

# DEEP ROOTS...

## SUSTAINABLE FUTURES

A Blueprint for Impact



The SU Ag Center and College of Ag

# STRATEGIC PLAN 2025-2032







# TABLE OF CONTENTS

---

• Message from the Chancellor	4
• The SU Ag Center and College of Ag's Executive Team	5
• Institutional Narrative	6-8
• Guiding Principles	9
• Core Values	10
• Strategic Synergy with the Southern University System	11-14
• Cultivating Growth: Goals, Sub-goals, Objectives, Strategies, Accountability, and Performance Indicators	15-62
• Goal 1: Academics	16-20
• Goal 2: Research	21-28
• Goal 3: Cooperative Extension	29-36
• Goal 4: Advancement	37-42
• Goal 5: Finance and Administration	43-46
• Goal 6: Communications and Marketing	47-51
• Goal 7: Facilities Development and Sustainability	52-54
• Goal 8: Compliance and Accountability	55-59
• Goal 9: Technology	60-62
• SU Ag Center's Strategic Plan Task Force	63



# A MESSAGE FROM THE CHANCELLOR-DEAN

---

At the Southern University Agricultural Research and Extension Center (SU Ag Center), we believe in building—not just planning. This strategic plan is more than just a roadmap; it is our Blueprint for Impact — a bold, mission-driven framework that aligns our teaching, research, and extension efforts with the urgent needs of our local communities and the global agricultural landscape.

We have made significant strides. Our enrollment has substantially grown, reflecting the strength of our academic programs and the trust that our students place in our college. Through our extension footprint, we now serve all 64 parishes across Louisiana, ensuring that innovation and intentional community support reaches every corner of this state. Our research enterprise continues to thrive, with initiatives like SUN Foods leading the way in cultivating agricultural products that not only fuel innovation but also offer scalable solutions to mitigate food deserts and help feed a projected 10 billion people worldwide by 2050.

This plan affirms our commitment to excellence and impact! It is a measurable call to action—for our faculty, staff, students, and stakeholders—to continue shaping a future where agriculture uplifts communities, nourishes populations, and drives economic transformation.

Grounded in legacy, the Southern University Ag Center, in collaboration with the College of Ag will continue to grow with vision and in purpose—guided by Deep Roots...producing Sustainable Futures.

**Orlando F. McMeans, Ph.D.**  
*Chancellor-Dean*

# THE SU AG CENTER AND COLLEGE OF AG EXECUTIVE TEAM



**C. Reuben Walker, Ph.D.**

Executive Vice Chancellor/  
Director of Development:  
SU Agricultural, Research and  
Extension Center Special Projects



**Clyde Bagley, Ph.D.**

Vice Chancellor, Research



**Tiffany W. Franklin, Ph.D.**

Vice Chancellor, Extension and Outreach



**Brunetta Gamble-Dillard, MBA**

Vice Chancellor, Finance & Administration



**Renita W. Marshall, D.V.M.**

Vice Chancellor, Academics & Student  
Support Services/Associate Dean



**Katara A. Williams, Ph.D.**

Vice Chancellor, Institutional Advancement  
and External Relations



# FIELDS OF INNOVATION:

---

An Institutional Narrative  
Focused on Our Tripartite  
**Mission**



# FIELDS OF INNOVATION:

**An Institutional Narrative  
Focused on Our  
Tripartite Mission**

The Southern University Agricultural Research and Extension Center (SU Ag Center) stands as the fifth campus within the Southern University System, the nation's only Historically Black College and University System. The SU Ag Center was established on July 1, 2001 out of the need to enhance the impact of our land-grant programs throughout the state of Louisiana.

The Ag Center encompasses the former Center for Small Farm Research (established in 1983), the Cooperative Extension Program, the Livestock Show and its state-of-the-art arena, a 385-acre agricultural research station located in Baker, La., and the Sustainable Agriculture & Rural Development Institute (SARDI), a satellite campus located in Opelousas, La.

The impact of the Southern University Ag Center spans far beyond its headquarters on the Southern University Baton Rouge landmass. With parish agents touching nearly every parish within the state, the Ag Center provides innovative outreach programs that improve the quality of life for families and youth through our Cooperative Extension Program, provides

advanced technological research to assist both small-scale and large farmers and ranchers through our Research Unit, and the promotion of academic excellence and preparation of students to become highly qualified professionals for careers in competitive and global markets within our College of Agricultural, Human and Environmental Sciences (CAHES), the SU Ag Center has positioned itself as a leader in the field of agriculture.



# TEACHING

The College of Agricultural, Human and Environmental Sciences is regarded as one of the longest standing academic units on the Southern University and A&M College campus. The CAHES focuses on academic programs and fulfills the teaching component of the Southern University System's commitment to teaching, research, and outreach. In 2016, CAHES and the SU Ag Center were combined, creating a stronger presence for the Southern University System in realizing its public land-grant mission. CAHES has four departments offering degrees that prepare students for a variety of cutting-edge careers. The Department of Agricultural Sciences and Technology offers a B.S. degree with concentrations in Agricultural Sciences, Agriculture Economics/Business, Plant and Soil Sciences, Animal Sciences, Sustainable Agriculture, and Pre-Veterinary Medicine. The Department of Human Sciences offers a B.S. Degree in three Concentrations: Fashion Merchandising, Design and Textiles, Child and Family Studies, Human Nutrition and Food, and Dietetic Internship.. The Department of Urban Forestry, Environment and Natural Resources offering three degrees: B.S., M.S., and Ph.D. The Department of Environmental Toxicology offers a Doctor of Philosophy degree in specialized disciplines related to environmental toxicology with an emphasis on the study of the effects of chemicals/ environmental contaminants on the health and well-being of all living forms, while focusing on risk benefit aspects.



## RESEARCH

The SU Ag Center's Research Unit conducts cutting-edge research in the areas of Viticulture and Enology, Urban Forestry and Natural Resource Management, Southern University Natural (SUN) Beef, Soil Health and Crop Production, Food Science/Human Nutrition, and Sustainable Agriculture Systems.

Through this research, the Ag Center seeks to assist farmers and ranchers with methods to produce value-added crops, meats, and fish. Hydroponic and aquaculture integrations research is being conducted to improve fish and crop production along with the quality of life. Our researchers utilize recent innovations, which include the use of artificial intelligence (AI) in real-time monitoring of animal health and productivity with next-generation technologies.



**WE GROW JAGS!**

## COOPERATIVE EXTENSION

The Cooperative Extension Program is the outreach arm of the Southern University Ag Center. The program is community-based and family-centered. Our parish agents provide leadership and expertise in many areas and are dedicated to improving access to positive opportunities through outreach education. The Cooperative Extension Program accomplishes its objectives by conducting outreach and educational programs that positively impact their targeted clientele. Educational resources provided include agriculture and natural resources, community economic and resource development, youth development, mental health, nutrition, health and wellness.



# GUIDING PRINCIPLES

## Vision Statement



Recognized as a leader in teaching, innovative research, and extension, the Southern University Agricultural Research and Extension Center (SU Ag Center) seeks to foster a future where knowledge, discovery, and outreach empower individuals and communities.

## Mission Statement



The Southern University Agricultural Research and Extension Center advances agricultural innovation through cutting-edge research, experiential learning, and community outreach. In coordination with the Southern University College of Agricultural, Human and Environmental Sciences (CAHES), SU Ag Center serves as a catalyst for improving the quality of life, promoting sustainability, and contributing to the development of an informed and prepared society.

## 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.

## Tagline



*“Linking Citizens of Louisiana with Opportunities for Success”*





# CORE VALUES

## Life Long Learning



Foster continuous learning among faculty, staff, students, and stakeholders to remain responsive to emerging trends and community needs.

## Excellence



Commit to the highest standards of performance while advancing innovative approaches in teaching, research, and outreach.

## Innovation



Advance creative solutions through research, education, and outreach that promote growth, efficiency, and sustainability across Louisiana communities.

## Collaboration



Promote teamwork, shared purpose, and cross-disciplinary collaboration to achieve greater outcomes together.

## Community Partnerships and Impact



Build authentic, strategic partnerships that strengthen communities, enhance quality of life, and create measurable, lasting impact.

## Integrity and Ethical Leadership



Operate with transparency, fairness, and accountability to maintain the trust and confidence of the people we serve.

## Accountability



Demonstrate transparency, responsibility, and stewardship in meeting stakeholder needs, fiscal management, and compliance.

## Student Success



Place students at the heart of our mission, equipping them with experiential learning, leadership skills, and global readiness.

## Sustainability



Promote practices that preserve natural resources, strengthen food systems, and support resilient communities for future generations.

## Servant Leadership



Lead with humility and purpose, placing people first and ensuring that service remains at the core of our mission.



# STRATEGIC SYNERGY:

---

Alignment of Campus and  
the Southern University  
System Goals for Shared  
**SUccess**

# STRATEGIC SYNERGY:

## Alignment of Campus and Southern University System Goals for Shared SUccess

Working in unison, the three presidential pillars: Student Success, stewards of place, and diversifying revenue—form the foundation for campuses across the Southern University System to thrive in today's global economy. The goals outlined in this Strategic Plan reflect the Southern University Agricultural Research and Extension Center's deep commitment to that shared vision. Each objective is intentionally aligned with the future direction of the Southern University System, reinforcing our collective mission to educate, innovate, and empower communities across Louisiana and beyond.

*Together, we advance — with Deep Roots: Sustainable Futures!*

# SYSTEM GOAL #1:

## STUDENT SUCCESS - Addressing less than optimal student outcomes.



### SU Ag Goal: Academics

Transform the academic framework to better prepare students for success in a competitive, technologically advanced, and globally integrated workforce. This transformation will be driven by curriculum innovation, experiential learning, and strategic alignment with industry and global trends.



### SU Ag Goal: Research

Advance agricultural production through innovative, multidisciplinary research in animal, plant, and food sciences to ensure a high-quality food supply, sustain natural resources, and support a competitive agricultural economy.



### SU Ag Goal: Facilities

Construct and maintain sustainable, state-of-the-art facilities that advance research, extension, and educational programs. Through strategic infrastructure planning, the SU Ag Center will promote resource stewardship, institutional resilience, and full execution of the land-grant mission.

# SYSTEM GOAL #2:

**STEWARDS OF PLACE** - Being a catalyst and contributor for developing thriving communities in our region.



## SU Ag Goal: Communications

Support brand identity and expand public visibility by strategically promoting excellence in research, extension, and teaching programs at both the local and national levels. Through integrated marketing campaigns, targeted outreach through strategic communications, SU Ag Center and CAHES will amplify institutional narratives—sharing compelling stories which celebrate innovation, deepen stakeholder engagement, and affirm agricultural impact.

## SU Ag Goal: Advancement

Strengthen and sustain the visibility, support, and impact by building strategic partnerships globally, engaging alumni and stakeholders, expanding philanthropic impact, and delivering world-class service through philanthropy to students, faculty, staff, youth, small-scale farmers, and rural and vulnerable communities in Louisiana and beyond.



## SU Ag Goal: Extension

Serve as a catalyst for innovation and collaboration, leveraging research-based expertise to educate and empower communities across Agricultural and Natural Resources, Youth Development, Community Economic and Resource Development, Nutrition and Health, and Family and Human Sciences. By integrating real-world applications, fostering strong networks, and adopting emerging technologies, we will advance workforce development and cultivate the next generation of leaders.

# SYSTEM GOAL #3:

**DIVERSIFYING REVENUE** - Taking charge of the fiscal health of our institutions by increasing alternate sources of funding in addition to the state general fund and tuition to support priorities 1 and 2.

## SU Ag Goal: Finance and Administration

Strengthen systems, people, and processes to enhance efficiency, accountability, and collaboration to ensure the responsible stewardship of financial and administrative resources in support of SU Ag Center's research, experiential learning, and outreach mission.





# CULTIVATING GROWTH:

Southern University Ag Center  
Strategic Plan Goals  
**2025-2032**

- Goals
- Sub-goals
- Objectives
- Strategies
- Accountability
- Performance Indicators



**GOAL #1**

**Academics**



# GOAL #1 Academics

Transform the academic framework to better prepare students for success in a competitive, technologically advanced, and globally integrated workforce. This transformation will be driven by curriculum innovation, experiential learning, and strategic alignment with industry and global trends.

## 1:1: Strengthen Student Enrollment, Retention, and Graduation Outcomes

### Objective:

Increase access to academic programs and improve student success through targeted recruitment, support services, and academic engagement.

### Strategies:

- Launch data-informed recruitment campaigns targeting disadvantaged and high-potential student populations.
- Expand academic advising, mentoring, and tutoring services.
- Implement early alert systems to identify and support at-risk students.
- Develop bridge and summer enrichment programs to ease transitions into college.

### Performance Indicators:

- Enrollment Growth: Achieve a 5% annual increase in undergraduate enrollment.
- Retention Rate: Improve first-to-second year retention by 10% within three years.
- Graduation Rate: Increase four-year graduation rate by 10% and six-year rate by 15%.
- Support Utilization: 75% of students engage with academic support services annually.

### Accountability:

- Chancellor-Dean's Office
- Recruitment and Retention
- CAHES Departments
- Extension/Outreach
- CAHES Alumni
- Southern University and A&M College Campus
- SU Foundation



### Objective:

Equip students with the skills, experiences, and credentials needed to thrive in diverse professional environments.

### Strategies:

- Embed career readiness competencies into academic programs.
- Expand access to internships, co-ops, and service-learning opportunities.
- Offer professional development workshops and industry certifications.
- Integrate digital literacy and communication skills across the curriculum.

### Performance Indicators:

- Internship Participation: 60% of students complete an internship before graduation.
- Job Placement: 70% of graduates employed or in graduate school within six months.
- Employer Satisfaction: 85% of surveyed employers rate graduate preparedness as “good” or “excellent.”

### Accountability:

- Office of Research and Technology Development
- Chancellor-Dean’s Office
- CAHES Departments
- Extension/ Outreach
- Office of International Studies

# GOAL #1 Academics

Transform the academic framework to better prepare students for success in a competitive, technologically advanced, and globally integrated workforce. This transformation will be driven by curriculum innovation, experiential learning, and strategic alignment with industry and global trends.



# GOAL #1

## Academics

Transform the academic framework to better prepare students for success in a competitive, technologically advanced, and globally integrated workforce. This transformation will be driven by curriculum innovation, experiential learning, and strategic alignment with industry and global trends.

### 1:3: Expand Strategic Partnerships to Enhance Career Pathways

#### Objective:

Build and sustain partnerships that provide students with real-world exposure, mentorship, and employment opportunities.

#### Strategies:

- Establish advisory boards with industry, government, and alumni leaders.
- Formalize internship pipelines and job placement agreements with employers.
- Host career fairs, networking events, and employer panels.
- Collaborate with community colleges and high schools to create academic pathways.

#### Performance Indicators:

- Partnerships: Establish 10 new industry or community partnerships annually.
- Student Placement: Place 50 students in internships or jobs through partnerships each year.
- Event Engagement: Host three career-focused events annually.
- Alumni Involvement: Increase alumni mentorship participation by 20% annually.

#### Accountability:

- |                         |                            |
|-------------------------|----------------------------|
| • Office of Advancement | • Chancellor-Dean’s Office |
| • CAHES Departments     | • Vice Chancellors         |
| • Extension/Outreach    |                            |



# GOAL #1 Academics

Transform the academic framework to better prepare students for success in a competitive, technologically advanced, and globally integrated workforce. This transformation will be driven by curriculum innovation, experiential learning, and strategic alignment with industry and global trends.

## 1:4: Modernize Curriculum to Reflect Industry and Societal Needs

### Objective:

Ensure academic programs remain relevant, forward-thinking, and aligned with labor market demands and societal challenges.

### Strategies:

- Conduct regular curriculum reviews with input from industry and academic stakeholders.
- Introduce new courses and concentrations in emerging fields (e.g., agri-tech, sustainability, data science).
- Promote interdisciplinary learning and problem-solving.
- Integrate real-world case studies, simulations, and project-based learning.

### Performance Indicators:

- Curriculum Updates: Revise or launch five academic programs or courses annually.
- Enrollment in New Courses: Achieve 20% student enrollment in newly developed courses.
- Faculty Engagement: 80% of faculty participate in curriculum development initiatives.
- Graduate Feedback: 85% of graduates report curriculum relevance to career goals.

### Accountability:

- Academic Affairs
- Curriculum Committee
- Chancellor-Dean's Office
- Department Chairs
- Faculty

An aerial photograph of a vineyard. In the upper left, a black pickup truck is parked near a small arched trellis. In the lower center, a yellow tractor is visible, partially obscured by the text. The vineyard rows are visible, and a dense forest of trees forms the background.

# GOAL #2

## Research



# GOAL #2 RESEARCH

Advance agricultural production through innovative, multidisciplinary research in animal, plant, and food sciences to ensure a high-quality food supply, sustain natural resources, and support a competitive agricultural economy.

## Accountability:

- Research Faculty – Plant and Soil Science
- Vice Chancellor for Research

## 2:1: Advance Agricultural Production Through Innovation in Agronomy, Horticulture, Precision Agriculture, and Artificial Intelligence.

### Objectives:

- 2:1:1: Develop and evaluate improved cultivars of horticultural, medicinal, ornamental, and field crops with high yield, stress tolerance, and quality traits.
- 2:1:2: Implement sensor-based, drone, and AI-integrated systems for real-time monitoring of soil, crops, and animal health.
- 2:1:3: Optimize agronomic and horticultural practices to improve efficiency, resilience, and stakeholder needs.
- 2:1:4: Promote value addition and product development for agronomic, horticultural, and medicinal crops.
- 2:1:5: Strengthen institutional and stakeholder capacity in precision agriculture, drone technologies, and AI applications.

### Strategies:

- Deploy soil and crop sensors to monitor moisture, nutrients, and environmental conditions.
- Utilize drones and multispectral imagery for crop scouting, phenotyping, and yield estimation.
- Integrate molecular and AI tools for cultivar screening, trait selection, and predictive modeling.
- Evaluate irrigation, fertilization, and conservation practices to enhance soil and water use efficiency.
- Develop nutraceutical, beverage, and value-added products from regional crops.
- Conduct workshops and certification programs on precision agriculture and drone operation.

### Performance Indicators:

- At least one soil- and sensor-equipped research field with operational dashboards per year.
- Two demonstration plots established annually for agronomic and horticultural crops.
- One value-added or nutraceutical product developed per year for commercialization.
- One percent reduction in fertilizer use and 1% improvement in water-use efficiency annually.
- Five stakeholders trained in precision agriculture or drone certification each year.
- Five peer-reviewed publications and two fact sheets/manuals produced annually.
- Generate \$250,000 in external funding and \$100,000 in collaborative projects per year.
- Reduction of crop yield losses by 1% annually through improved management and technology use.
- One annual workshop or field day on plant and soil research innovations.



# GOAL #2 RESEARCH

Advance agricultural production through innovative, multidisciplinary research in animal, plant, and food sciences to ensure a high-quality food supply, sustain natural resources, and support a competitive agricultural economy.

## 2:2: Enhance Animal Production Systems With Sustainable and Precision-based Strategies

### Objectives:

- 2:2:1: Develop and evaluate regionally adapted breeds for adaptability, growth, and resilience to environmental stresses.
- 2:2:2: Optimize nutrition and feed formulations, including alternative and sustainable feed sources.
- 2:2:3: Apply precision and sensor-based technologies for real-time monitoring of animal performance, health, estrous cycles, initiation of the birth process, environmental conditions and stress caused by predators.
- 2:2:4: Identify feeding strategies that enhance meat quality and utilize genomic and phenotypic data to improve selection and management efficiency.
- 2:2:5: Train producers in best management and climate-smart production practices.

### Strategies:

- Integrate phenotypic and genomic tools for selection and improvement.
- Conduct feeding and health trials to enhance efficiency and product quality.
- Validate and adopt precision technologies for livestock and aquaculture systems.
- Implement data-driven management and monitoring systems.
- Expand outreach and training for producers on sustainable practices.
- Precision mineral supplementation for cows and calves and particularly for disease titer development.

### Performance Indicators:

- Two to three genetic markers or technologies identified and validated.
- Improved feed efficiency, growth, and health outcomes.
- Reduction in production cost and environmental impact by 2–5%.
- At least two peer-reviewed publications or extension outputs annually.
- Increased adoption of precision and sustainable production practices by regional producers.

### Accountability:

- Research Faculty – Animal Science
- Vice Chancellor for Research



# GOAL #2 RESEARCH

Advance agricultural production through innovative, multidisciplinary research in animal, plant, and food sciences to ensure a high-quality food supply, sustain natural resources, and support a competitive agricultural economy.

## Accountability:

- Research Faculty – Urban Forestry and Natural Resources
- Vice Chancellor for Research

## 2:3: Advance Urban Forestry, Environmental Stewardship, and Natural Resource Management

### Objectives:

2:3:1: Equip students and professionals with advanced research, analytical, and technical skills in urban forestry and natural resources.

2:3:2: Quantify and enhance ecosystem services provided by urban forests and natural landscapes.

2:3:3: Protect, restore, and manage natural resources to promote environmental quality and resilience.

2:3:4: Apply geospatial, remote sensing, and AI technologies for urban planning, land use, and forest management.

### Strategies:

- Secure research funding and modernize laboratories to enhance experiential learning and technical capacity.
- Integrate GIS, remote sensing, Light Detection and Ranging (LiDAR), and AI tools for mapping, monitoring, and modeling environmental systems.
- Assess air quality, carbon storage, stormwater management, energy savings, and social benefits of urban forests.
- Evaluate hydrology, soil health, and wetland functions for sustainable water and land management.
- Develop urban greening and tree canopy expansion strategies to mitigate heat island effects.
- Design and implement restoration projects for wetlands, forests, and coastal ecosystems.
- Establish partnerships with local agencies, universities, and stakeholders for collaborative, interdisciplinary research.
- Conduct pest, disease, and invasive species monitoring and management programs.
- Promote smart land-use design and data-driven decision-making for sustainable development.
- Enhance public awareness and community access to green spaces and ecosystem services.

### Performance Indicators:

- At least one competitive research grant awarded annually.
- Annual reports on air quality, carbon storage, and ecosystem services published.
- Two or more GIS-based maps and databases developed per year for decision support.
- One to two wetland or restoration models/modules developed annually.
- One symposium or community engagement event hosted per year.
- Three peer-reviewed publications or technical reports per year.
- Increased urban canopy coverage or ecosystem service metrics measured across study sites.
- Documented adoption of AI, GIS, and drone technologies in environmental research and management programs.
- Two to three collaborative projects launched



# GOAL #2 RESEARCH

Advance agricultural production through innovative, multidisciplinary research in animal, plant, and food sciences to ensure a high-quality food supply, sustain natural resources, and support a competitive agricultural economy.

## 2:4: Enhance Human Health, Nutrition, Family Well-being, and Quality of Life for individuals and Families

### Objectives:

2:4:1: Advance research on food availability, dietary intake, and food insecurity to support evidence-based nutrition and public health interventions.

2:4:2: Develop innovative, healthier food products using advanced technologies, precision nutrition, and functional ingredients.

2:4:3: Conduct precision nutrition

research integrating genomic, environmental, behavioral, and social determinants of health.

2:4:4: Investigate consumer behaviors, body shape diversity, and AI applications to improve product innovation, clothing fitness, and sustainable textile design.

2:4:5: Promote optimal child and family well-being through

studies on play, family stress, and education-based interventions.

2:4:6: Strengthen community engagement and workforce capacity through training, certification, and collaborative health programs.

2:4:7: Establish a research hub for Southern University.

### Strategies:

- Conduct community-based studies on food access, dietary quality, and chronic disease risk factors.
- Develop and test nutrient-dense, culturally relevant recipes and health-promoting diets.
- Utilize nutrigenomics, metabolomics, and AI tools for personalized nutrition and food formulation.
- Screen natural products, ultra-high temperature (UHT) milk and alternative proteins for functional and bioactive properties.
- Incorporate microbial monitoring and rapid detection methods for food safety.
- Conduct consumer and market research on shopping behaviors, fashion trends, and sustainability.
- Apply 3D body scanning and generative AI for digital fit modeling and textile innovation.
- Implement play-based learning and family stress studies to enhance developmental outcomes.
- Partner with local farmers, schools, and health organizations to expand healthy food access.
- Deliver workshops, certifications, and continuing education in nutrition, food safety, HACCP, ServSafe, and health promotion.

### Accountability:

- Research Faculty-Food Science, Human Nutrition, Child and Family Studies, and Fashion Merchandising, Design and Textiles
- Vice- Chancellor for Research



# GOAL #2 RESEARCH

**Advance agricultural production through innovative, multidisciplinary research in animal, plant, and food sciences to ensure a high-quality food supply, sustain natural resources, and support a competitive agricultural economy.**

## Performance Indicators:

- One new value-added food or health-promoting product developed annually for commercialization.
- Two to three peer-reviewed publications per year in nutrition, health, and consumer sciences.
- Ten percent improvement in Healthy Eating Index (HEI) scores among program participants.
- Two bioactive compounds identified with demonstrated health benefits within five years.
- Body shape and fit preference database established and updated annually.
- Integration of AI-based projects or courses in Fashion Merchandising, Design and Textiles curriculum.
- Generate \$250,000 in external research funding annually.
- At least five faculty, staff, or students trained each year in advanced technologies or certification programs.
- Community engagement programs implemented annually addressing food insecurity, family wellness, or child development.
- Annual improvement in nutritional knowledge and quality of life indicators among target populations.



# GOAL #2 RESEARCH

Advance agricultural production through innovative, multidisciplinary research in animal, plant, and food sciences to ensure a high-quality food supply, sustain natural resources, and support a competitive agricultural economy.

## 2:5: Establish Institutional Animal Care and Use Committee (IACUC) and Institutional Review Board (IRB) Committees to Strengthen the Integrity, and Safety of Research

### Objectives:

- 2:5:1: Develop policies and procedures and implement review processes for animal and human research protocols on a timely basis.
- 2:5:2: Conduct training, education, and outreach.
- 2:5:3: Monitor compliance and continuous improvement.
- 2:5:4: Establish an on-line IACUC and IRB platforms for reporting health records and immediate action of appropriate parties.

### Strategies:

- Recruit attending veterinarian, faculty, staff, and community representatives.
  - Develop Standard Operating Procedures (SOPs) aligned with USDA, Office of Laboratory Animal Welfare (OLAW) and Department of Health and Human Services (DHHS) regulations.
  - Provide certified training in
- animal welfare, human subject protection, and compliance.
  - Create standardized protocols submission forms.
  - Develop electronic submission and tracking systems.
  - Establish review timelines and communication guidelines.
  - Conduct mandatory workshops on IACUC and IRB processes.
- Develop online resources and FAQs for faculty and staff.
  - Conduct regular facility inspections IACUC and IRB protocol audits.
  - Submit annual reports to OLAW, USDA, and DHHS as required.
  - Implement corrective action plans for non-compliance.

### Performance Indicators:

- Fully constituted committees.
  - Members certified in compliance training.
  - SOPs documented and reviewed annually.
  - Online submission system active.
  - Annual compliance audits conducted.
- Researchers certified before protocol approval.
  - At least two workshops offered per year.
  - All research facilities conducting human and animal research inspected annually.
  - Zero federal audits findings of non-compliance.

### Accountability:

- Veterinarian, Faculty, and Staff conducting animal and human related research
- Vice Chancellor for Research



# GOAL #2 RESEARCH

Advance agricultural production through innovative, multidisciplinary research in animal, plant, and food sciences to ensure a high-quality food supply, sustain natural resources, and support a competitive agricultural economy.

## 2:6: Strengthen and Expand International Agricultural Partnerships to Promote Collaborative Research

### Objectives:

- 2:6:1: Forge partnerships with international universities, research centers, and Non-Governmental Organizations (NGOs) aligned with SU Ag Center’s mission in sustainable agriculture and food systems innovation.
- 2:6:2: Develop global learning opportunities through exchanges, joint research, and cross-cultural engagement for students and faculty.
- 2:6:3: Integrate global perspectives in teaching, research, and outreach using multilingual and culturally responsive materials.

### Strategies:

- Strengthen existing collaborations in St. Kitts, Nigeria, Ivory Coast, Haiti, Guyana, and Honduras.
- Formalize new partnerships through Memorandum of Understanding (MOU) in Africa, the Caribbean, Latin America, and Asia.
- Launch student and faculty exchange programs supported by scholarships and project funds.
- Co-develop research and outreach projects on sustainable agriculture, food security, and resilience.
- Host visiting scholars, workshops, and joint virtual symposia.
- Establish digital platforms for global communication and knowledge exchange.

### Performance Indicators:

- |   |  |   |
|---|--|---|
| • Number of active international partnerships and signed MOUs.                    | • Volume of co-authored publications, virtual events, and workshops conducted. | • Participant evaluations showing increased cultural competency and global leadership skills. |
| • Number of exchange participants (students/faculty) and joint research projects. | • External funding secured for international initiatives.                      | • Annual reports and outreach materials highlighting international impact.                    |

### Accountability:

- Coordinator for International Agriculture and Faculty and Staff with International agriculture projects
- Vice Chancellor for Research



# GOAL #3

## Cooperative Extension



# GOAL #3

## COOPERATIVE EXTENSION

Serve as a catalyst for innovation and collaboration, leveraging research-based expertise to educate and empower communities across Agricultural and Natural Resources, Youth Development, Community Economic and Resource Development, Nutrition and Health, and Family and Human Sciences. By integrating real-world applications, fostering strong networks, and adopting emerging technologies, we will advance workforce development and cultivate the next generation of leaders.

### 3:1: Broaden External Funding Attainment

#### Objectives:

- 3:1:1: Identify and pursue a variety of federal, state, corporate, and private funding sources that align with Extension’s mission and community needs.
- 3:1:2: Build internal capacity for grant writing, fiscal management, and partnership development.
- 3:1:3: Strengthen collaboration with teaching and research faculty, community partners, and external agencies to develop competitive proposals.
- 3:1:4: Establish long-term partnerships with stakeholders and donors to sustain and scale impactful initiatives.

#### Strategies:

- Create a Grant Development and Partnership Team tasked with identifying funding opportunities, coordinating proposal submissions, and tracking awarded grants.
- Regular professional development workshops will be offered for program leaders, agents, directors, and specialists focused on proposal development, budget creation, and reporting compliance.
- Leverage its strong community relationships to develop collaborative proposals with governmental and nonprofit agencies. Each program area will submit at least two external funding proposals annually.

#### Performance Indicators:

- Submission of two funding proposals per fiscal year and/or participate in at least one joint proposal with a partner unit or external institution.
- Host annual virtual training(s) focused on funding fundamentals, including logic model development, budget preparation, and proposal writing best practices.

#### Accountability:

- Vice Chancellor of Cooperative Extension
- Associate Vice Chancellor of Cooperative Extension
- State Program Leaders
- Fiscal Operations and Grants Management Team
- Extension Specialists and Agents



# GOAL #3

## COOPERATIVE EXTENSION

Serve as a catalyst for innovation and collaboration, leveraging research-based expertise to educate and empower communities across Agricultural and Natural Resources, Youth Development, Community Economic and Resource Development, Nutrition and Health, and Family and Human Sciences. By integrating real-world applications, fostering strong networks, and adopting emerging technologies, we will advance workforce development and cultivate the next generation of leaders.

2025-2032 STRATEGIC PLAN | PAGE 31

### 3:2: Build Organizational Capacity and Visibility

#### Objectives:

- 3:2:1: Invest in continuous professional development for Extension faculty focused on leadership, evaluation, and emerging technologies.
- 3:2:2: Strengthen internal systems for communication, collaboration, and knowledge sharing.
- 3:2:3: Expand marketing and public outreach to increase awareness of Extension’s statewide impact.
- 3:2:3: Develop a leadership pipeline that supports staff advancement and succession planning.

#### Strategies:

- Launch an Annual Leadership and Professional Development Training to strengthen employee expertise in areas such as community engagement, grant development, evaluation, and communication.
- Develop a comprehensive Communications and Visibility Plan to elevate Extension’s presence through social media, community showcases, and partnerships with media outlets.

#### Performance Indicators:

- Each staff member will attend at least one professional development opportunity annually, either in person or virtually, to strengthen expertise and leadership capacity.
- An annual impact summary and visual infographic will be developed and distributed to internal and external stakeholders to showcase program outcomes, innovations, and statewide reach.

#### Accountability:

- Vice Chancellor of Cooperative Extension
- Associate Vice Chancellor of Cooperative Extension
- Human Resources
- Office of Communications, Technology and Advancement
- Program Leaders



# GOAL #3

## COOPERATIVE EXTENSION

Serve as a catalyst for innovation and collaboration, leveraging research-based expertise to educate and empower communities across Agricultural and Natural Resources, Youth Development, Community Economic and Resource Development, Nutrition and Health, and Family and Human Sciences. By integrating real-world applications, fostering strong networks, and adopting emerging technologies, we will advance workforce development and cultivate the next generation of leaders.

### 3:3: Establish Clear Impact Metrics and Evaluation

#### Objectives:

- 3:3:1: Develop and implement a unified system for data collection and program impact reporting.
- 3:3:2: Align evaluation processes with USDA National Institute of Food and Agriculture (NIFA) and state reporting requirements.
- 3:3:3: Train faculty, specialists, and agents in evaluation methods and storytelling techniques to effectively communicate impact.

#### Strategies:

- Design a Centralized Evaluation and Reporting System that allows agents and specialists to track participation, outcomes, and success stories efficiently.
- Establishment of an Evaluation and Accountability Committee and accountability committee to ensure data integrity and consistent reporting across all program areas.

#### Performance Indicators:

- Identify and define three key performance areas—outputs, outcomes, and impacts—to ensure consistency and alignment in statewide reporting.
- At least 75% of Cooperative Extension programs will submit a comprehensive annual summary report detailing measurable results, success stories, and lessons learned.

#### Accountability:

- Vice Chancellor of Cooperative Extension
- Associate Vice Chancellor of Cooperative Extension
- Evaluation and Accountability Committee
- State Program Leaders and Extension Agents



# GOAL #3

## COOPERATIVE EXTENSION

Serve as a catalyst for innovation and collaboration, leveraging research-based expertise to educate and empower communities across Agricultural and Natural Resources, Youth Development, Community Economic and Resource Development, Nutrition and Health, and Family and Human Sciences. By integrating real-world applications, fostering strong networks, and adopting emerging technologies, we will advance workforce development and cultivate the next generation of leaders.

### 3:4: Strengthen Sustainable Agricultural Practices, Natural Resource Stewardship, and Economic Vitality for Farmers, Landowners, and Rural Communities

#### Objectives:

- 3:4:1: Expand training, technical assistance, and outreach to small-scale, limited resource, and socially disadvantaged farmers and producers.

3:4:2: Increase producer knowledge and adoption of sustainable
- and climate-smart agricultural practices, including soil health, water conservation, and integrated pest and crop management.

3:4:3: Support workforce development in agriculture and natural resource industries through
- hands-on training, certifications, and experiential learning.

3:4:4: Strengthen access to markets, business development support, and cooperative opportunities that increase economic sustainability for producers.

#### Strategies:

- Deliver educational workshops, field days, demonstration plots, and one-on-one technical assistance to farmers, ranchers, forestry producers, and landowners.
- Partner with USDA agencies, state agriculture departments, rural development organizations, and research faculty to expand support for producer needs.
- Implement training programs, community gardening initiatives, urban agriculture, controlled environment agriculture, cattle and livestock production management, and small farm diversification practices.
- Create producer networks and farmer learning cohorts that promote peer mentorship, market access, and cooperative growth.

#### Performance Indicators:

- Provide outreach to farmers and landowners annually, with at least 40% representing rural producers.
- Conduct a minimum of 20 workshops, field days, or on-farm demonstrations per year focused on production practices, business management, and sustainability techniques.
- Increase the number of farmers adopting sustainable or climate-smart practices by 10% annually, as tracked through follow-up surveys or farm visits.

#### Accountability:

- Vice Chancellor of Cooperative Extension
- Associate Vice Chancellor of Cooperative Extension
- Agriculture and Natural Resources State Program Leader
- Extension Specialists
- Parish and Regional Agriculture and Natural Resource Agents
- Research Faculty and Program Partners
- USDA and State Agricultural Agency Partners



# GOAL #3

## COOPERATIVE EXTENSION

Serve as a catalyst for innovation and collaboration, leveraging research-based expertise to educate and empower communities across Agricultural and Natural Resources, Youth Development, Community Economic and Resource Development, Nutrition and Health, and Family and Human Sciences. By integrating real-world applications, fostering strong networks, and adopting emerging technologies, we will advance workforce development and cultivate the next generation of leaders.

### 3:5: Equip Youth with the Knowledge, Skills, Mindsets, and Experiences Needed to Become Beyond Ready

#### Objectives:

- 3:5:1: Strengthen life skills development by providing structured opportunities to grow leadership, communication, teamwork, critical thinking, and self-management skills.
- 3:5:2: Expand Science, Technology, Engineering, Agriculture, and Math (STEAM) and workforce readiness pathways by increasing access to programs that integrate science, agriculture, technology, engineering, entrepreneurship, and digital literacy.
- 3:5:3: Foster social and emotional growth through mentoring, experiential learning, and supportive youth-adult relationships that build confidence and belonging.
- 3:5:4: Enhance community and civic engagement by promoting youth voice and service learning that empowers youth to contribute to their schools and communities.

#### Strategies:

- Align programming with the 4-H Thriving Model to ensure belonging, engagement, and purposeful skill-building.
- Strengthen partnerships with schools, youth organizations, and community groups to increase reach in rural, urban, and underserved areas.
- Deliver camps, workshops, clubs, and experiential learning that connect academic concepts to real-world applications in STEAM, agriculture, health, and entrepreneurship.
- Engage parents, caregivers, and community volunteers as supportive partners to cultivate strong youth-adult networks.

#### Performance Indicators:

- Youth participation will increase by 10% annually.
- At least 75% of participating youth will demonstrate measurable growth in leadership, communication, teamwork, critical thinking, or self-management skills as evidenced by pre- and post-assessments and reflection tools.
- At least 100 youth annually will engage in STEAM activities.

#### Accountability:

- Vice Chancellor of Cooperative Extension
- Associate Vice Chancellor of Cooperative Extension
- State Program Leader
- Extension Specialists
- Parish and Regional Youth Development Agents
- Extension Specialists
- Community and School District Partners



## 3:6: Empower Families and Strengthen Communities Through Education, Health, and Economic Opportunity (Family and Human Sciences)

### Objective:

Expand Reach and Accessibility of Programs

### Strategies:

- Deliver programs through community hubs, schools, and virtual platforms to increase accessibility statewide.
- Strengthen outreach to access-limited, rural, and low-resource populations through targeted marketing and local partnerships.
- Simplify program enrollment and feedback systems to improve participant retention and engagement.

### Performance Indicators:

- Achieve a five percent annual increase in total program participation across all Family and Human Sciences (FHS) focus areas.
- Conduct a minimum of four new community-based outreach events per year.
- Increase program coverage by 10% every two years, reaching at least 50% of Louisiana parishes by 2030.

### Accountability:

- FHS Program Leader
- FHS Program Directors
- FHS Program Specialists

# GOAL #3 COOPERATIVE EXTENSION

Serve as a catalyst for innovation and collaboration, leveraging research-based expertise to educate and empower communities across Agricultural and Natural Resources, Youth Development, Community Economic and Resource Development, Nutrition and Health, and Family and Human Sciences. By integrating real-world applications, fostering strong networks, and adopting emerging technologies, we will advance workforce development and cultivate the next generation of leaders.



# GOAL #3 COOPERATIVE EXTENSION

Serve as a catalyst for innovation and collaboration, leveraging research-based expertise to educate and empower communities across Agricultural and Natural Resources, Youth Development, Community Economic and Resource Development, Nutrition and Health, and Family and Human Sciences. By integrating real-world applications, fostering strong networks, and adopting emerging technologies, we will advance workforce development and cultivate the next generation of leaders.

## 3:7: Strengthen Collaboration, Integration, and Community Impact

### Objective:

Advance integrated, cross-sector collaborations that strengthen institutional partnerships, expand and funding opportunities.

### Strategies:

- Develop interdisciplinary initiatives that combine health, economic, and community development goals for greater collective impact.
- Encourage joint research and grant development with other units to expand funding and sustain collaborative efforts.
- Honor and operationalize the MOU with the LSU AgCenter by jointly planning, implementing, and evaluating programs.

### Performance Indicators:

- Implement at least three cross-departmental or external collaborations each year.
- Submit a minimum of two joint funding proposals annually.
- Produce a FHS Annual Impact Report demonstrating shared initiatives, partner engagement, and evidence of community impact across Louisiana.

### Accountability:

- FHS Program Leader
- FHS Program Directors

The background image shows the exterior of a modern, two-story building with a mix of brick and light-colored panels. Large glass windows and doors are visible, reflecting the twilight sky. The building is illuminated by warm interior lights and exterior wall sconces. A concrete walkway leads to the entrance, flanked by small shrubs and a grassy area. The text "GOAL #4" is overlaid in a large, bold, light-brown font, and "Advancement" is overlaid in a large, bold, white font below it.

# GOAL #4

# Advancement



# GOAL #4 ADVANCEMENT

Strengthen and sustain the visibility, support, and impact by building strategic partnerships globally, engaging alumni and stakeholders, expanding philanthropic impact, and delivering world-class service through philanthropy to students, faculty, staff, youth, small-scale farmers, and rural and vulnerable communities in Louisiana and beyond.

## 4:1: Advance Strategic Partnerships and Global Engagement

### Objectives:

- 4:1:1: Build a Strategic Partnership Pipeline in Raiser's Edge.
- 4:1:2: Develop global and national partnerships aligned with agriculture, natural resources, and food systems.
- 4:1:2: Expand mission-driven corporate philanthropy and naming opportunities.

### Strategies:

- Onboard five new corporate or foundation partners per year aligned with agriculture, natural resources, or food systems.
- Launch the Partners in Innovation Program recognizing partners contributing \$10,000+ annually.
- Establish three international collaborations by 2030 focused on precision agriculture, climate resilience, or value-added processing.
- Develop and maintain a naming rights catalog (facilities, programs, scholarships) located on Advancement shared drives.
- Secure four major naming gifts (\$100,000+) by 2032 supporting student experiential learning and infrastructure.

### Performance Indicators:

- Five new strategic partnerships entered into Raiser's Edge annually.
- One new naming opportunity secured per year; four major naming gifts by 2032.
- Three executed international MOUs or partnership agreements by 2030.
- Partners in Innovation Program established; annual partner recognition executed.

### Accountability:

- Institutional Advancement Team (Southern University Foundation and Ag Center)
- Office of Strategic Partnerships
- Office of Communications, Technology and Advancement



## 4:2: Enhance Philanthropic Growth and Campaign Integration

### Objectives:

- 4:2:1: Increase annual giving and unrestricted funding through coordinated campaigns that support scholarships, research, and community impact.
- 4:2:2: Grow donor and sponsorship revenue across signature events.
- 4:2:3: Expand major gift fundraising capacity and long-term philanthropic investment.

### Strategies:

- Execute and track three integrated campaigns: Are You In Campaign → comprehensive annual giving culminating in SU Give Day; 10% donor growth year-over-year.
- Nourish the Legacy Campaign → annual fund for land-grant program support with participation across all departments/units.
- Livestock Show Campaign → year-round support of youth exhibitors and facility upgrades; target \$75K annually.
- Build and sustain the Morrill Society with a goal of 50 new Founding Members by 2032 (each giving \$5,000+ lifetime unrestricted).
- Grow revenue for signature events:
  - Vino on the Bluff (Homecoming) increase net revenue by 5% annually.
  - Uncorked Spring Vineyard Event → \$50K net annually.
- Track all campaigns and event yields in Raiser's Edge Campaign IDs.

### Performance Indicators:

- Ten percent annual donor growth through Are You In Campaign.
- Raise \$75,000 annually for the Livestock Show.
- Annual net revenue of \$50,000 from Vino on the Bluff by 2030.
- Annual revenue of \$50,000 from Uncorked.
- Fifty Morrill Society Founding Members by 2032.

### Accountability:

- Institutional Advancement Team (Southern University Foundation and Ag Center)
- Advancement Annual Giving Officer
- Office of Communications, Technology and Advancement

# GOAL #4 ADVANCEMENT

Strengthen and sustain the visibility, support, and impact by building strategic partnerships globally, engaging alumni and stakeholders, expanding philanthropic impact, and delivering world-class service through philanthropy to students, faculty, staff, youth, small-scale farmers, and rural and vulnerable communities in Louisiana and beyond.



## 4:3: Increase Alumni and Stakeholder Engagement

### Objectives:

- 4:3:1: Strengthen alumni engagement and tracking.
- 4:3:2: Expand alumni advocacy and mentorship opportunities.
- 4:3:3: Increase alumni leadership involvement in philanthropy.

### Strategies:

- Increase presence via LinkedIn; increase verified alumni records by 25% by 2028.
- Highlight alumni through quarterly From Student to Scholar stories across digital platforms.
- Recruit 10 new alumni mentors per year for student professional development.
- Host the Morrill Society Founding Member Induction annually during Homecoming.
- Create a Community Champions volunteer corps to support Harvest Heroes and Produce Giveaways.

### Performance Indicators:

- Twenty-five percent verified alumni record growth in Raiser's Edge by 2028.
- Ten new alumni mentors annually.
- Annual Morrill Society Induction Ceremony executed with 100% returning participation.

### Accountability:

- Advancement Communications
- Alumni & Stakeholder Engagement Leads

# GOAL #4 ADVANCEMENT

Strengthen and sustain the visibility, support, and impact by building strategic partnerships globally, engaging alumni and stakeholders, expanding philanthropic impact, and delivering world-class service through philanthropy to students, faculty, staff, youth, small-scale farmers, and rural and vulnerable communities in Louisiana and beyond.



**4:4: Amplify Visibility, Stewardship, and Signature Programs Through Premier Events and Transparent Reporting Demonstrating Donor Impact**

**GOAL #4  
ADVANCEMENT**

Strengthen and sustain the visibility, support, and impact by building strategic partnerships globally, engaging alumni and stakeholders, expanding philanthropic impact, and delivering world-class service through philanthropy to students, faculty, staff, youth, small-scale farmers, and rural and vulnerable communities in Louisiana and beyond.

**Objectives:**

- 4:4:1: Increase brand visibility and philanthropic storytelling.
- 4:4:2: Enhance annual signature fundraising events.
- 4:4:3: Communicate donor impact clearly and consistently.

**Strategies:**

- Publish an Annual Advancement Impact Report each July.
- Strengthen signature events:
  - Boots & Bling → increase attendance and sponsorships by 15% annually.
  - Vino on the Bluff → anchor Homecoming scholarship + research fundraising.
  - Uncorked Spring Vineyard Event → signature outdoor fundraiser.
  - Ag Week / Field to Fork Tailgate & Ag Day Game → include annual check presentation.
  - Harvest Heroes Produce Giveaways → track pounds distributed, farmers engaged, communities served.
  - Create and deploy a unified branding toolkit (Grow jAGs).

**Performance Indicators:**

- Impact report published annually.
- Two regional/national media features annually.
- Event Return on investment (ROI) reports for each signature event.

**Accountability:**

- Advancement Events
- Strategic Communications



## 4:5: Ensure an Efficient, Data-driven Operation that Delivers World-class Philanthropic Service

### Objectives:

- 4:5:1: Implement Customer Relationship Management (CRM), stewardship, and tracking systems.
- 4:5:2: Increase advancement operational efficiency.
- 4:5:3: Improve donor experience and stewardship.

### Strategies:

- Maximize use of Raiser's Edge NXT to track donor engagement, retention, and campaign performance.
- Launch segmented Tier 1–3 stewardship journeys.
- Produce quarterly Advancement Dashboards.
- Document SOPs for campaign tracking, gift acknowledgment, and event ROI.
- Achieve 90% donor acknowledgment within five business days by 2026 via automated workflows.

### Performance Indicators:

- Ninety percent acknowledgment turnaround achieved.
- Quarterly dashboards in circulation.
- SOPs completed and implemented.

### Accountability:

- Advancement Services
- SU Foundation Finance
- CRM Stewardship Lead

# GOAL #4 ADVANCEMENT

Strengthen and sustain the visibility, support, and impact by building strategic partnerships globally, engaging alumni and stakeholders, expanding philanthropic impact, and delivering world-class service through philanthropy to students, faculty, staff, youth, small-scale farmers, and rural and vulnerable communities in Louisiana and beyond.



# **GOAL #5**

---

## **Finance and Administration**



# GOAL #5

## FINANCE AND ADMINISTRATION

Strengthen systems, people, and processes to enhance efficiency, accountability, and collaboration to ensure the responsible stewardship of financial and administrative resources in support of SU Ag Center research, experiential learning, and outreach mission.

### Accountability:

- VC of Finance and Administration
- All Department Heads/Vice Chancellors
- Comptroller
- Director of the Office of Sponsored Programs (OSP)
- Director of Technology

## 5:1: Ensure the Fiscal and Socially Responsible Use of SU Ag Center Resources

### Objectives:

- 5:1:1: Strengthen internal controls and audit readiness across all financial functions.
- 5:1:2: Establish and sustain a culture of compliance and ethical stewardship through the development of clear fiscal policies and procedures.
- 5:1:3: Expand training in ethical financial practices and fiscal accountability.
- 5:1:4: Increase transparency in financial reporting.
- 5:1:5: Develop fiscal models that sustain long-term research and outreach initiatives.
- 5:1:6: Develop and publish a comprehensive Finance and Administration Policy and Procedures.
- 5:1:7: Implement and communicate new fiscal policies and procedures across the SU Ag Center’s units.

### Strategies:

- Conduct a comprehensive fiscal policy and procedures assessment.
- Implement compliance checklists.
- Assign unit liaisons for audit prep.
- Develop annual ethics and accountability workshops. Integrate into new employee onboarding.
- Train departmental administrators on how to interpret and utilize financial reports for planning and decision-making.
- Create standardized templates for sustainability planning during proposal development for research and extension projects.
- Collaborate with research, extension, and budget offices to implement predictive financial models that forecast program viability over three to five years.
- Develop a corrective action tracking system.
- Include targeted training and discussions during financial meetings.

### Performance Indicators:

- Number of audit findings reduced.
- Fifty percent of corrective actions are fully implemented annually.
- Thirty-three percent of employees complete training annually.
- Departments receive financial reports on a semi-annual basis.
- Departmental leaders reported improved access to and understanding of financial data.
- Documented improvements in budget accuracy and departmental financial planning outcomes.
- Completion of baseline fiscal sustainability assessment across all research and extension units.
- Adoption of standardized financial modeling templates.
- Availability of three to five year fiscal forecasts for all major programs.
- Completion of comprehensive policy and procedures gap analysis.
- Finance and Administration Policy and Procedures Manual completed and approved.



# GOAL #5

## FINANCE AND ADMINISTRATION

Strengthen systems, people, and processes to enhance efficiency, accountability, and collaboration to ensure the responsible stewardship of financial and administrative resources in support of SU Ag Center research, experiential learning, and outreach mission.

### Accountability:

- VC of Finance and Administration
- Department heads/VC's
- SU Ag Center Advancement Office
- Finance Staff
- Sponsored Program's Office

## 5:2: Enhance and Strengthen a Collaborative Approach to Financial Planning, Budgeting, and Forecasting that Engages All Campus Units in Shared Fiscal Decision-making

### Objectives:

- 5:2:1: Establish a transparent, participatory budgeting process that incorporates input from academic, research, and administrative units.
- 5:2:2: Ensure the campus' general operating budget is developed collaboratively and reflects institutional priorities.
- 5:2:3: Enhance budget development tools for improved accuracy and collaboration.
- 5:2:4: Integrate grant and project forecasting into overall financial planning efforts.
- 5:2:5: Continue to explore and diversify ancillary prospective funding streams.

### Strategies:

- Establish a budget advisory council composed of representatives from departmental units to provide input during the annual budgeting process.
- Conduct budget planning workshops for department heads and unit leaders to increase understanding of priorities, cost drivers, and funding constraints.
- Conduct needs assessment with Project Directors and Sponsored Programs staff to identify key challenges and data gaps in grant financial tracking.
- Provide training to Project Directors, Unit leaders, and Vice Chancellors on how to interpret and utilize forecasting data for grant management.
- Establish regular quarterly review sessions between Finance, Project Directors, Sponsored Programs, to reconcile projections and address funding variances.
- Develop a funding diversification plan that identifies potential non-USDA revenue sources, including foundations, corporations, state agencies, and private donors.

### Performance Indicators:

- Formation and consistent operations of Budget Council with campuswide representation.
- All departments participating in annual budget development process.
- Implementation and use of centralized budgeting platform by all units.
- Documented reduction in budget revisions and discrepancies during finalization.
- Quarterly reconciliation reports completed and distributed to all Project Directors.
- Project Directors improved understanding and management of their project budgets using annual surveys.
- Completion and implementation of a formal funding diversification plan.
- Establishment of at least one new public-private partnership each year.



# GOAL #5 FINANCE AND ADMINISTRATION

Strengthen systems, people, and processes to enhance efficiency, accountability, and collaboration to ensure the responsible stewardship of financial and administrative resources in support of SU Ag Center research, experiential learning, and outreach mission.

## 5:3: Advance Operational Efficiency Through Technology Integration and Process Improvement

### Objectives:

- 5:3:1: Automate high-volume administrative functions and routine processes.
- 5:3:2: Expand use of Banner and related enterprise systems for improved data accuracy and reporting.
- 5:3:3: Redesign outdated workflows to improve efficiency and reduce administrative burden.
- 5:3:4: Promote interconnection between the financial, technology department, human resources, and research & extension administration systems.
- 5:3:5: Reduce processing time and errors through automation.

### Strategies:

- Streamline top processes to enhance performance and service delivery.
- Map and re-engineer the top ten administrative processes.
- Conduct user training and optimize the current available modules.
- Develop and integrate e-approval systems.
- Create seamless data integration and communication across core systems.
- Integrate financial, research, and extension systems for seamless data flow.

### Performance Indicators:

- Number of automated transactions.
- Processing time reduction.
- System usage rate.
- Reduction in manual errors.
- Integration completion milestones.
- Data synchronization success rate.

### Accountability:

- Director of Technology
- Finance & Administration
- Vice Chancellors
- All Department Heads

# GOAL #6

## Communications and Marketing



# GOAL #6

## COMMUNICATIONS AND MARKETING

Support brand identity and expand public visibility by strategically promoting excellence in research, extension, and teaching programs at both the local and national levels. Through integrated marketing campaigns, targeted outreach through strategic communications, SU Ag Center and CAHES will amplify institutional narratives—sharing compelling stories which celebrate innovation, deepen stakeholder engagement, and affirm agricultural impact.

### 6:1: Strengthen Brand Identity and Institutional Messaging

#### Objectives:

- 6:1:1: Develop and implement a unified brand strategy that reflects the Ag Center and the College’s mission, values, and impact.
- 6:1:2: Refine messaging across platforms to resonate with diverse audiences—students, alumni, legislators, donors, and community partners.

#### Strategies:

- Development of an Office of Communications Policies and Procedures Manual that will be disseminated to Ag Center and CAHES employees. An electronic copy of the manual will be placed on the SU Ag Center’s website.
- Implementation of an internal portal to allow SU Ag Center and CAHES employees to download official logos and other branded print materials.

#### Performance Indicators:

- Fifty percent of staff receive an electronic copy of the Office of Communication’s Policies and Procedures Manual.
- Fifty percent of staff trained to use the portal.
- The use of quarterly surveys to gauge the staff feedback on the portal and the ease of use of the portal.
- Fifty percent staff received an electronic copy of social media submission guidelines.

#### Accountability:

- Communications Staff
- Vice Chancellor for Institutional Advancement and External Relations



# GOAL #6

## COMMUNICATIONS AND MARKETING

Support brand identity and expand public visibility by strategically promoting excellence in research, extension, and teaching programs at both the local and national levels. Through integrated marketing campaigns, targeted outreach through strategic communications, SU Ag Center and CAHES will amplify institutional narratives—sharing compelling stories which celebrate innovation, deepen stakeholder engagement, and affirm agricultural impact.

### 6:2: Expand Digital and Media Presence

#### Objectives:

- 6:2:1: Increase engagement across social media platforms through curated content that highlights student success, faculty research, and community impact.
- 6:2:2: Maintain a dynamic, user-friendly website that serves as a hub for news, events, and academic resources.
- 6:2:3: Continue to cultivate media relationships to amplify coverage of academic, research, and extension programs.

#### Strategies:

- Continuously update the website with information on the programs, services, events, and student and alumni highlights of the SU Ag Center and the CAHES.
- Development of guidelines to be used by Ag Center and CAHES when submitting material for posting across platforms.
- Train one to three CAHES students to use their cell phones to record, edit, and conduct interviews on the Ag Center and CAHES events and programs.
- Identify reporters who cover the SU Ag Center’s program on a recurring basis and provide these reporters with updated information on the programs and events occurring at the SU Ag Center.
- Identify national reporters who cover agricultural related stories and pitch story ideas focusing on the SU Ag Center and CAHES.

#### Performance Indicators:

- Three percent increase in the number of local and national media coverage.
- Two percent increase in the number of staff members within the Office of Communications.
- Two percent increase in the number of press releases, stories, and social media posts regenerated by the Office of Communications.
- Five percent increase in social media impressions.
- Development of additional avenues to promote the work of the SU Ag Center and the CAHES.
- A total of three stories produced by students at the end of each semester.
- Five percent increase in web traffic to the website.
- Five percent increase in social media impressions.

#### Accountability:

- Communications Staff
- Vice Chancellor for Institutional Advancement and External Relations



# GOAL #6

## COMMUNICATIONS AND MARKETING

Support brand identity and expand public visibility by strategically promoting excellence in research, extension, and teaching programs at both the local and national levels. Through integrated marketing campaigns, targeted outreach through strategic communications, SU Ag Center and CAHES will amplify institutional narratives—sharing compelling stories which celebrate innovation, deepen stakeholder engagement, and affirm agricultural impact.

### 6:3: Deepen Stakeholder Engagement and Partnerships

#### Objectives:

- 6:3:1: Develop targeted outreach strategies for alumni, donors, industry leaders, and community organizations.
- 6:3:2: Build greater support for signature events (e.g., Ag Week, donor receptions, Livestock Show) that showcase the contributions and build support and goodwill.
- 6:3:3: Strengthen internal communications to foster collaboration and shared purpose among faculty, staff, and students.

#### Strategies:

- Disseminate the monthly Seeds of SUccess Newsletter and Chancellor's Report and AgriScope Annual Report to the listserv of stakeholders and partners.
- Develop a proposal for the purchasing of billboards, radio, social media, television, and streaming service ads to draw a greater awareness and support for signature programs.
- To have a centralized repository of all the events and programs occurring at the SU Ag Center and the CAHES for each month for internal awareness of events and programs.

#### Performance Indicators:

- Two percent increase in stakeholder engagement and partnerships.
- Five percent increase in the attendance of signature events.
- Survey to gauge the effectiveness of the internal event repository.

#### Accountability:

- Office of Communications, Technology and Advancement staff
- Vice Chancellor for Institutional Advancement and External Relations



# GOAL #6

## COMMUNICATIONS AND MARKETING

Support brand identity and expand public visibility by strategically promoting excellence in research, extension, and teaching programs at both the local and national levels. Through integrated marketing campaigns, targeted outreach through strategic communications, SU Ag Center and CAHES will amplify institutional narratives—sharing compelling stories which celebrate innovation, deepen stakeholder engagement, and affirm agricultural impact.

### 6:4: Measure Impact and Continuously Improve Communications Both Internally and Externally

#### Objectives:

- 6:4:1: Establish key performance indicators (KPIs) for communications reach, engagement, and conversion.
- 6:4:2: Use data-driven insights to refine messaging, outreach tactics, and stakeholder engagement efforts.

#### Strategies:

- Use free and/or purchase analytics software to measure the following KPIs: engagement rates, social sharing, web traffic, and conversion rates.
- Use surveys and focus groups to gather qualitative feedback.

#### Performance Indicators:

- Three percent increase in KPIs
- Three percent increase in internal and external communications efforts.

#### Accountability:

- Communications staff
- Vice Chancellor for Institutional Advancement and External Relations

# GOAL #7

---

**Facilities  
Development &  
Sustainability**



# GOAL #7

## FACILITIES DEVELOPMENT & SUSTAINABILITY

Construct and maintain sustainable, state-of-the-art facilities that advance research, extension, and educational programs. Through strategic infrastructure planning, the SU Ag Center will promote resource stewardship, institutional resilience, and full execution of the land-grant mission.

### 7:1: Execute Short-Term Facilities Projects

#### Objectives:

Completion of short-term SU Ag Projects with a concerted focus on new construction, renovations, repairs, and operational upgrades to enhance safety, functionality, and visibility.

#### Strategies:

- Install internal and external security systems across priority facilities.
- Construct and improve infrastructure: Demonstration Farm, Viticulture Buildings, Livestock Arena walkway, and Multi-Phase Greenhouse Road Project.
- Complete signage installations at Experiment Station and Poultry Farm.
- Address drainage, fencing, and gate repairs across horticultural and poultry sites.
- Conduct tree removal and trimming for safety and landscape management.
- Procure equipment and upgrade dust control at Livestock Arena.
- Renovate Meat Lab and Farm Staff Building; replace HVAC systems across multiple facilities.
- Implement general repairs and upgrades: mold remediation, signage, painting, IT fiber installation, furniture acquisition, and electronic gate/power systems.
- Advance site development for plant/grape research and improve roadways and parking infrastructure.

#### Performance Indicators:

- Initiate and/or complete 20% of Facility Projects per year.

#### Accountability:

- Director of Facilities
- SU Ag Center Administrative Team



# GOAL #7 FACILITIES DEVELOPMENT & SUSTAINABILITY

Construct and maintain sustainable, state-of-the-art facilities that advance research, extension, and educational programs. Through strategic infrastructure planning, the SU Ag Center will promote resource stewardship, institutional resilience, and full execution of the land-grant mission.

## 7:2: Advance Long-Term Facilities Project

### Objectives:

The completion of long-term infrastructural projects with a focus on strategic expansion, modernization, and resilience planning for the Ag Center and the College.

### Strategies:

- Complete RV Facility Complex and Agricultural Research Services (ARS) Research Building.
- Upgrade Fisher Hall parking (Phases I–III) and resurface Pinkie Thrift lot.
- Fence Greenhouse Complex and repair compost area.
- Design and construct Experimental Farm storage building.
- Explore funding options for Disaster Mega Safehouse/Shelter in coordination with Southern University System Facilities Office.

### Performance Indicators:

- Initiate and/or complete 10% of Facility Projects per year.

### Accountability:

- SU Ag Center Administrative Team



# GOAL #8

---

## Compliance & Accountability



# GOAL #8

## COMPLIANCE & ACCOUNTABILITY

To cultivate and sustain a proactive, transparent, and resilient compliance environment that upholds federal, state, and institutional integrity; strengthens governance and accountability structures; and supports the effective fulfillment of the Southern University Ag Center’s mission in teaching, research, and extension.

### 8:1: Policy Optimization and Governance Excellence

#### Objectives:

Align compliance and policy frameworks to promote consistency, clarity, and accessibility across all SU Ag Center operations.

#### Strategies:

- Track and increase participation in compliance training programs.
- Review and respond to audit findings in a timely and systematic manner.
- Maintain readiness for federal, state, and Southern University System compliance requests.

#### Performance Indicators:

- An annual increase in faculty and staff demonstrating improved understanding of compliance related policies, as measured by assessments or surveys.
- Policy review and update cycles remain aligned with the Southern University System’s five-year policy review standard.

#### Accountability:

- Associate Vice Chancellor for Compliance



# GOAL #8

## COMPLIANCE & ACCOUNTABILITY

To cultivate and sustain a proactive, transparent, and resilient compliance environment that upholds federal, state, and institutional integrity; strengthens governance and accountability structures; and supports the effective fulfillment of the Southern University Ag Center’s mission in teaching, research, and extension.

### 8:2: Education, Training, and Awareness Advancement

#### Objectives:

Strengthen compliance literacy and awareness through structured education, training, and communication initiatives.

#### Strategies:

- Conduct targeted compliance education and awareness campaigns to reinforce ethical behavior and accountability.
- Expand and enhance training modules to address emerging regulatory and institutional priorities.

#### Performance Indicators:

- Participation in compliance training across SU Ag Center units demonstrate an annual increase.
- Completion rates for mandatory compliance training reflects annual improvement.

#### Accountability:

- Associate Vice Chancellor for Compliance



# GOAL #8

## COMPLIANCE & ACCOUNTABILITY

To cultivate and sustain a proactive, transparent, and resilient compliance environment that upholds federal, state, and institutional integrity; strengthens governance and accountability structures; and supports the effective fulfillment of the Southern University Ag Center’s mission in teaching, research, and extension.

### 8:3: Operational and Service Excellence

#### Objectives:

Enhance operational efficiency, accessibility, and responsiveness within the Office for Compliance.

#### Strategies:

- Collaborate with Ag Center leadership to strengthen internal controls.
- Ensure compliance with federal, state, and Southern University System regulatory requirements through streamlined processes and documentation.

#### Performance Indicators:

- The percentage of compliance inquiries resolved within established timeframes increases annually.

#### Accountability:

- Associate Vice Chancellor for Compliance



# GOAL #8

## COMPLIANCE & ACCOUNTABILITY

To cultivate and sustain a proactive, transparent, and resilient compliance environment that upholds federal, state, and institutional integrity; strengthens governance and accountability structures; and supports the effective fulfillment of the Southern University Ag Center's mission in teaching, research, and extension.

### 8:4: Accountability and Continuous Improvement

#### Objectives:

Strengthen institutional accountability and promote continuous improvement in compliance processes related to Title IX, Power-Based Violence Prevention, and the Americans with Disabilities Act (ADA).

#### Strategies:

- Leverage the existing early warning system to track and monitor emerging federal and state regulatory changes impacting Title IX, Power-Based Violence, and ADA compliance.
- Conduct regular reviews and assessments of institutional response protocols to ensure alignment with best practices and legislative requirements.
- Foster cross-unit collaboration to maintain timely reporting, case resolution, and communication consistency across all compliance areas.

#### Performance Indicators:

- Annual completion rates for Title IX, Power-Based Violence, and ADA compliance mandates reviews demonstrate continuous improvement over time.
- Campus response and reporting processes demonstrate annual improvement in timeliness and consistency.
- Cross-unit collaboration and communication show measurable improvement, reflected in enhanced reporting accuracy and response coordination.

#### Accountability:

- Associate Vice Chancellor for Compliance

A background image of a network switch or patch panel with multiple rows of ports and several Ethernet cables plugged in. The image is slightly blurred and has a blue tint.

# **GOAL #9**

---

# **Technology**



# GOAL #9 TECHNOLOGY

Leverage technology as a catalyst for innovation by creating a fully connected and secure campus, empowering learning through AI, optimizing internal processes with automation, and fostering strategic partnerships that drive agricultural advancement and community impact.

## 9:1: Network and Systems Modernization

### Objectives:

Strengthen the institution’s network infrastructure to provide reliable, high-speed, and secure connectivity across all SU Ag Center locations while integrating intelligent systems that enhance performance and support digital expansion.

### Strategies:

- Upgrade network backbone and fiber connections across facilities and research stations.
- Modernize servers, switches, and storage environments for improved reliability and scalability.
- Expand Wi-Fi access and digital coverage in all offices, labs, and research sites.
- Enhance security surveillance and access control across all buildings.
- Utilize limited AI-based monitoring tools to optimize network efficiency and detect system issues proactively.

### Performance Indicators:

- Maintain 99.9 % average network uptime across all SU Ag Center facilities.
- Complete modernization of core network infrastructure, including backbone, servers, and switches, by FY 2027.
- Achieve 100 % Wi-Fi coverage across academic, administrative, and research areas.
- Reduce network downtime by 10 % annually through proactive monitoring and preventive maintenance.
- Conduct biannual cybersecurity audits to ensure zero major incidents and full compliance with federal and state standards.
- Provide at least two annual training sessions to enhance staff digital literacy and system proficiency.

### Accountability:

- Director of Technology



# GOAL #9 TECHNOLOGY

Leverage technology as a catalyst for innovation by creating a fully connected and secure campus, empowering learning through AI, optimizing internal processes with automation, and fostering strategic partnerships that drive agricultural advancement and community impact.

## 9:2: Digital Transformation and Smart Campus

### Objectives:

Advance the SU Ag Center toward a “Smart Campus” model that integrates emerging technologies to improve operations, enhance research capacity, and enrich the teaching and learning environment.

### Strategies:

- Deploy Internet of Things (IoT) sensors and automation systems for facility management, research data collection, and energy conservation.
- Develop digital dashboards for real-time tracking of key performance and operational metrics.
- Implement centralized platforms for collaboration, data sharing, and digital communication across departments.
- Introduce technology-enhanced classrooms and labs that support hybrid instruction and experiential learning.
- Promote digital literacy and continuous improvement through professional development and student engagement initiatives.

### Performance Indicators:

- Maintain 99.9% network uptime across SU Ag Center facilities.
- Complete modernization of network backbone, servers, and storage systems by FY 2027.
- Achieve 100% Wi-Fi coverage across academic, administrative, and research sites.
- Deploy at least two operational Smart Campus systems that improve operational efficiency and energy management.
- Conduct biannual cybersecurity audits to ensure zero major incidents and full compliance with federal and state standards.
- Implement digital dashboards to monitor infrastructure and sustainability metrics in real time.
- Provide at least two annual professional development sessions to strengthen staff digital proficiency and support technology adoption.

### Accountability:

- Director of Technology and Deputy CIO
- Network Administrator and Information Security Officer
- Collaborative Partners

# THE SU AG CENTER'S STRATEGIC PLAN TASK FORCE



## STRATEGIC PLAN TASK FORCE CHAIR



**Katara A. Williams, Ph.D.**  
*Vice Chancellor, Institutional  
Advancement and External  
Relations*



**Krystle J. Allen, Ph.D.**  
*Program Leader, FHS /  
Community and Economic  
Development Specialist*



**Ervin Antoine**  
*Facility/Project  
Manager*



**Raquel Square  
Ayles, Ph.D.**  
*Associate Vice Chancellor  
for Extension & Outreach*



**Jacqueline  
J. Dixon**  
*Executive Assistant to  
the Chancellor-Dean*



**Saturn A.  
Douglas**  
*Recruitment and  
Retention Counselor*



**Robert L.  
Easley Jr., MS**  
*Director of  
Advancement*



**Devaiah  
Kambiranda, Ph.D.**  
*Research Associate /  
Professor*



**LaKeeshia  
Lusk, MA**  
*Communications  
Coordinator*



**Harold I. Mellieon,  
Jr., Ph.D.**  
*Assistant Dean for  
Academic Engagement  
and Student Development*



**Tamika M.  
Porter, MBA**  
*Comptroller*



**Devender  
Rapolu, Ph.D.**  
*Network Database  
Administrator*



**Donovan L.  
Segura, Ph.D.**  
*Associate Vice  
Chancellor for  
Compliance*



**Janana J.  
Snowden, Ph.D.**  
*Executive Director for  
Southern Institute for Medicinal  
Plants/Associate Professor*



**Clourth L.  
Wilson Jr., MS-IT**  
*Director of Technology*



**Sonia E. Wilson,  
M.A., M.Ed**  
*Director of Grants  
and Contracts*

# DEEP ROOTS...

## SUSTAINABLE FUTURES

### A Blueprint for Impact

In accordance with Federal civil rights law and U.S. Department of Agriculture (USDA) civil rights regulations and policies, the USDA, its Agencies, offices, and employees, and institutions participating in or administering USDA programs are prohibited from discriminating based on race, color, national origin, sex, religious creed, disability, age, political beliefs, or reprisal or retaliation for prior civil rights activity in any program or activity conducted or funded by USDA.

Persons with disabilities who require alternative means of communication for program information (e.g. Braille, large print, audiotape, American Sign Language, etc.) should contact the Agency (State or local) where they applied for benefits. Individuals who are deaf, hard of hearing or have speech disabilities may contact USDA through the Federal Relay Service at (800) 877-8339. Additionally program information may be made available in languages other than English.

To file a program complaint of discrimination, complete the USDA Program Discrimination Complaint Form (AD-3027) found online at [http://www.ascr.usda.gov/complaint\\_filing\\_cust.html](http://www.ascr.usda.gov/complaint_filing_cust.html), and at any USDA office, or write a letter addressed to USDA and provide in the letter all of the information requested in the form. To request a copy of the complaint form, call (866) 632-9992. Submit your completed form or letter to USDA by:

(1) Mail: U.S. Department of Agriculture Office of the Assistant Secretary for Civil Rights, 1400 Independence Avenue, SW, Washington, D.C. 20250-9410

(2) Fax: (202) 690-7442 or (3) Email: [program.intake@usda.gov](mailto:program.intake@usda.gov)  
This institution is an equal opportunity provider.

Southern University Agricultural Research and Extension Center and the College of Agricultural, Human and Environmental Sciences is an entity of the Southern University System, Orlando F. McMeans, Chancellor-Dean, Dennis J. Shields, System President, Tony Clayton, Esq., Chairman, Board of Supervisors. It is issued in furtherance of the Cooperative Extension Work Act of December 1971, in cooperation with the U.S. Department of Agriculture. All educational programs conducted by the Southern University Agricultural Research and Extension Center and the College of Agricultural, Human and Environmental Sciences are provided to people of all ages regardless of race, national origin, or disability.

©2025 Produced by SU Ag Center's Office of Communications, Technology & Advancement



✉ P.O. Box 10010  
Baton Rouge, LA 70813  
☎ (225) 771-2242

🌐 [www.suagcenter.com](http://www.suagcenter.com)

f X 📺 @suagcenter 📷 @su\_agcenter



The SU Ag Center and College of Ag

# STRATEGIC PLAN 2025-2032