

SOUTHERN UNIVERSITY AGRICULTURAL RESEARCH AND EXTENSION CENTER



STRATEGIC PLAN

**ACT 1465 of 1997 Compliance Document
FY 2017-18 through FY 2021-22**

**Submitted to
The Louisiana Board of Regents
and
The Office of Planning and Budget
FY 2016-2017**

SOUTHERN UNIVERSITY AGRICULTURAL RESEARCH AND EXTENSION CENTER (SUAREC)

ACT 1465 STRATEGIC PLAN FY 2017-2018 through 2021-2022

VISION

To be recognized and valued as a premier provider for practical new discoveries, outreach education and technical assistance in food, agricultural and human sciences that enhance the quality of life of the diverse urban and rural citizenry of Louisiana. The Southern University Agricultural Research and Extension Programs are effective through the use of current and emerging technologies, accessible information systems, sustained linkages, collaborations and partnerships, and continuous planning, evaluation, and accountability.

MISSION

The mission of the Southern University Agricultural Research and Extension Center; in its land-grant role, is to conduct statewide basic and applied research and to disseminate information to the citizens of Louisiana in a manner that is useful in addressing their scientific, technological, social, economic and cultural needs. The Center advances the state of knowledge through its research program. Through its extension program, it disseminates relevant information that addresses the scientific, technological, social, economic and cultural needs of all citizens, emphasizing particularly the needs of those who are socially, economically, and educationally disadvantaged. Cooperation with federal agencies and other state and local agencies, in accordance with various acts of Congress, ensures that the overall needs of citizens of Louisiana are met by the effective and efficient use of the resources provided to the Center through state and federal appropriations.

PHILOSOPHY

The programs conducted by the Southern University Agricultural Research and Extension Center are grounded in the basic tenets of the Legislative Acts which created, and refined the 1890 Land-Grant System. The Center is positioned to anticipate change and to embrace the challenges and opportunities of the future. Resources are focused on high priority issues facing the citizens of Louisiana as the needs of this diverse society grow in complexity. The Center offers credible, relevant, and effective research and educational responses that have positive and enduring impact on individuals, families, and communities.

Goals and Objectives

1. To strengthen the productivity, profitability and competitiveness of Louisiana’s agriculture, forestry, and fisheries while enhancing the environment and wise use of the natural resources.
2. To build leaders and good citizens through youth development.
3. To implement nutrition, health, family, and community development programs to enhance the quality of life of Louisiana’s citizens.

Goal I: To strengthen the productivity, profitability and competitiveness of Louisiana’s agriculture, forestry, and fisheries while enhancing the environment and wise use of the natural resources.

Objective 1: To maintain and enhance the competitiveness and sustainability of the State’s renewable natural resource based industries (agriculture, forestry, and fisheries) by maintaining the average adoption rate for recommended cultural and best management practices at the FY 2016 level of 55% through the year 2022.

Strategy 1.1: Conduct research and educational programs directed toward increasing the productivity and profitability of Louisiana’s traditional and non-traditional plant enterprises.

Strategy 1.2: Conduct research and educational programs directed toward increasing the productivity and profitability of Louisiana’s traditional and non-traditional animal enterprises.

Strategy 1.3: Conduct research and educational programs to assure the natural resource base (soil, water, and air) is used wisely to maintain and enhance environmental quality, and to maintain and enhance the perpetual production of agricultural commodities.

Strategy 1.4: Conduct research and educational programs to develop sustainable new crops and value-added products and to integrate these new crops/products into new or existing agricultural production and business enterprises.

Strategy 1.5: Maintain the Southwest Center for Rural Initiatives (SCRI) as a satellite campus with a focus on improving the socioeconomic well-being of citizens in rural communities within a ten-parish region.

Strategy 1.6: Upgrade research infrastructure through the acquisition of equipment, renovations, and construction of new buildings.

Performance Indicators:

<u>Output:</u>	Number of educational programs. Number of clientele contacted.
<u>Outcomes:</u>	Percent of entrepreneurs’ adoption rate for recommendations. Percent increase in average adoption rate for recommendations.

Goal II: To build leaders and good citizens through youth development.

Objective 2: To facilitate the development of an effective and informed community citizenry by increasing involvement in youth development programs and activities by an average of three percent annually at the FY 2016 baseline of 130,000 through the year 2022.

Strategy 2.1: Provide educational experiences that will enhance the development of Louisiana youths' life skills, leadership, entrepreneurship and community involvement.

Performance Indicators:

Output: Number of volunteer leaders.
 Number of participants in youth development programs and activities.
 Number of youth participants in community services and activities.

Outcome: Percent change in number of youth participating in activities.

Goal III: To implement nutrition, health, family, and community development programs to enhance the quality of life of Louisiana's citizens

Objective 3: To enhance the quality of life and service in local communities and the health and well-being of the state's citizens by increasing educational program contacts by an average of three percent annually at the FY 2016 baseline of 460,500 through the year 2022.

Strategy 3.1: Conduct research and educational programs to identify and influence the social, psychological and economic factors that affect family dynamics and the abilities of families to sustain positive family interpersonal and community relationships.

Strategy 3.2: Conduct research and educational programs to revitalize and empower rural and urban Louisiana through community leadership development, asset building, economic development and the initiation of community enhancement.

Strategy 3.3: Conduct research and educational programs to improve nutritional status, positive dietary behavior and food safety as it relates to the health and well being of Louisiana people.

Performance Indicators:

Output: Number of educational programs.
 Number of educational contacts

Outcome: Percent change in educational contacts.

In compliance with Act 1465 of 1997, each strategic plan must include the following process:

1. A brief statement identifying the principal clients and users of each program and the specific service or benefit derived by such persons or organizations:

The Southern University Agricultural Research and Extension Center (SUAREC) generates knowledge through its research program and disseminates relevant information through its extension program that addresses the needs of citizens with particular emphasis on those who are socially, economically, and educationally disadvantaged. The research and extension programs at Southern University were constitutionally established through the Land-Grant authorization. Educational programs implemented by the Center are available and useful to all citizens of Louisiana and primarily to clients in the areas of food, agricultural and human sciences, and to urban and rural dwellers, youth, government officials, faith and community leaders, and families. Louisiana citizens utilize information disseminated by the Center to improve their quality of life through scientific, technological, social, economic and cultural applications. SUAREC programs also focus on the four components in the Governor's Poverty Solutions Initiatives for Louisiana - enhancing education; enhancing employment and economic development; enhancing community assets; and enhancing family assets. As a publicly funded institution, Southern University Agricultural Research and Extension Center is committed through its research and educational programs to linking citizens of Louisiana to opportunities for success and being accountable to the people of the state. We seek to empower Louisiana residents to be resilient.

2. An identification of potential external factors that are beyond the control of the entity and that could significantly affect the achievement of its goals or objectives:

A list of external factors that are beyond the control of the Southern University Agricultural Research and External Center that could significantly affect the achievement of its goals includes:

1. Population Changes

Increase or decrease in population of the state is beyond our control. Also, immigration laws which could cause new cultural groupings can impact positively or negatively on the accomplishment of goals. During the past decade, the rural farm and non-farm populations of Louisiana have shown continuous decline. Ultimately, this problem may significantly reduce the amount of federal formula funds received by the Center.

2. The Economy

Current economic crisis may continue to have devastating impacts on state, federal and personal incomes. Such impacts could create severe problems for citizens and the manner in which they respond to programs and activities, and may even result in displacement of families. This situation may also present opportunities for citizens to respond positively to available alternative government programs. Economic conditions also determine availability of qualified faculty and staff willing to relocate to a given area, these conditions also impact seriously on the ability to retain faculty and staff.

3. The Federal and State Government Budgets

Diminishing State and unsettling Federal Appropriations - Within the last 8 years federal budgets have been flat, for FY 2013 federal budget actually reduced, and state budgets have decreased tremendously (up to 45 percent) for the last 8 years. With these problems, threats may persist especially in replacing retiring personnel, filling available position vacancies, purchasing equipment, maintaining facilities/equipment, etc. Also, changes in federal and state laws and regulations (including international policies) are beyond our control.

4. Climate

Climatic conditions, such as hurricane, storm, flood, drought and freeze play critical roles in the execution of many projects and programs conducted by the Center. The 2005 and 2008 experiences with Hurricanes Katrina, Rita and Gustav and the massive flood of March 2016 provide typical examples. Weather conditions may result in the displacement of families and communities. Conversely, such situations may also present opportunities for citizens to enhance the resiliency and adaptation to respond and participate positively to available alternative government programs.

5. Government Policies

Policy changes at federal, state and local governments can impact seriously on our ability to implement planned activities and thus prevent us from achieving some objectives. For instance, land use policy, environmental policy, etc. could significantly affect program and activities planned for agriculture and natural resources objectives.

Other factors include competing public priorities, environmental problems, and competing programmatic challenges.

3. **The statutory requirement or other authority for each goal of the plan.**

Authorization for the Southern University Extension Program is Public Law 95-113-September 29, 1977, Subtitle G-1890 Land-Grant Funding (**Extension** at 1890 Land-Grant Colleges, including Tuskegee Institute). Sec. 1444 (a) There are hereby authorized to be appropriated annually such sums as Congress may determine necessary to support continuing agricultural and forestry extension at colleges eligible to receive funds under the Act of August 30, 1890 (26 Stat. 417-4-9, as amended; 7 U.S.C. 321-326 and 328), including Tuskegee Institute (hereinafter in this section referred to as the “eligible institutions”). Funds appropriated under this section shall be used for expenses of conducting extension programs and activities, and for contributing to the retirement of employees subject to the provisions of the Act of March 4, 1940 (54 Stat. 39-40, as amended; 7 U.S.C. 331).

Authorization for the Southern University Research Program is Public Law 95-113-September 29, 1977, Subtitle G-1890 Land-Grant Funding (**Research** at 1890 Land-Grant Colleges, including Tuskegee Institute). Sec. 1445 (a) There are hereby authorized to be appropriated annually such sums as Congress may determine necessary to support continuing agricultural research at colleges eligible to receive funds under the Act of August 30, 1890 (26 Stat.). Funds appropriated under this sections shall be used for expenses of conducting agricultural research, printing,

disseminating the results, contributing to the retirement of employees subject to the provisions of the Act of March 4, 1940 (54 Stat. 39-40, as amended; 7 U.S.C. 331), administrative planning and direction, purchase and rental of land and the construction, acquisition or repair of buildings necessary for conducting agricultural research.

Other legal citations: State ACT 19; ACT 1009 of 2000; Land Grant Settlement; Federal: McIntire-Stennis Act. The research program of land-grant was administered through the Southern University, Baton Rouge Campus, primarily within the College of Agricultural, Family and Consumer Sciences (CAFCS), while the cooperative extension program was at the SU System level. Under the leadership and directions of Dr. Leon Tarver, II, President of the Southern University and A&M College System, a committee was appointed consisting of membership from Southern University and LSU agricultural administrators, faculty and staff to develop a proposed settlement agreement on the unsettled desegregation land-grant issues for agricultural research and extension. The proposed agreement was presented and approved by Southern University Board of Supervisors at its regular meeting, November 24, 2000. The agreement had a provision that established the Southern University Agricultural Research and Extension Center. Leadership for the Center would be provided by an individual with the rank of chancellor. Elevating the Agricultural Research and Extension programs to campus-level status within the SU System brings enhanced credibility to these programs, as well as, increased opportunities for additional state, federal, public, and private foundation funds. Also, this action officially combined the research and extension functions under the administration of the Center. On April 22, 2016 the Southern University Board of Supervisors unanimously approved the consolidation of the College of Agriculture with the SU Ag Center and designated the title of the leader as chancellor/dean.

4. A description of any program evaluation used to develop objectives and strategies.

Evaluation is a continuous process which is embedded in Southern University Agricultural Research and Extension Center's entire program development process. It begins with stakeholders' inputs where results are used to establish priorities, goals and objectives consistent with state, regional and national issues based on the land-grant philosophy. The Parish Advisory Council is organized at the grassroots level by each extension program to involve clients, community leaders, state and local government officials, and other stakeholders in the process of identifying community needs and/or resources, programs and projects to address them. Parish advisory council meetings are conducted annually, and important discussions are documented and utilized by the extension agents in developing the parish plan of work. Regular survey of the extension staff shows that 100 percent of them have functioning parish advisory councils. SUAREC extension staff continues to seek and utilize inputs from parish advisory councils, focus groups, public forums, clients and community leaders when planning their work. The Center's research and extension programs, the federal 5-year rolling plan of work and the state strategic plan are developed based on the information from the parish plan of work, the Louisiana Cooperative Extension Service, and parish review team.

SUAREC conducts regular strategic planning conferences to provide a forum for faculty, staff and administrators to assess past activities and performance and to plan for the future. In addition to this assessment, the strengths, weaknesses, opportunities, and threats (SWOT) analysis is usually carried out. Joint Research-Extension Exchange Meeting is an ongoing forum to identify critical areas where meaningful research could be conducted in the Center to better serve the needs of clients. United States Department of Agriculture/National Institute of Food and

Agriculture (USDA/NIFA) funded programs/projects and all other proposals submitted for funding consideration will continue to undergo a thorough scientific and educational peer review process. A Proposal Review and Evaluation Committee comprising of faculty and staff from SUAREC and the College of Agriculture (COA) was established. It operates as a standing committee to review proposals consistent with the mission of the Center, standard agency guidelines, and other scientific and educational criteria appropriate for such proposals. Proposals usually undergo strict review, scrutiny and endorsement by discipline peers, program heads, and a select review committee. External input constitutes an important part of the process of developing research projects and extension programs. They are obtained from commodity groups, state and federal agencies, colleagues at the LSU Agricultural Center, etc. Additionally, each proposal must show clear evidence of stakeholder input prior to approval by the Vice Chancellor for Research and/or the Vice Chancellor for Extension.

The Center submits a Report of Accomplishments and Results to the United States Department of Agriculture/National Institute of Food and Agriculture (USDA/NIFA) annually as part of its approved periodic Five-Year Plan of Work. These plans are presented to reflect the research and extension mission of the Center and are reflective of the national goals established by the USDA which also address the USDA/NIFA priority science areas: Global Food Security and Hunger; Climate Change; Sustainable Energy; Childhood Obesity; and Food Safety. Also, USDA requires a review of federally funded programs periodically. Additionally, all proposals submitted for funding by the Center must be peer reviewed to ensure that they are of high quality and are in compliance with federal mandates/guidelines.

Performance indicators are used to measure progress in accomplishing the objectives set by the Center. To ensure that data reported on performance indicators are consistent, valid and reliable, guidelines for reporting data on performance indicators were issued and carefully explained to all faculty and staff in a one-day training workshop. Also, the Office of Planning and Evaluation conducts follow up reviews to validate information reported by research and extension personnel. Additionally, to ensure reliability, supporting documentations are required of most data reported. Some of the supporting documents include, sign-in sheets, meeting/workshop agenda, pictures, CDs, etc. The Center conducts evaluation of research and extension programs in a four-year cycle to ascertain the impact of such programs on the clientele and to determine the usefulness of the programs in addressing the needs of clientele. To ensure a culture of evaluation, faculty and staff are strongly encouraged and required to ensure that surveys are included as an item in every workshop, conference, seminar, classes, etc.

This strategic plan addresses some of the nine Louisiana State Outcome Goals as shown on Appendix A of this document. SUAREC strives to ensure that the mandates of the funding agencies are not compromised. Research programs at the Center were peer reviewed by a team of experts from the 1890 Land-Grant Institutions in December 2004. The expert team was headed by a senior staff from the USDA/CSREES (now USDA/NIFA). In addition, SUAREC Research and Extension Programs were reviewed for compliance with Federal Civil Rights Laws by a senior team from the Civil Rights Office, USDA/NIFA March 31- April 9, 2014. The review recommendations were incorporated in the development of the current strategic plan.

In compiling this plan, we studied Louisiana state outcome Goals by using the following documents: Louisiana Vision 20:20; Master Plan for Public Postsecondary Education in Louisiana: 2011 (Revised April, 2012); Annual Review of the Master Plan for Postsecondary Education in Louisiana – 2013, 2014 and 2015; FIRST Louisiana; USDA Strategic Plan 2014-2018; USDA/NIFA Strategic Plan 2014-2018, etc.

5. Identification of the primary persons who will benefit from or be significantly affected by each objective within the plan.

The Southern University Agricultural Research and Extension Center conducts basic and applied research and disseminates information to the citizens of Louisiana in a manner that is useful in addressing their scientific, technological, social, economic and cultural needs. Educational programs implemented by the Center are available and useful to all citizens of Louisiana and primarily to clients in the areas of food, agricultural and human sciences, and to urban and rural dwellers, youth, government officials, faith and community leaders, and families.

Primary persons who will benefit or be significantly affected by each objective within the plan:

Objective 1: To maintain and enhance the competitiveness and sustainability of the State’s renewable natural resource based industries (agriculture, forestry, and fisheries) by maintaining the average adoption rate for recommended cultural and best management practices at the FY 2016 level of 55% through the year 2022.

- Persons who will benefit or be significantly affected include: farmers, ranchers, consumers, communities, agricultural businesses, agricultural consultants, agricultural commodity groups, and limited resource families.

Objective 2: To facilitate the development of an effective and informed community citizenry by increasing involvement in youth development programs and activities by an average of three percent annually at the FY 2016 baseline of 130,000 through the year 2022.

- Persons who will benefit or be significantly affected include: rural and urban youth, rural and urban communities, non-governmental organizations, school systems, underserved, at-risk and disadvantaged youth and families.

Objective 3: To enhance the quality of life and service in local communities and the health and well-being of the state’s citizens by increasing educational program contacts by an average of three percent annually at the FY 2016 baseline of 460,500 through the year 2022.

- Persons who will benefit or be significantly affected include: rural and urban youth, rural and urban communities, farmers, ranchers, consumers, businesses, local, state, and federal government agencies, and underserved and disadvantaged families.

The Southern University Agricultural Research and Extension Center was established out of the need to enhance the impact of our land-grant programs on the citizenry of the state of Louisiana. Furthermore, the **Land Grant Settlement of 2006** designated Southern University with the **mission of “eradication of poverty”**. Through the agricultural research program, principal clients benefit from the basic and applied research. The research program identifies and develops the best profitable use of natural resources consistent with conserving and protecting the environment; explores further development of existing and new agricultural and related enterprises; and develops human and community resources in rural and urban areas. The users of the research program consist of farmers, ranchers, consumers, agricultural consultants, agricultural commodity groups and federal, state, and local agencies. The cooperative extension program benefits principal clients by providing educational services to the people using scientific knowledge focused on issues and needs. Principal clients and users include farmers, ranchers, business professionals, homemakers, consumers, youth, agricultural commodity groups and communities, and federal, state and local agencies.

6. An explanation of how duplication of effort will be avoided when the operations of more than one program are directed at achieving a single goal, objective or strategy.

For the purposes of Act 1465 of 1997, the Southern University Agricultural Research and Extension Center is a single program. Duplication of effort of more than one program is thus not applicable.

7. Documentation as to the validity, reliability, and appropriateness of each performance indicator, as well as the method used to verify and validate the performance indicators as relevant measures of each program’s performance.

See Performance Indicator Documentation sheets attached for each performance indicator.

8. A description of how each performance indicator is used in management decision making and other agency processes.

See Performance Indicator Documentation sheets attached for each performance indicator.

9. A statement regarding the Human Resource policies benefiting women and families.

Currently, the Southern University Agricultural Research and Extension Center does not have a specific policy benefiting women and families other than the Equal Opportunity Policy. However, the Southern University Agricultural Research and Extension Center offers programs and services that are beneficial to the success and prosperity of women and families.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Southern University Agricultural Research and Extension Center

Objective 1: To maintain and enhance the competitiveness and sustainability of the State's renewable natural resource based industries (agriculture, forestry, and fisheries) by maintaining the average adoption rate for recommended cultural and best management practices at the FY 2016 level of 55% through the year 2022.

Indicator: Number of educational programs (Objective 1)

Indicator LaPAS PI Code: 21070

1. **Type and Level:** Output, Supporting.
2. **Rationale, Relevance, Reliability:** The indicator measures the number of educational programs implemented by the faculty and staff of the Center for the clients.
3. **Use:** Indicator is used to evaluate the level and extent of delivery of educational programs provided to clients by research and extension professionals of the Center.
4. **Clarity:** Educational programs include personal visits, media, educational meetings, circular letters, result demonstrations, seminars, and workshops conducted by research and extension professionals.
5. **Data Source, Collection and Reporting:** Data are compiled from quarterly reports submitted by faculty and staff based on their daily activities and contacts with clients. Extension and Research professionals provide quarterly reports which are used to report these data to the Office of Planning and Evaluation (OPE). The OPE utilizes the data to compile quarterly reports to LaPAS, and other reports to federal and state agencies and other entities.
6. **Calculation Methodology:** Indicator is calculated as computer summarization of educational programs by objective and is based on the quarterly report data submitted by research and extension professionals.

7. **Scope:** The indicator is an aggregate of all reported educational programs by the research and extension professionals.
8. **Caveats:** Educational programs are reported each time it is conducted by faculty or staff. The number of educational programs will vary by parish, clientele needs, and expertise availability.
9. **Accuracy, Maintenance, Support:** Indicator was audited by the Office of the Legislative Auditor. Guidelines for reporting educational contacts were established and personnel trained on how to report. Follow-up calls are made regularly and supporting documents are required to check for consistency and accuracy.
10. **Responsible Person:** The research scientists, extension specialists, extension staff, and the Office of Planning and Evaluation are responsible for this indicator.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Southern University Agricultural Research and Extension Center

Objective 1: To maintain and enhance the competitiveness and sustainability of the State's renewable natural resource based industries (agriculture, forestry, and fisheries) by maintaining the average adoption rate for recommended cultural and best management practices at the FY 2016 level of 55% through the year 2022.

Indicator: Number of clientele served (Objective 1)

Indicator LaPAS PI Code: 14160

1. **Type and Level:** Output, Supporting
2. **Rationale:** The indicator measures the number of clientele reached and served through educational programs implemented by faculty and staff of the Center.
3. **Use:** Indicator is used to evaluate the level and extent of delivery of educational programs provided by research and extension professionals of the Center.
4. **Clarity:** Clientele contacts include personal visits, telephone calls, educational meetings, circular letters, result demonstrations, media, seminars, parish visits, field days, farm visits, and workshops conducted by research and extension professionals.
5. **Data Source, Collection and Reporting:** Data are compiled from quarterly reports submitted by faculty and staff based on their daily activities and contacts with clients. Extension and Research personnel provide quarterly reports which are used to report these data to the Office of Planning and Evaluation (OPE). The OPE utilizes the data to compile quarterly reports to LaPAS, and other reports to federal and state agencies and other entities.
6. **Calculation Methodology:** Indicator is calculated as computer summarization of educational programs by objective and is based on the quarterly report data submitted by research and extension professionals.

7. **Scope:** The indicator is an aggregate of all reported contacts by the research and extension professionals.
8. **Caveats:** Number of clientele served is reported each time the research and/or extension professional contacts the clientele. The number of clientele served varies by parish, clientele needs, and season of the year.
10. **Accuracy, Maintenance, Support:** Indicator was audited by the Office of the Legislative Auditor. Guidelines for reporting educational contacts were established and personnel trained on how to report. Follow-up calls are made regularly and supporting documents are required to check for consistency and accuracy.
9. **Responsible Person:** The following professionals are responsible: research scientists, extension specialists, extension staff, and the Office of Planning and Evaluation.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Southern University Agricultural Research and Extension Center

Objective 1: To maintain and enhance the competitiveness and sustainability of the State’s renewable natural resource based industries (agriculture, forestry, and fisheries) by maintaining the average adoption rate for recommended cultural and best management practices at the FY 2016 level of 55% through the year 2022.

Indicator: Percent of entrepreneur adoption rate for recommendations (Objective 1)

Indicator LaPAS PI Code: 14161

1. **Type and Level:** Outcome, Key
2. **Rationale:** Measures the percentage of customers adopting the methods, cultural and management practices recommended through the research and educational programs of the Agricultural Center.
3. **Use:** Adoption of recommended practices is a measure of the effectiveness of teaching customers to use information generated by research. Indicator is used to determine the level of client utilization of educational information provided by the Center professionals.
4. **Clarity:** Adoption rate is the percent of targeted customers actually using the recommended practices based on a sample of those customers. Recommendations are the practices and methods that research has proven effective.
5. **Data Source, Collection and Reporting:** Data are compiled from survey results submitted by research and extension professionals based on their contacts with clients. Extension and Research personnel provide data used to report this indicator to the Office of Planning and Evaluation (OPE). The OPE utilizes the data to compile quarterly reports to LaPAS, and other reports to federal and state agencies and other entities.

6. **Calculation Methodology:** The adoption rate is an annual average based on the adoption rate of major programs under each objective.
7. **Scope:** The overall data are aggregated. However, they could be disaggregated to reflect different areas.
8. **Caveats:** These are self-assessments by customers. Information obtained may be dependent on customers' satisfaction or lack thereof and their willingness to participate in the survey.
9. **Accuracy, Maintenance, Support:** Indicator was audited by the Office of the Legislative Auditor. Guidelines for reporting educational contacts were established and personnel trained on how to report. Follow-up calls are made regularly and supporting documents are required to check for consistency and accuracy. General evaluation of clients is conducted in a four-year cycle to ascertain the data.
10. **Responsible Person:** The research scientists, extension specialists, extension staff, and the Office of Planning and Evaluation are responsible for this indicator.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Southern University Agricultural Research and Extension Center

Objective 1: To maintain and enhance the competitiveness and sustainability of the State’s renewable natural resource based industries (agriculture, forestry, and fisheries) by maintaining the average adoption rate for recommended cultural and best management practices at the FY 2016 level of 55% through the year 2022.

Indicator: Percent increase in average adoption rate for recommendations. (Objective 1)

Indicator LaPAS PI Code: 21071

1. **Type and Level:** Outcome, Key
2. **Rationale:** Indicator measures the amount of increase (or decrease) in the proportion of customers adopting the methods, cultural and management practices recommended through the research and educational programs of the Agricultural Center.
3. **Use:** Adoption of recommended practices is a measure of the effectiveness of teaching customers to use information generated by research. It can be used to determine methods and techniques of program design and delivery.
4. **Clarity:** Adoption rate is the percent of targeted customers actually using the recommended practices based on a sample of those customers. Recommendations are the practices and methods that research has proven effective.
5. **Data Source, Collection and Reporting:** Data are compiled from survey results submitted by research and extension professionals based on their contacts with clients. Extension and Research personnel provide data used to compute this indicator to the Office of Planning and Evaluation (OPE). The OPE utilizes the data to compile quarterly reports to LaPAS, and other reports to federal and state agencies and other entities.
6. **Calculation Methodology:** The adoption rate is an annual average based on the adoption rate of major programs under each objective. This indicator determines the increase (or decrease) in the rate that clients are utilizing research-based information provided by the Center’s professionals.

7. **Scope:** The overall data are aggregated. However, they could be disaggregated to reflect different areas.
8. **Caveats:** These are self-assessments by customers. Information obtained may be dependent on customers' satisfaction or lack thereof and their willingness to participate in the survey.
9. **Accuracy, Maintenance, Support:** Indicator calculation is based on audited data. Guidelines for reporting educational contacts were established and personnel trained on how to report data. Follow-up calls are made regularly and supporting documents are required to check for consistency and accuracy.
10. **Responsible Person:** The research scientists, extension specialists, extension staff, and the Office of Planning and Evaluation are responsible for this indicator.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Southern University Agricultural Research and Extension Center

Objective 2: To facilitate the development of an effective and informed community citizenry by increasing involvement in youth development programs and activities by an average of three percent annually at the FY 2016 baseline of 130,000 through the year 2022.

Indicator: Number of volunteer leaders (Objective 2)

Indicator LaPAS PI Code: 14162

1. **Type and Level:** Output, Key
2. **Rationale:** This indicator measures the additional human resources available to expand programs and youth contacts.
3. **Use:** Used as a measure of the effectiveness of field agents in recruiting assistance in program development and measures the value placed on the program by local area citizens.
4. **Clarity:** Volunteer leaders are unpaid local adult citizens who teach and coordinate educational programs for youth under the direction of an extension professional.
5. **Data Source, Collection and Reporting:** Data are compiled from quarterly reports submitted by faculty and staff based on their daily activities and contacts with clients. Extension and Research professionals provide quarterly reports which are used to report these data to the Office of Planning and Evaluation (OPE). The OPE utilizes the data to compile quarterly reports to LaPAS, and other reports to federal and state agencies and other entities.
6. **Calculation Methodology:** Indicator is calculated as computer summarization of educational programs by objective and is based on the quarterly report data submitted by research and extension professionals.
7. **Scope:** The overall data are aggregated. However, they could be disaggregated to reflect different areas.

8. **Caveats:** No real weaknesses. Guidelines for reporting educational contacts were established and personnel trained on how to report.
9. **Accuracy, Maintenance, Support:** Indicator was audited. Guidelines for reporting educational contacts were established and personnel trained on how to report. Follow-up calls are made regularly and supporting documents are required to check for consistency and accuracy.
10. **Responsible Person:** The research scientists, extension specialists, extension staff, and the Office of Planning and Evaluation are responsible for this indicator.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Southern University Agricultural Research and Extension Center

Objective 2: To facilitate the development of an effective and informed community citizenry by increasing involvement in youth development programs and activities by an average of three percent annually at the FY 2016 baseline of 130,000 through the year 2022.

Indicator: Number of youth participants in youth development programs and activities (Objective 2)

Indicator LaPAS PI Code: 14163

1. **Type and Level:** Output, Key
2. **Rationale:** This indicator measures the effectiveness of programs in teaching youth to get involved in their community.
3. **Use:** It is used as a measure of the effectiveness of the youth program in developing a sense of responsibility for their academic, social, and economic endeavors.
4. **Clarity:** Youth development programs and activities are social, developmental, and environmental activities such as, the State or Parish Livestock, Poultry, Rabbit and Horse Shows; Family and Youth Exposition; Field Trips; Science Fairs; Youth Educational After School Program, and summer enrichment programs.
5. **Data Source, Collection and Reporting:** Data are compiled from quarterly reports submitted by faculty and staff based on their daily activities and contacts with clients. Extension and Research personnel provide quarterly reports which are used to report these data to the Office of Planning and Evaluation (OPE). The OPE utilizes the data to compile quarterly report to LaPAS, and other reports to federal and state agencies and other entities.
6. **Calculation Methodology:** Headcount of total number of youth attending and participating in youth development programs and activities as conducted by research and extension professionals.

7. **Scope:** The overall data are aggregated. However, they could be disaggregated to reflect different areas.
8. **Caveats:** No real weaknesses. Guidelines for reporting educational contacts were established and personnel trained on how to report.
9. **Accuracy, Maintenance, Support:** Indicator was audited. Guidelines for reporting educational contacts were established and personnel trained on how to report. Follow-up calls are made regularly and supporting documents are required to check for consistency and accuracy.
10. **Responsible Person:** The research scientists, extension specialists, extension staff, and the Office of Planning and Evaluation are responsible for this indicator.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Southern University Agricultural Research and Extension Center

Objective 2: To facilitate the development of an effective and informed community citizenry by increasing involvement in youth development programs and activities by an average of three percent annually at the FY 2016 baseline of 130,000 through the year 2022.

Indicator: Number of youth participants in community service activities. (Objective 2)

Indicator LaPAS PI Code: 14164

1. **Type and Level:** Output, Key
2. **Rationale:** This number measures the effectiveness of programs in teaching youth to get involved in their community.
3. **Use:** Indicator is used as a measure of the effectiveness of the youth program in developing a sense of responsibility for others.
4. **Clarity:** Community service activities are social and environmental activities such as cleanups of parks and waterways, charity fund raisers, and/or planting of public gardens.
5. **Data Source, Collection and Reporting:** Data are compiled from quarterly reports submitted by faculty and staff based on their daily activities and contacts with clients. Extension and Research personnel provide quarterly reports which used to report these data to the Office of Planning and Evaluation (OPE). The OPE utilizes the data to compile quarterly reports to LaPAS, and other reports to federal and state agencies and other entities.

6. **Calculation Methodology:** Indicator is calculated as computer summarization of educational programs by objective and is based on the quarterly report data submitted by research and extension professionals.
7. **Scope:** The overall data are aggregated. However, they could be disaggregated to reflect different areas.
8. **Caveats:** No real weakness. Guidelines for reporting educational contacts were established and personnel trained on how to report data.
9. **Accuracy, Maintenance, Support:** Indicator calculation is based on audited data. Guidelines for reporting educational contacts were established and personnel trained on how to report. Follow-up calls are made regularly and supporting documents are required to check for consistency and accuracy.
10. **Responsible Person:** The research scientists, extension specialists, extension staff, and the Office of Planning and Evaluation are responsible for this indicator.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Southern University Agricultural Research and Extension Center

Objective 2: To facilitate the development of an effective and informed community citizenry by increasing involvement in youth development programs and activities by an average of three percent annually at the FY 2016 baseline of 130,000 through the year 2022.

Indicator: Percent change in number of youth participating in activities. (Objective 2)

Indicator LaPAS PI Code: 21073

1. **Type and Level:** Outcome, Supporting
2. **Rationale:** Indicator measures the increase (or decrease) in the number of youth educated via extension programs.
3. **Use:** It is used to measure the effectiveness of the youth program in reaching Louisiana youth.
4. **Clarity:** The youth development is an educational delivery program to help youth and their families improve their lives. Methods include school enrichment programs, special interest programs and individual study.
5. **Data Source, Collection and Reporting:** Data are compiled from quarterly reports submitted by faculty and staff based on their daily activities and contacts with clients. Extension and Research personnel provide quarterly reports which are used to report these data to the Office of Planning and Evaluation (OPE). The OPE utilizes the data to compile quarterly reports to LaPAS, and other reports to federal and state agencies and other entities.
6. **Calculation Methodology:** Indicator is calculated based on the quarterly report data submitted by research and extension professionals.
7. **Scope:** The overall data are aggregated. However, they could be disaggregated to reflect different areas.
8. **Caveats:** No real weakness. Indicator value is obtained by utilizing existing data.
9. **Accuracy, Maintenance, Support:** Indicator was audited. Guidelines for reporting educational contacts have been established and personnel trained on how to report data used to calculate this indicator.
10. **Responsible Person:** The research scientists, extension specialists, extension staff, and the Office of Planning and Evaluation are responsible for this indicator.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Southern University Agricultural Research and Extension Center

Objective 3: To enhance the quality of life and service in local communities and the health and well-being of the state's citizens by increasing educational program contacts by an average of three percent annually at the FY 2016 baseline of 460,500 through the year 2022.

Indicator: Number of educational programs (Objective 3)

Indicator LaPAS PI Code: 14165

1. **Type and Level:** Output, Key
2. **Rationale:** This indicator measures the number of educational programs implemented by the research and extension professionals of the Center.
3. **Use:** It is used to determine the level and extent of delivery of educational programs of the Center.
4. **Clarity:** Educational programs include personal visits, educational meetings, circular letters, result demonstrations, seminars, and workshops conducted by research and extension professionals.
5. **Data Source, Collection and Reporting:** Data are compiled from quarterly reports submitted by faculty and staff based on their daily activities and contacts with clients. Extension and Research personnel provide quarterly reports used to report these data to the Office of Planning and Evaluation (OPE). The OPE utilizes the data to compile quarterly report to LaPAS, and for reports to federal and state agencies and other entities.
6. **Calculation Methodology:** Indicator is calculated as computer summarization of educational programs by objective and is based on the quarterly report data submitted by research and extension professionals.
7. **Scope:** The indicator is an aggregate of all reported educational programs by the research and extension professionals.

8. **Caveats:** No serious weakness. Educational programs are reported each time one is conducted by faculty or staff. The number of educational programs will vary by parish, clientele needs, and expertise availability.
9. **Accuracy, Maintenance, Support:** Indicator was audited. Guidelines for reporting educational contacts were established and personnel trained on how to report. Follow-up calls are made regularly and supporting documents are required to check for consistency and accuracy.
10. **Responsible Person:** The research scientists, extension specialists, extension staff, and the Office of Planning and Evaluation are responsible for this indicator.

PERFORMANCE INDICATOR DOCUMENTATION

Program:	Southern University Agricultural Research and Extension Center
Objective 3:	To enhance the quality of life and service in local communities and the health and well-being of the state's citizens by increasing educational program contacts by an average of three percent annually at the FY 2016 baseline of 460,500 through the year 2022.
Indicator:	Number of educational contacts (Objective 3)
Indicator LaPAS PI Code:	10538

1. **Type and Name:** Output, Key
2. **Rationale:** The indicator measures the level of activity of research and extension professionals.
3. **Use:** To determine the level and extent of delivery of educational programs of the Southern University Agricultural Research and Extension Center to clients.
4. **Clarity:** Educational contacts include personal visits, educational meetings, circular letters, and telephone calls conducted by extension professionals.
5. **Data Source, Collection and Reporting:** Data are compiled from quarterly reports submitted by faculty and staff based on their daily activities and contacts with clients. Extension and Research personnel provide quarterly reports which are used to report these data to the Office of Planning and Evaluation (OPE). The OPE utilizes the data to compile quarterly reports to LaPAS, and other reports to federal and state agencies and other entities.
6. **Calculation Methodology:** Indicator is calculated as computer summarization of educational programs by objective and is based on the quarterly report data submitted by research and extension professionals.
7. **Scope:** The overall data are aggregated. However, the data could be disaggregated to reflect different areas.

8. **Caveats:** No serious weakness. Contacts to one individual are reported each time the contact with that same individual is made. The volume of contacts will vary by the type of audience and teaching method used; a research or extension professional may spend an hour with one client in one situation and could spend an hour in a meeting with 20 or more clients while in another situation.
9. **Accuracy, Maintenance, Support:** Indicator was audited. Guidelines for reporting educational contacts were established and personnel trained on how to report. Follow-up calls are made regularly and supporting documents are required to check for consistency and accuracy.
10. **Responsible Person:** The research scientists, extension specialists, extension staff, and the Office of Planning and Evaluation are responsible for this indicator.

PERFORMANCE INDICATOR DOCUMENTATION

Program: Southern University Agricultural Research and Extension Center

Objective 3: To enhance the quality of life and service in local communities and the health and well-being of the state's citizens by increasing educational program contacts by an average of three percent annually at the FY 2016 baseline of 460,500 through the year 2022.

Indicator: Percent Change in educational contacts (Objective 3)

Indicator LaPAS PI Code: 21076

1. **Type and Level:** Outcome, Key
2. **Rationale:** It measures the level of activity of research and extension professionals and clients' participation.
3. **Use:** To assess the rate of participation in the educational programs of the Southern University Agricultural Research and Extension Center.
4. **Clarity:** Educational contacts include personal visits, educational meetings, circular letters, media, telephone calls, etc. conducted by extension professionals.
5. **Data Source, Collection and Reporting:** Data are compiled from quarterly reports submitted by faculty and staff based on their daily activities and contacts with clients. Extension and Research personnel provide quarterly reports which are used to report these data to the Office of Planning and Evaluation (OPE). The OPE utilizes the data to compile quarterly reports to LaPAS, and other reports to federal and state agencies and other entities.
6. **Calculation Methodology:** Indicator is calculated based on the quarterly report contact data submitted by research and extension professionals.
7. **Scope:** The overall data are aggregated. However, the data could be disaggregated to reflect different areas.
8. **Caveats:** No real weakness. Contacts to one individual are reported each time the contact with that same individual is made. The volume of

contacts will vary by the type of audience and teaching method used.

9. **Accuracy, Maintenance, Support:** Indicator calculation is based on audited data. Guidelines for reporting educational contacts were established and personnel trained on how to report. Follow-up calls are made regularly and supporting documents are required to check for consistency and accuracy.
10. **Responsible Person:** The research scientists, extension specialists, extension staff, and the Office of Planning and Evaluation are responsible for this indicator.

APPENDIX A

ACT 1465 STRATEGIC PLAN
and
STATE OUTCOME GOALS CROSS REFERENCE

SUAREC Strategic Plan	Louisiana State Outcome Goals
<p>Objective 1 To maintain and enhance the competitiveness and sustainability of the state’s renewable natural resource based industries (agriculture, forestry, and fisheries) by maintaining the average adoption rate for recommended cultural and best management practices at the FY 2016 level of 55 percent through the year 2022.</p>	<p>Economic Development Natural Resources</p>
<p>Objective 2 To facilitate the development of an effective and informed community citizenry by increasing involvement in youth development programs and activities by an average of three percent annually at the FY 2016 baseline of 130,000 through the year 2022.</p>	<p>Education Public Safety Social Services</p>
<p>Objective 3 To enhance the quality of life and service in local communities and the health and well-being of the state’s citizens by increasing educational program contacts by an average of three percent annually at the FY 2016 baseline of 460,500 through the year 2022.</p>	<p>Education Economic Development Hurricane Protection and Emergency Preparedness Social Services Public Safety Health</p>

APPENDIX B
ACT 1465 STRATEGIC PLAN
and
LOUISIANA: VISION 2020 CROSS REFERENCE

SUAREC Strategic Plan	Louisiana: Vision 2020
<p>Objective 1 To maintain and enhance the competitiveness and sustainability of the state’s renewable natural resource based industries (agriculture, forestry, and fisheries) by maintaining the average adoption rate for recommended cultural and best management practices at the FY 2016 level of 55 percent through the year 2022.</p>	<p>Objective 2.1: To retain, modernize, and grow Louisiana’s existing industries and grow emerging technology-based businesses through cluster-based development practices.</p> <p>Objective 2.2: To significantly increase public and private research and development activity.</p> <p><u>Benchmark:</u> Research and development expenditures per capita (percent of national average).</p> <p>Objective 2.4: To provide effective mechanisms for industry access to university-based technologies and expertise.</p> <p><u>Benchmark:</u> Number of university cooperative endeavor agreements with companies.</p> <p>Objective 2.5: To aggressively encourage and support entrepreneurial activity.</p> <p>Objective 3.1: To increase personal income and assets of all citizens.</p> <p>Objective 3.2: To provide opportunities and support to overcome Louisiana’s poverty crisis.</p> <p><u>Benchmark:</u> Poverty rate national ranking.</p> <p>Objective 3.6: To protect, rehabilitate, and conserve our coastal ecosystem.</p> <p>Objective 3.7: To preserve and develop Louisiana’s natural and cultural assets.</p> <p>Objective 3.8: To protect Louisiana’s environment and support sustainable development.</p>

Appendix B *continued*
 Southern University Agricultural Research and Extension Center
 Act 1465 Strategic Plan and Louisiana Vision 2020 Cross Reference

SUAREC Strategic Plan	Louisiana: Vision 2020
<p>Objective 2 To facilitate the development of an effective and informed community citizenry by increasing involvement in youth development programs and activities by an average of three percent annually at the FY 2016 baseline of 130,000 through the year 2022.</p>	<p>Objective 1.2: To improve the reading and math skills of every student by high school graduation.</p> <p>Objective 1.5: To raise minority achievement levels to close the gap between minorities and whites at all levels of education.</p> <p>Objective 1.10: To build a workforce with the education and skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs.</p> <p><u>Benchmark:</u> Number of workers trained using federal or state worker training fund.</p> <p>Objective 3.4: To improve the quality of life of Louisiana's children.</p> <p><u>Benchmark:</u> Percentage of children in poverty and extreme poverty.</p>
<p>Objective 3 To enhance the quality of life and service in local communities and the health and well-being of the state's citizens by increasing educational program contacts by an average of three percent annually at the FY 2016 baseline of 460,500 through the year 2022.</p>	<p>Objective 1.1: To have every child ready to learn by the start of kindergarten.</p> <p>Objective 1.11: To increase workforce participation rates among traditionally underutilized sources of workers (women, minorities, disabled, ex-offenders, immigrants, elderly, etc).</p> <p>Objective 2.3: To increase the availability of capital for all stages of business development and provide management assistance to emerging businesses.</p> <p>Objective 2.7: To assess, build, and capitalize on Louisiana's information and telecommunications infrastructure.</p> <p>Objective 3.3: To ensure quality healthcare for every Louisiana citizen.</p> <p>Objective 3.5: To ensure safe, vibrant communities for all citizens.</p>

STRATEGIC PLANNING CHECKLIST

_____ **Planning Process**

- General description of process implementation included in plan process documentation
- Consultant used
- If so, identify: _____
- Department/agency explanation of how duplication of program operations will be avoided included in plan process documentation
- Incorporated statewide strategic initiatives
- Incorporated organization internal workforce plans and information technology plans

_____ **Analysis Tools Used**

- SWOT analysis
- Cost/benefit analysis
- Financial audit(s)
- Performance audit(s)
- Program evaluation(s)
- Benchmarking for best management practices
- Benchmarking for best measurement practices
- Stakeholder or customer surveys
- Undersecretary management report (Act 160 Report) used
- Other analysis or evaluation tools used
- If so, identify: _____

Attach analysis projects, reports, studies, evaluations, and other analysis tools.

_____ **Stakeholders (Customers, Compliers, Expectation Groups, Others) identified**

- Involved in planning process
- Discussion of stakeholders included in plan process documentation (**through various Advisory Committees**)

_____ **Authorization for goals**

- Authorization exists
- Authorization needed
- Authorization included in plan process documentation

*Strategic Plan continued***External Operating Environment** Factors identified and assessed Description of how external factors may affect plan included in plan process documentation**Formulation of Objectives** Variables (target group; program & policy variables; and external variables) assessed Objectives are SMART**Building Strategies** Organizational capacity analyzed Needed organizational structural or procedural changes identified Resource needs identified Strategies developed to implement needed changes or address resource needs Action plans developed; timelines confirmed; and responsibilities assigned**Building in Accountability** Balanced sets of performance indicators developed for each objective Indicator Documentation Sheets completed Internal accountability process or system implemented to measure progress Data preservation and maintenance plan developed and implemented**Fiscal Impact of Plan** Impact on operating budget Impact on capital outlay budget Means of finance identified for budget change Return on investment determined to be favorable