

Strategic Plan

2025 – 2035





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From the Director

Virginia Cooperative Extension exists to turn knowledge into action – connecting the research and expertise of Virginia Tech and Virginia State University with the real-world needs of Virginians. Through our 107 local offices, we help families, farmers, businesses, and communities strengthen their resilience, improve their well-being, and build a sustainable future.

When I began my role as director, I was immediately inspired by the dedication of our people and the trust communities place in us. Yet I also saw opportunities to listen, learn, and grow. Over the past year, I traveled across the commonwealth, meeting with faculty, staff, local leaders, and stakeholders to hear firsthand about our strengths, our challenges, and our shared aspirations.



We entered the strategic planning process with two key goals:

1. Focus our efforts on the areas where we have the greatest strength and impact.
2. Strengthen our system so that we are:
 - A destination for talent that attracts and supports exceptional people.
 - A trusted partner delivering science-based solutions for our communities, industries, families, youth, and campuses.

Guided by these goals, and with the help of an external consultant, we engaged colleagues from across our campuses, communities, and industries to develop this strategic plan. It reflects both our long-standing mission and a bold vision for the decade ahead – one that positions Virginia Cooperative Extension to lead through innovation, collaboration, and service.

I am deeply grateful to everyone who contributed time, insight, and enthusiasm to this effort. Together, we will continue advancing our shared purpose: empowering every Virginian to thrive through knowledge, connection, and action.

Sincerely,

Michael Gutter, Ph.D.

Director
Virginia Cooperative Extension
Virginia Tech

From the Associate Extension Administrator

At Virginia State University, we are proud to co-lead Virginia Cooperative Extension, a unified system of two land-grant universities committed to serving every community across the commonwealth. Together, Virginia State University and Virginia Tech extend research-based education, innovation, and community engagement that empowers Virginians to thrive.

Virginia State University's Cooperative Extension programs are organized into two units: Food, Agriculture Systems, and Agroforestry (FASA) and Integrated Wellbeing of Youth, Family, and Community (IWYFC).

Through FASA, we strengthen Virginia's agricultural and natural resource systems, empowering producers through programs like the Small Farms Outreach Program, which provides education, resources, and technical assistance to small, beginning, and veteran farmers. IWYFC advances holistic community well-being by fostering health, nutrition, 4-H STEM and youth leadership, and family resilience through evidence-based education and engagement.

This strategic plan reaffirms our collective commitment to innovation and measurable impact. It reflects how our one Cooperative Extension system, across Virginia State University and Virginia Tech, translates research into practical solutions that sustain farms, families, and communities across Virginia. Together, we model the powerful collaboration of 1890 and 1862 land-grant universities serving a shared mission: to improve lives through knowledge and action.

I am deeply grateful to our faculty, staff, and community partners whose dedication ensures that the spirit of **Greater Happens Here** and the College of Agriculture's guiding belief that **Greater Grows Here** extend beyond our campus, turning knowledge into action and lasting impact across Virginia.

Sincerely,

Janine Parker Woods, Ph.D.

Associate Extension Administrator
Virginia Cooperative Extension
Virginia State University





Executive Summary

Virginia Cooperative Extension (VCE) enters its second century of service with a renewed commitment to **advancing the well-being of all Virginians** through research-based education, community engagement, and innovation. This 2025–2035 Strategic Plan outlines a 10-year vision to strengthen VCE’s role as a trusted, science-driven partner while ensuring responsiveness to the evolving needs of the commonwealth.

This plan illustrates **seven core initiatives** where VCE will focus its programmatic work:

- Agricultural production and innovation
- Agriculture, farm, and forestry business management
- Small farms and local food systems
- Health and well-being
- Community development and resilience
- Natural resources, forestry, and environment
- Positive youth development

These initiatives connect the expertise of Virginia’s land-grant universities with pressing community needs, ensuring that VCE delivers solutions that are practical, broadly relevant, and future oriented.

This plan also identifies **four strategic priorities**:

Fostering organizational excellence

→ Building a high-performing, adaptable, and welcoming organization that attracts and retains top talent while delivering measurable impact.

Elevating organizational distinction

→ Strengthening VCE’s identity, visibility, and alignment as a unified system serving every community in Virginia.

Education and service excellence

→ Delivering research-based, innovative, and impactful education and services that empower individuals, families, industries, and communities.

Investing in collaborative relationships

→ Expanding and deepening partnerships with local governments, universities, industries, volunteers, and communities to extend reach and maximize impact.

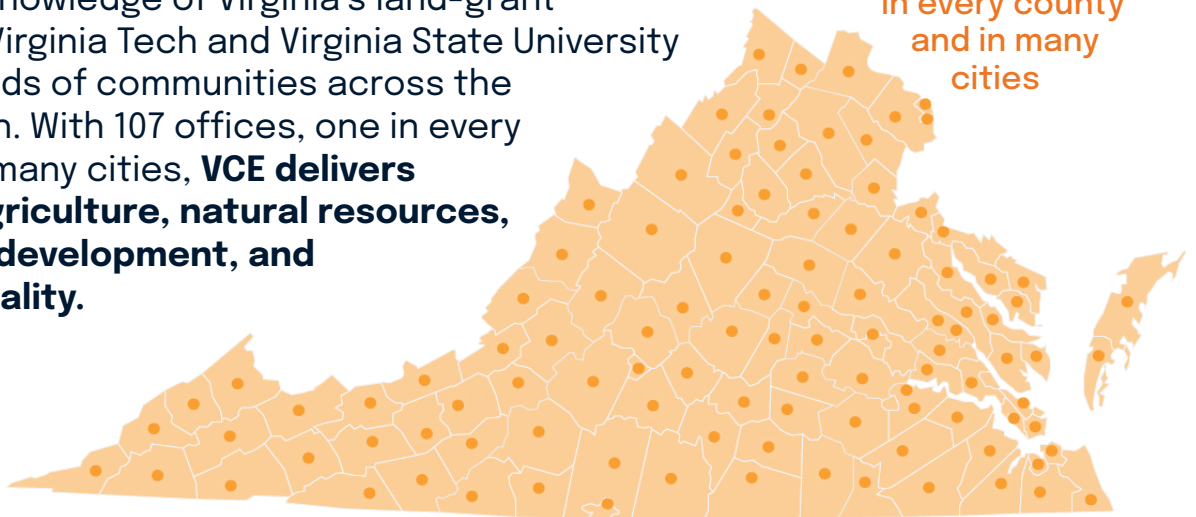
Implementation of the strategic plan will be guided by annual action plans and ongoing evaluation. We will conduct a midpoint review in 2030 to ensure the plan remains adaptable. By committing to accountability, innovation, and collaboration, VCE will remain a cornerstone of community resilience, agricultural advancement, and lifelong learning across Virginia.



Introduction

Since 1914, Virginia Cooperative Extension has connected the research knowledge of Virginia’s land-grant universities – Virginia Tech and Virginia State University – with the needs of communities across the commonwealth. With 107 offices, one in every county and in many cities, **VCE delivers solutions in agriculture, natural resources, health, youth development, and community vitality.**

• 107 offices – one in every county and in many cities



This 10-year strategic plan provides a forward-looking roadmap for VCE to expand its impact, build organizational strength, and respond to the evolving needs of Virginians.

Strategic Planning Process & Engagement

The journey toward our new strategic plan began in November 2022 with the launch of an engagement tour designed to deepen our understanding of Virginia Cooperative Extension, the communities we serve, the industries we support, and the impactful work we do. Through this process, we identified key challenges facing our organization and gained valuable insights into the needs of our stakeholders.

A pivotal moment in this journey was the **Agriculture Innovation Summit**, where members of the agriculture industry met with faculty from VCE and the Virginia Agricultural Experiment Station (VAES) to discuss and address critical issues surrounding agriculture innovation, from workforce development to value chain challenges. Feedback from these engagements prompted tangible organizational improvements, including the implementation of a new reporting system and the introduction of field marketing communicators to enhance how we share our story – and yours.

This process underscored the need to update our existing strategic plan, which was developed nearly a decade ago. Recognizing the evolving landscape and the need to align with current priorities, the leadership team committed to crafting a new strategic plan informed by input from internal and external stakeholders.

To ensure a structured and comprehensive approach, we engaged Voyager Consulting Group, a firm with extensive experience in strategic planning, to facilitate the process.



We began a journey to gather and synthesize a broad spectrum of information through the following key activities:

Stakeholder engagement

Engaging with internal teams, community partners, and industry representatives.

Data analysis

Reviewing past reports, current trends, and key performance metrics.

Feedback integration

Incorporating insights from the engagement tour and summit discussions into our planning framework.

These foundational steps guided the development of a strategic plan that is responsive, forward-thinking, and aligned with the needs of our organization and the communities we serve.

Strategic Planning Engagement Timeline



April 12, 2024 - Held **Ag Summit** with stakeholders, faculty, and agencies to focus on how Agency 229 can encourage and address barriers to innovation in agriculture.

Sept. 23 - 25, 2024 - Held **retreat with Voyager, leadership team, and VCE unit faculty** to focus on communication, information gathering, and assessment.

Oct. 7 - 22, 2024 - Held **fall district conferences** with unit faculty and district directors, and conducted focus groups with district faculty and staff.

Nov. 14 - 15, 2024 - Followed up with **specialist and staff focus groups** to further identify core issues and themes for VCE.

Oct. - Nov. 2024 - Conducted **stakeholder interviews** with approximately 20 stakeholders from industry, agencies, and both campuses to identify their ideas for VCE.

Jan. 13 - 15, 2025 - Held **retreat with leadership team, unit faculty, and specialists from VT and VSU** to develop the final task force needs and goals through synthesis and discussion of prior steps and primary data collected by VCE.

Late Jan. 2025 - Held **leadership session with Voyager Consulting** to begin developing a program prioritization process and initiative identification.



Mission

Virginia Cooperative Extension connects the people of the commonwealth with research-based education and practical solutions to improve lives, strengthen communities, and steward natural resources. Over the next decade, we will:

Strengthen agriculture and food systems with science-driven practices that ensure productivity, resilience, and sustainability.

Advance community health and well-being by promoting healthy eating, active living, and mental and economic well-being for individuals and families.

Champion environmental stewardship by helping communities adapt to extreme weather events, conserve natural resources, and adopt sustainable practices.

Foster youth leadership and lifelong learning through 4-H and community-based programs that prepare the next generation for civic and career success.

Vision

Empowering every Virginian to thrive in a resilient, healthy, and sustainable future through knowledge, innovation, and community partnerships.



Core Elements

Who We Are

At Virginia Cooperative Extension, we are committed to helping communities, families, and businesses solve challenges, plan for a brighter future, and rebuild in times of crisis. We listen, research real solutions, and deliver practical resources when and where they are needed most.

As part of two world-class universities, we are in every Virginia community, ready to serve.



Our Core Values:

- Inclusion of all stakeholders and partners in programming and discussions related to issues that affect agricultural enterprises, the family, and the local community.
- Integrity of information is maintained through unbiased and relevant research.
- Science-based knowledge is gathered from the research of highly respected faculty.
- Engagement of each partner in developing solutions for the challenges faced by the family, on the land, or in the community.
- Partnerships with all universities, state and federal agencies, community organizations, local and state governmental representatives, and other groups that provide access to vital resources.
- Individual relationships between Extension educators and specialists with farmers, families, and local community representatives.
- Good stewardship of public trust where investments of time, money, and intellectual resources are effectively applied to responding to local issues.

We Work to Enhance:

- Trust in science and our communities
- Effectiveness and impact of the work we do
- Internal processes to minimize administrative burden
- Our engagement with the local, state, and national communities we serve



Programmatic Initiatives

VCE's programmatic initiatives are the backbone of our mission. This is where we connect research with community impact. To advance the mission of VCE, **Initiative Leaders** will connect our unit faculty members' research with community needs. Eventually, each programmatic initiative will have its own leader.

Initiative Leaders will work with the associate directors and program teams, all of whom will be part of the seven core programmatic initiatives. This structure will help us allocate and balance resources across these seven areas.

Our seven core programmatic initiatives build on the clearly identified needs and strengths of our offices, our campuses, and our Agricultural Research and Extension Centers. These initiatives define the educational and service areas where VCE will deliver measurable outcomes over the next decade.

Agricultural production and innovation

- Advance profitable, sustainable, and science-driven farming practices that increase productivity and competitiveness while protecting natural resources.
- Promote precision agriculture, emerging technologies, and climate-smart practices.
- Provide training on integrated pest management, soil health, and animal health.
- Expand access to cutting-edge research to strengthen Virginia's agricultural industries.

Agriculture, farm, and forestry business management

- Strengthen financial literacy, risk management, and succession planning for farm and forest landowners.
- Deliver business planning tools and risk management strategies.
- Support succession planning to ensure intergenerational farm and forest continuity.
- Expand education on farm labor, taxes, insurance, and market dynamics.

Small farms and local food systems

- Support emerging farmers, strengthen local markets, and expand access to healthy foods.
- Provide targeted education and technical assistance for small and beginning farmers.
- Build resilient local food systems by connecting producers, distributors, and consumers.
- Enhance food access and security through partnerships with community organizations.

Health and well-being

- Improve nutrition, chronic disease prevention, financial wellness, and family resilience to strengthen individuals and communities.
- Implement research-tested, theory-based health education to promote healthy eating, active living, and chronic disease prevention and management.
- Strengthen individual, family, and community economic well-being through financial literacy and resource management programs.
- Enhance individual and family resilience through parenting, caregiving, stress management, and substance misuse prevention resources and programs.

Community development and resilience

- Build leadership, civic engagement, and economic vitality in both rural and urban communities.
- Foster leadership development and civic engagement to strengthen local decision-making.
- Support workforce readiness, entrepreneurship, and community vitality initiatives.
- Promote disaster preparedness, recovery, and long-term resilience.



Natural resources, forestry, and environment

- Promote conservation, water quality, climate resilience, and sustainable forest management.
- Support sustainable land, forest, and wildlife management practices through education, workforce development, and implementation of better practices.
- Address water quality and quantity through science-based conservation practices.
- Advance community adaptation to environmental challenges.

Positive youth development

- Equip youth with leadership, STEM, workforce, and life skills through experiential learning and civic engagement.
- Expand youth programming across 4-H and CTSOs to maximize youth audience reach.
- Strengthen youth readiness for life and work through hands-on learning and career exploration in agriculture, healthy living, STEM, and civic engagement.
- Provide opportunities for youth leadership, civic participation, and community service.





Strategic Framework: Making VCE The Best It Can Be

To be a destination for talent and a trusted partner, we must continue to strengthen our system and be innovative in our work. We serve as a resource for the commonwealth by delivering research-based education, fostering community resilience, and empowering individuals and organizations to thrive.

This new strategic framework establishes four overarching priorities that will guide our efforts over the next decade. Each priority is supported by clear goals, strategies, and measurable success indicators. Benchmarking for some indicators will begin during year one, while others will build on previously collected data.

Virginia Cooperative Extension also commits to embracing flexibility, innovation, and accountability to ensure relevance and responsiveness in an evolving environment.



Priority One

Fostering Organizational Excellence

Achieving organizational excellence is critical for Virginia Cooperative Extension to sustain success and remain a leader in serving the commonwealth. This priority reflects VCE’s commitment to being a trusted and reliable source of information, a premier educational organization, an employer of choice, a valued partner, and a producer of impactful programs and services.

Goal: Create a high-performing, adaptable, and accessible organization that attracts and retains top talent, demonstrates measurable impact, and delivers timely, relevant, and trusted resources to the people of Virginia.

Key areas:

Culture - Build an adaptable, varied, and service-oriented workplace that values work-life balance and strengthens Extension literacy.

Structure - Develop capacity through workforce and talent development to meet the needs of communities across Virginia.

Accountability - Define scope of work clearly, measure outcomes, and communicate the impact of programs and services.

Communication - Promote transparency and leverage emerging technologies, including artificial intelligence, to improve efficiency and effectiveness.

Success indicators:

- Improved employee retention and satisfaction rates.
- Documented program impacts tied to statewide priorities.
- Increased efficiency and transparency in communication to the system and its stakeholders.



Priority Two

Elevating Organizational Distinction

Virginia Cooperative Extension is a unique, statewide organization that bridges the knowledge and resources of Virginia’s two land-grant universities to serve the commonwealth. To remain relevant, trusted, and visible, VCE must intentionally strengthen its organizational identity and culture while ensuring that stakeholders clearly understand its structure, purpose, and value.

Goal: Strengthen and elevate VCE’s organizational identity so that employees, partners, and stakeholders clearly recognize and value its unique role, unified culture, and impact across the commonwealth.

Key areas:

Universal onboarding – Provide all employees with a consistent orientation that includes VCE’s history, mission, and role in Virginia’s communities.

Brand identity – Revisit and refine the brand guide to ensure a clear, unified, and recognizable presence across the state.

Organizational reflection – Host regular check-ins that revisit VCE’s history, purpose, and evolving role in meeting Virginia’s needs.

Digital presence – Overhaul the website to improve accessibility, highlight impact, and feature a comprehensive directory of VCE professionals.

Defined roles – Clarify the roles and responsibilities of specialists, agents, administrative and support staff, and other employees to improve understanding and collaboration.

Representation – Ensure VCE’s identity reflects its strong partnership with both Virginia Tech and Virginia State University.

Success indicators:

- 100% of new employees completed standardized onboarding.
- Updated and adopted VCE brand guide across all platforms.
- New VCE website launched with full statewide directory.
- Increased communication of VCE’s history, purpose, value proposition, and organizational structure to stakeholders.

Priority Three

Education and Service Excellence

Education and service excellence is at the core of Virginia Cooperative Extension's mission and central to delivering measurable impact for the commonwealth. VCE achieves this by ensuring that programming is research-based, delivered with fidelity, and focused on both accountability and positive customer experience. This commitment reinforces VCE's reputation as a trusted, responsive, and innovative partner in addressing community needs.

Goal: Deliver high-quality, research-based education and services that are innovative, holistic, and impactful – empowering communities, broadening reach, and strengthening VCE's role as a trusted resource for all Virginians.

Key areas:

Customer service and professionalism –

Provide timely, respectful, and responsive service to all stakeholders.

Research to practice – Translate science and

applied research into practical, accessible education and solutions.

Collaboration – Strengthen relationships and collaboration between agents, specialists, and partners to maximize program effectiveness.

Program fidelity and quality – Ensure programs are evidence-based, implemented with integrity, and regularly evaluated.

Responsive delivery – Use varied and innovative delivery methods tailored to audience needs and organizational capacity.

Competency and impact – Measure outcomes through competency-based or behavior-change approaches that demonstrate clear program impact.

Community focus – Empower communities through responsiveness, relevant programming, and engagement with broad and emerging audiences.

Relevant innovation – Work with industry, producers, and communities to understand what they can implement today, bringing new discoveries that will make a difference.

Proactive approach – Continue to keep an eye toward emerging issues.

Data informed decisions – Use data to identify priorities, establish boundaries, and demonstrate public value.

Public value – Work toward benefiting and empowering our communities in meaningful ways, including those who do not directly participate in our programs.

Success indicators:

- Increased participant satisfaction with VCE programs and services.
- Documented behavior-change outcomes and community-level impacts from programs.
- Growth in participation from emerging audiences.
- Adoption of innovative delivery methods that expand reach and relevance.





Priority Four

Investing in Collaborative Relationships

Strong, intentional partnerships are essential to Virginia Cooperative Extension's ability to broaden its reach, deepen its impact, and fulfill its mission across the commonwealth. VCE relies on relationships with organizational partners, volunteers, local governments, businesses, and community groups to co-create solutions, expand resources, and ensure programming reflects the varied needs of Virginia's communities.

Goal: Build and sustain collaborative relationships that extend VCE's capacity, reflect the diversity of Virginia's communities, and demonstrate measurable mutual benefit, ensuring that partnerships strengthen both VCE and the people it serves.

Key areas:

Defining partnerships – Establish a clear framework for how partnerships align with VCE's mission and program priorities.

"Principles of Partnerships" – Create a toolkit to guide, document, and sustain effective and equitable collaborations.

Capacity and coordination – Provide professional development opportunities, designate a lead staff member for engagement, and develop resources to maximize partnership benefits.

Advisory and engagement structures – Establish a VCE Extension Advisory Council to support statewide engagement and cultivate partnerships that reflect Virginia's communities.

Assessment and accountability – Measure the quality, strength, and mutual benefit of partnerships, including relational capital, return on investment, and community impact.

Communication – Clearly articulate VCE's assets and attributes to partners and share the documented value and impact of collaborative efforts.

Success indicators:

- Principles of Partnerships toolkit adopted across VCE.
- Extension Advisory Council established and meeting regularly.
- Increased number of engaged Extension Leadership Council local chapters who meet regularly.
- Increased number of partnerships reflecting the unique backgrounds and experiences of our community members.
- Documented mutual benefit, ROI, and impact of partnerships and coalitions.



The Land-Grant Campus

Virginia Cooperative Extension is part of two land-grant universities – Virginia Tech and Virginia State University. We are powered by the scientific expertise, applied research, and discoveries of these institutions – **and we are one system.**

As a land-grant university, we can be a national leader in outreach, engagement, and Extension.

- **Outreach** is sharing information with our communities.
- **Engagement** is being involved in and establishing two-way relationships.
- **Extension** represents the formal partnership among federal, state, and local governments and land-grant universities to deliver outreach and engagement – bringing university knowledge and expertise directly to the people we serve.

Our university mottos serve as a guide:

Virginia Tech

Guided by ***Ut Prosim (That I May Serve)***, we share a unified and enduring commitment to serving the commonwealth. As Virginia Tech's largest outreach network – with one office in each Virginia county – Virginia Cooperative Extension is a leading force in connecting university research and education with communities and partners across Virginia.

Virginia State University

Guided by the spirit of **Greater Happens Here**, Virginia State University cultivates growth, innovation, and opportunity across the commonwealth. Through Extension and community engagement, VSU extends its expertise beyond campus – sharing research, education, and resources that help individuals and communities thrive, embodying VSU College of Agriculture's motto **Greater Grows Here**.

Future of Outreach and Engagement

- Engagement is rooted in our land-grant mission, outreach history, and Extension offices, and it is part of Virginia Tech's military legacy. Extension builds on our responsibility to disseminate knowledge and benefit communities.
- Outreach and engagement will evolve through the future as we build new structures and systems, and as we learn from our communities and partners.
- People and communities are central, collaborating to apply knowledge in real-world settings.
- A strong engagement community includes faculty, staff, students, alumni, and partners.
- Providing resources and services for community well-being is essential for participation in outreach and engagement.

Acknowledgments

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- Nicole Martin, Senior Administrative Lead and Engagement Coordinator, Virginia Cooperative Extension
- Ben Grove, CALS Director of Development, Virginia Tech
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- Scott Barrett, Extension Specialist and Associate Professor, Virginia Tech
- Jeremy Johnson, Associate Director, Virginia Cooperative Extension
- Sarah Baughman, Associate Director, Virginia Cooperative Extension
- Danny Peek, Southwest District Director, Abingdon
- John Thompson, Northwest District Director, Harrisonburg
- Morris White, Northeast District Director, Richmond
- Janet Spencer, Southeast District Director, Suffolk
- Sonya Furgurson, Central District Director, Danville
- Andrea Haubner, Associate Extension Agent, Wythe County
- Wendy Herdman, Associate Extension Agent, Richmond County
- Mark Sutphin, Senior Extension Agent, Frederick County
- Brian Hairston, Extension Agent, Henry County
- Karen Munden, Senior Extension Agent, Virginia Beach
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Appendix: Implementation at a Glance

Recommendations already addressed or implemented

- ☑ VSU is involved in all leadership meetings.
- ☑ PEARS was implemented in 2025. The CRM tool is in pilot phase and will be trained up in 2026.
- ☑ Canva Brand Center developed and in early use.
- ☑ Agent onboarding began in 2023. Specialist onboarding began in 2024.
- ☑ Internal newsletter, also serving retirees.
- ☑ Established a state coordinator for VCE Engagement.
- ☑ Collaborative conversations between Office of Outreach and International Affairs Centers and Virginia Cooperative Extension have begun.
- ☑ Annual Agriculture Spring Summit with producers and Fall Engagement event with major stakeholders.
- ☑ Work with Government Relations to invite legislators to VCE events and raise awareness of VCE programs and initiatives.



Year One

- 📅 Hire a communications manager for VCE
- 📅 Develop Principles of Community
- 📅 Define partnerships and coalitions
- 📅 Communicate the VCE strategic position
- 📅 Incorporate mission and vision updates on VCE promotional materials
- 📅 Establish Extension Director's External Advisory Council (EAC)
- 📅 Develop and launch external newsletter
- 📅 Develop proposed opportunities and plans with OIA
- 📅 Clarify roles of specialists, agents, staff
- 📅 Study of staffing (e.g. AFA) models
- 📅 Improve training on engagement by providing templates and expectations for local and state engagement
- 📅 Maintain onboarding
- 📅 Teach all VCE faculty about VCE history and changes as part of onboarding and district events
- 📅 Maintain internal newsletter
- 📅 Use PEARS to establish strategic impact reports
- 📅 Use PEARS to help in transition planning
- 📅 Use PEARS to measure and share our partnership and coalition portfolio
- 📅 Host annual state level stakeholder engagement event

Year Two

- 📅 Complete program team assessment
- 📅 Provide models for collaboration
- 📅 Realign budget plan to represent new initiatives
- 📅 Update position descriptions to be reflective of new focus areas
- 📅 Update evaluation approach to be reflective of new approaches and expectations from strategic planning
- 📅 Develop structured reflection activities to support unit faculty
- 📅 Plan for additional and regular situation analyses
- 📅 Develop program fidelity guidance
- 📅 Hold regular meetings of the EAC
- 📅 Provide annual State of the System and progress report
- 📅 Use PEARS to establish strategic impact reports and community public value; disseminate impact stories
- 📅 Work with VAES to define common priority issues for annual focus stories; agents will create/develop program in at least one of these areas.
- 📅 Maintain internal and external newsletter
- 📅 Roll out additional PEARS resources such as the CRM, Partnerships, Coalitions, and events modules
- 📅 Use PEARS to help in transition planning
- 📅 Continue local, state, and national engagement
- 📅 Seek and build relevant partnerships for local, state, regional programs
- 📅 Continue to invest in evaluation and impact measurement
- 📅 Establish clear definitions of science-based programming with clear expectations for unit faculty and teams

- 📅 Establish policies for commonly occurring issues
- 📅 Develop template clarifying roles, leverage possibilities, and staffing model for UEC/UED to use with local government
- 📅 Develop new branding and marketing strategy for VCE
- 📅 Update VCE website
- 📅 Work to expand utilization of VCE brand
- 📅 Strengthen the effectiveness of professional development offerings
- 📅 Review program team assessment findings and finalize recommendations
- 📅 Define online and web metrics, build dashboards for analytics
- 📅 Expand engagement with faculty from across the university
- 📅 Fill all Initiative Leader appointments



Year Three

- 📅 Hold regular meetings of the EAC
- 📅 Provide annual State of the System and progress report
- 📅 Use PEARS to establish strategic impact reports
- 📅 Use PEARS to help in transition planning
- 📅 Continue local, state, and national engagement
- 📅 Work with VAES to define common priority issues for annual focus stories (agents will program in at least one of these areas)
- 📅 Seek and build relevant partnerships for local, state, regional programs
- 📅 Plan for additional and regular situation analyses



Year Four

- 📅 Hold regular meetings of the EAC
- 📅 Provide annual State of the System and progress report
- 📅 Use PEARS to establish strategic impact reports
- 📅 Use PEARS to help in transition planning
- 📅 Continue local, state, and national engagement
- 📅 Work with VAES to define common priority issues for annual focus stories; agents will program to at least one of these areas
- 📅 Seek and build relevant partnerships for local, state, regional programs
- 📅 Plan for additional and regular situation analyses

Year Five +

- 📅 Hold regular meetings of the EAC
- 📅 Provide mid-plan State of the System and progress report
- 📅 Use PEARS to establish strategic impact reports
- 📅 Use PEARS to help in transition planning
- 📅 Continue local, state, and national engagement
- 📅 Work with VAES to define common priority issues for annual focus stories (agents will program in at least one of these areas)
- 📅 Seek and build relevant partnerships for local, state, regional programs
- 📅 Plan for additional and regular situation analyses