minimize environmental impact in the production and harvesting of agricultural products.

**Committed to
Virginia's Land,
People, and
Communities**

Goal 3: Research and disseminate methods and recommendations to ensure that consumers have access to safe, high-quality agricultural products.

Objective 3.1: Develop and deliver programs for Virginia's producers to provide consumers with safe, nutritious, and competitively priced foods.

Objective 3.2: Provide best-management practices for home food production and preservation.

Objective 3.3: Assist producers to actively market their products.

Objective 3.4: Educate commercial horticulture industry professionals to produce high-quality products and provide high-quality services that are research-based and environmentally sound.

Objective 3.5: Provide best-management practices that will result in the sustainable management of lawns, landscapes, and gardens while minimizing negative environmental impacts.

Goal 4: Develop and deliver programs to enhance agricultural literacy.

Objective 4.1: Educate the public about recommended agricultural practices.

Objective 4.2: Work with producers to increase awareness of locally produced agricultural products.

Objective 4.3: Develop and deliver programs to educate youth on Virginia's agriculture industry and the diversity of its products.

Goal 5: Interpret policy and legislation, identify opportunities, and provide training to comply with regulations that affect farm profitability and environmental quality.

Objective 5.1: Train producers in the safe and responsible use of pesticides.

Objective 5.2: Educate producers on their crucial role in environmental stewardship and regulatory compliance.

Objective 5.3: Provide resources and tools for key decision-makers.

Objective 5.4: Educate agricultural producers about the opportunities and regulations associated with agricultural waste products.

Objective 5.5: Create and maintain cooperative alliances with local, state, and federal agencies in assessing damage, securing funding, and promoting community welfare.

Objective 5.6: Educate producers about the responsible use and treatment of animals in agricultural operations.

Focus Area II: Sustaining Virginia's Natural Resources and the Environment

Goal 1: Support the management, use, and sustainability of Virginia's natural resource capital for the benefit of future generations.

Objective 1.1: Improve the management, conservation, and preservation of Virginia's urban and rural forest-based and associated natural resources (forest, water, air, wildlife).

Objective 1.2: Engage citizens and resource professionals in the stewardship of urban forests to promote sustainable communities.

Objective 1.3: Equip decision-makers with science-based information and tools to guide local, state, and federal policy related to natural resources and the environment.

Objective 1.4: Increase the profitability of Virginia's forest-based industries.

Goal 2: Provide natural resource and environmental education.

Objective 2.1: Foster opportunities for youth to gain the health, social, and educational benefits of spending time outdoors in nature.

Objective 2.2: Increase environmental awareness and stewardship knowledge of Virginia's decision-makers.

Objective 2.3: Increase environmental awareness and stewardship knowledge and behaviors in youth.

Objective 2.4: Increase environmental awareness and stewardship knowledge and behaviors in adults.

Goal 3: Provide educational resources to address urban/rural interface issues.

Objective 3.1: Educate Virginians on the benefits and options for preserving working farms, forests, wetlands and fallow lands, and wildlife habitat.

Objective 3.2: Encourage land-use planning and management measures to address issues related to population growth, such as urban encroachment/suburban sprawl.

Objective 3.3: Develop and deliver programming to address invasive species, plant and animal pests, wildlife damage, and nuisance issues.

Objective 3.4: Assist small-acreage and new landowners with management goals including the production of traditional and alternative products.

**Committed to
Virginia's Land,
People, and
Communities**

Goal 4: Provide education to conserve and protect Virginia's surface and groundwater resources, including the Chesapeake Bay.

Objective 4.1: Develop and deliver programs that educate Virginia residents on nutrient, sediment, and toxin contaminants and their impact on the Chesapeake Bay.

Objective 4.2: Develop and deliver educational programs that inform and influence producer practices that impact water quality and conservation.

Objective 4.3: Develop and deliver programs that inform and influence landowner and homeowner behaviors that impact water quality and conservation.

Objective 4.4: Develop and deliver programs that increase awareness of water quality and conservation issues to influence future youth behaviors to conserve and protect Virginia's water resources.

Goal 5: Develop and deliver programs in green energy/bioenergy.

Objective 5.1: Support research for the sustainable development and management of local agriculture, forest crops, and their residues for the development of bioenergy products.

Objective 5.2: Increase awareness and use of alternative forms of energy by citizens of the commonwealth.

Objective 5.3: Develop and expand on outreach programs in energy conservation, recycling, alternative forms of energy, and wise use of our energy resources.

Objective 5.4: Promote energy savings and improved profitability through appropriate green building techniques.

Committed to
Virginia's Land,
People, and
Communities

Focus Area III: Creating a Positive Future Through 4-H Youth Development

Goal 1: Improve competencies of Virginia youth in the following life skills: knowledge, reasoning, creativity, personal, social, vocational, citizenship, health, and physical.

Objective 1.1: Increase knowledge, skills, competencies, and adoption of healthy behaviors among youth and their families.

Objective 1.2: Increase engagement of all youth within the community, utilizing decision-making and problem-solving skills.

Objective 1.3: Engage youth in 4-H science, engineering, and technology programming.

Goal 2: Develop supporting environments for 4-H youth development.

Objective 2.1: Expand delivery options for 4-H programming to impact youth throughout the state with diverse interests.

Objective 2.2: Use research-based methods to promote developmental growth of youth; long-term and sustained involvement; and a progression of learning experiences.

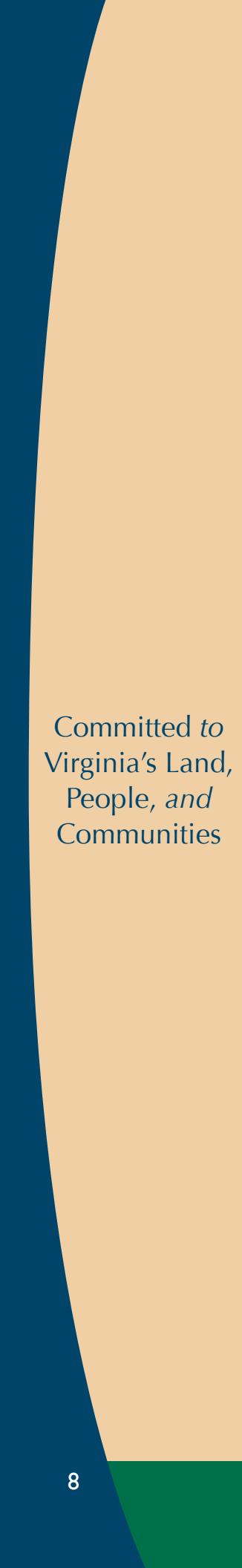
Goal 3: Design volunteer development systems that attract, retain, train, and energize youth and adult volunteers who are progressive and have an enduring commitment to youth.

Objective 3.1: Design a volunteer development system for Virginia Cooperative Extension.

Objective 3.2: Increase the engagement of teen and adult volunteers in leading local, district, and state 4-H experiences, including camping programs.

Objective 3.3: Conduct relevant volunteer development research.

Committed to
Virginia's Land,
People, and
Communities



Focus Area IV: Strengthening Virginia Families and Communities

Goal 1: Improve the health of Virginians through access to adequate, safe, and nutritious food.

Objective 1.1: Educate youth and families on the causes and effects of chronic diseases, including obesity and sedentary lifestyles.

Objective 1.2: Educate families to define dietary quality and select nutritious foods.

Objective 1.3: Train youth and families to develop food resource management skills related to food security and food safety practices.

Goal 2: Develop and deliver educational programs to increase the understanding and development of the social, cognitive, and physical capacities of Virginians.

Objective 2.1: Educate individuals and communities on the best practices for child development.

Objective 2.2: Deliver educational programs that address parenting and dependent care issues.

Goal 3: Increase economic stability and decrease reliance on public services by improving youth and family financial literacy and security.

Objective 3.1: Strengthen financial literacy and security of adults, youth, and families through science-based educational programs.

Objective 3.2: Strengthen the capacity of families and communities through science-based educational programs that build and sustain businesses and small farm enterprises.

Focus Area V: Cultivating Community Resiliency and Capacity

Goal 1: Assist communities in developing and strengthening local economies through entrepreneurship and small business development.

Objective 1.1: Educate Virginia entrepreneurs and community planners on local/community food systems and the connections between agriculture, nutrition, tourism, culture, and the impact on local economic development and quality of life.

Objective 1.2: Increase the capacity of entrepreneurs to identify, develop, and sustain business enterprises.

Goal 2: Develop and deliver educational programming to improve capacity among community members to engage in community planning, decision-making, and community leadership.

Objective 2.1: Develop individual leadership, facilitation, and conflict resolution skills to anticipate and respond to emerging community resource development issues.

Objective 2.2: Equip appointed and elected boards to define and respond to community resource development issues.

*Committed to
Virginia's Land,
People, and
Communities*

Focus Area VI: Organizational Effectiveness

Goal 1: Implement the programming, local structure, and organizational structure from the 2010 Restructuring Plan.

Objective 1.1: Establish issue-based program teams to design educational programs delivered in the state through a network of locally based field faculty.

Objective 1.2: Restructure administrative functions and field staffing structure used for delivery of field based programs to increase effectiveness of programs.

Objective 1.3: Utilize multiple delivery modes, including technology, to deliver science-based educational programming to Virginians.

Goal 2: Invest in the recruitment and development of a diverse group of VCE educators, specialists, and staff to ensure exceptional programming, services, and leadership that address Virginia's needs.

Objective 2.1: Recruit a diverse group of Extension educators, staff, and specialists.

Objective 2.2: Develop and implement a comprehensive training system to promote excellence in scholarly, teaching, and programmatic efforts of Extension educators and specialists.

Objective 2.3: Review the performance evaluation system to ensure that exceptional performance is rewarded and ineffective performers are removed.

Goal 3: Develop an effective internal and external communication system to inform and engage citizens, stakeholders, and partners.

Objective 3.1: Strengthen internal communication between Extension educators and specialists at Virginia Tech, Agricultural Research and Extension Centers, and Virginia State University.

Objective 3.2: Implement external marketing strategies to increase brand recognition of high-impact programs and services within the commonwealth.

Objective 3.3: Establish partnerships and collaborate with organizations and individuals who have common goals in serving the people of the Commonwealth of Virginia.

Objective 3.4: Design an effective volunteer development system that attracts, retains, and energizes a diverse group of youth and adult volunteers, including Extension Leadership Councils and program-focused volunteers.

Goal 4: Identify and secure public and private resources that support quality programming in the focus areas.

Objective 4-1: Focus on NIFA funding priorities and college-based science activity to increase public service research awards by 30 percent.

Objective 4-2: Develop and implement a VCE strategy to increase private giving from both individual and corporate donors.

Objective 4-3: Develop fee-based models that support the delivery of programs where applicable and appropriate.

Objective 4-4: Develop a financial structure which is flexible and seeks to reinvest new and existing state and federal resources based on the identified strategic plan and anticipated return on investment.

Committed to
Virginia's Land,
People, and
Communities

www.ext.vt.edu

Produced by Communications and Marketing, College of Agriculture and Life Sciences,
Virginia Polytechnic Institute and State University, 2010

Virginia Cooperative Extension programs and employment are open to all, regardless of race, color, national origin, sex, religion, age, disability, political beliefs, sexual orientation, or marital or family status. An equal opportunity/affirmative action employer. Issued in furtherance of Cooperative Extension work, Virginia Polytechnic Institute and State University, Virginia State University, and the U.S. Department of Agriculture cooperating. Alan L. Grant, Dean, College of Agriculture and Life Sciences, and Interim Director, Virginia Cooperative Extension, Virginia Tech, Blacksburg; Wondi Mersie, Interim Administrator, 1890 Extension Program, Virginia State, Petersburg.

