MISSION STATEMENT
Promote the health and safety of North Carolina’s farmers, fishermen, foresters, their workers, families, and communities through translational research, prevention/intervention, and education/outreach.
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The North Carolina Agromedicine Institute (‘the Institute’) will celebrate its 20th year of operation in 2019. The Institute’s longevity can primarily be attributed to its faculty, staff, and administrators engaging regularly with one another and more importantly with strategic plans of our partner universities, East Carolina University, North Carolina Agricultural and Technical State University, North Carolina State University and the greater University of North Carolina System. To ensure that the Institute is well positioned to continue its own mission of promoting the health and safety of farmers, fishermen, foresters, their workers and their families through research, prevention/intervention and education/outreach as it moves into a new decade of service, the Institute initiated a yearlong strategic planning process in 2015. This document is devoted to describing that process and the visionary 5-year strategic plan which calls for four-fold increase in revenue to support growth in all areas of the organization’s mission. If you are reading the document, then that means that you are or have the potential to be an Institute stakeholder. As you read, please think about ways in which you can actively partner with Institute faculty, staff, administrators and other stakeholders to move the plan forward. Working together we cannot only grow and sustain the Institute but we can also sustain the most important factor in agriculture’s bottom line – farmers, fishermen and foresters.
Strategic Planning Process

November, 2014 the Executive Committee wrote a Strategic Planning Proposal establishing five work groups: Health Work Group, Academic Work Group, Continuing Education/Professional Development Work Group, Research Work Group, and Safety Work Group. The proposal also established that the work groups were to be composed of individuals representing staff, Board of Directors, faculty affiliates and community partners. The proposal further charged that the work group members would gather information from their larger stakeholder group and to bring a consensus view to their designated work group meeting. The Executive Committee developed questions to facilitate each work group’s dialogue and to add a degree of uniformity across work groups.
Safety Work Group

Work Group

Academic Work Group

Continuing Education/Professional Development Work Group

Health Work Group

Research Work Group

FACILITATOR LEAD APPRECIATIVE INQUIRY – STAKEHOLDER DRIVEN

• Generated creative dialogue
• Institute’s mission statement examined/compared to UNC System, NCSU, NC A&T, and ECU.
• SOAR
  Strengths
  Opportunities
  Aspirations
  Results
Two participant activities dominated work group meetings: the alignment of mission statements and SOAR (Strengths, Opportunities, Aspirations, and Results) analysis. The Institute’s own mission statement was examined and compared to the mission statements of the UNC System, NCSU, NC A&T SU, and ECU. To further facilitate stakeholder participation, an online survey was conducted. Synthesis of the five work group meetings and survey occurred during a two day retreat in May, 2015. The group collectively dialogued through key points, thoughts, and feelings while the facilitator created an artistic recording that brought forth six top initiatives. One Institute leader accepted primary responsibility for each of the six top initiatives and solicited team members. This collaborative work became the Strategic Plan Working Document and the Executive Committee met to finalize the 2015-2020 strategic plan on June 30th, 2015. In November, the strategic plan and the $9.5 million budget were presented to the Board of Directors.
Goals

Translating this strategic planning into assuring the Institute’s permanence and relevance to agricultural health and safety in North Carolina will determine the Institute’s sustainability.

The North Carolina Agromedicine Institute will:

1. Be resourced to fulfill its mission to promote the health and safety of farmers, fishermen, loggers, their workers and their families through research, prevention/intervention and education/outreach.

2. Be recognized as the ‘go to’ source for agricultural health and safety research, prevention/intervention and education/outreach.

3. Be recognized internationally as a leader in agricultural health and safety research.

4. Academically prepare future leaders in the areas of agricultural safety and health (ASH) research, instruction, and ultimately careers in ASH.

5. Expand and sustain prevention/intervention programs to reduce the incidence of illness, injury, and fatality; thereby decreasing lost revenue among the state’s agricultural workforce.

6. Collaborate with other educational organizations to offer continuing education programs in agricultural safety and health online and face-to-face.
**GOAL 1:**
The NC Agromedicine Institute (‘the Institute’) will be resourced to fulfill its mission to promote the health and safety of farmers, fishermen, loggers, their workers and their families through research, prevention/intervention and education/outreach.

**RATIONALE:**
Educational offerings to multiple disciplines online and face-to-face will increase the knowledge and expertise of healthcare providers and other professionals caring for and/or providing support services to farmers, fishermen and loggers.

### OBJECTIVE:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1.1</td>
<td>Establish optimal resource level needed for the Institute to fulfill its mission.</td>
</tr>
<tr>
<td>Objective 1.2</td>
<td>Identify and leverage financial commitments from partner institutions to support at least 50% of the Institute’s operations.</td>
</tr>
<tr>
<td>Objective 1.3</td>
<td>Increase individual and corporate contributions to the Institute to support at least 25% of the Institute’s operations.</td>
</tr>
<tr>
<td>Objective 1.4</td>
<td>Increase extramural grants/contracts, special funds and fee for service to support at least 25% of the Institute’s operations.</td>
</tr>
</tbody>
</table>
GOAL 2:
The Institute will be recognized as the ‘go to’ source for agricultural health and safety research, prevention/intervention and education/outreach.

RATIONALE:
Although the Institute has formally been in existence since 1999, its mission and activities are not universally known among stakeholders including, but not limited to, target populations, commodity associations, agribusiness, university administrators, faculty, health care providers, funders, and policy makers.

<table>
<thead>
<tr>
<th>OBJECTIVE:</th>
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<tbody>
<tr>
<td>Objective 2.1</td>
<td>Develop and fund a marketing plan to increase awareness and engagement among target populations and other stakeholders.</td>
</tr>
<tr>
<td>Objective 2.2</td>
<td>Develop and leverage partnerships that will foster opportunities for Institute engagement with target populations.</td>
</tr>
</tbody>
</table>
**GOAL 3:**
The Institute will be recognized internationally as a leader in agricultural health and safety research.

**RATIONALE:**
Research is one of the three key strategies for supporting the Institute’s mission of promoting the health and safety of farmers, fishermen and loggers. Currently the Institute lacks the necessary infrastructure and financial support to support meaningful and competitive collaborative research.

<table>
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<tbody>
<tr>
<td>Objective 3.1</td>
<td>Construct the infrastructure needed to support and facilitate the Institute’s research agenda.</td>
</tr>
<tr>
<td>Objective 3.2</td>
<td>Increase research collaboration among University Members, business and government organizations.</td>
</tr>
<tr>
<td>Objective 3.3</td>
<td>Facilitate opportunities for University Members and students to share research findings and generate creative exchange of ideas.</td>
</tr>
</tbody>
</table>
**GOAL 4:**
The Institute will academically prepare future leaders in the areas of agricultural safety and health (ASH) research, instruction and ultimately careers in ASH.

**RATIONALE:**
Educating future leaders on a continuum from high-school to undergraduate to graduate education will create successful ASH practitioners, researchers and academicians. Currently, there are no ASH undergraduate or graduate programs in the southeastern United States.

<table>
<thead>
<tr>
<th>OBJECTIVE:</th>
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<tbody>
<tr>
<td>Objective 4.1</td>
<td>Assess feasibility of an inter-institutional graduate certificate program in agricultural safety and health to be offered through UNC Online.</td>
</tr>
<tr>
<td>Objective 4.2</td>
<td>the Finalize and implement graduate certificate curriculum, pending feasibility and approvals.</td>
</tr>
<tr>
<td>Objective 4.3</td>
<td>Identify and facilitate opportunities for agricultural safety and health-related content to be incorporated into undergraduate curriculum.</td>
</tr>
<tr>
<td>Objective 4.4</td>
<td>Develop and support programs with student experiences from high-school to graduate-level in research and engagement projects that advance student knowledge and skills in agricultural safety and health.</td>
</tr>
</tbody>
</table>
GOAL 5:
Expand prevention/intervention programs to reduce the incidence of illness, injury, and fatality; thereby decreasing lost revenue among the state’s agricultural workforce.

RATIONALE:
The 2013 National Safety Council report on agricultural injuries and deaths indicates that the cost of an injured worker is $37,000 per year and that the cost of a death is over $1,390,000.

Data from NC’s Certified Safe Farm (CSF) will guide the National Coalition conversation, support future funding, and guide sustainability strategies for CSF and AgriSafe occupational health services. Likewise, impact and evaluation data from other evidence-based or promising intervention/prevention programs should drive development, implementation, and expansion of Fit to Farm, AgrAbility, and respiratory protection provisions of 2015 WPS rules. Demographic, regulatory, or health/safety emerging issues will inform coordination of existing programs and development of any new prevention/intervention approaches.

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Objective 5.1</td>
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<tr>
<td>Objective 5.2</td>
</tr>
<tr>
<td>Objective 5.3</td>
</tr>
</tbody>
</table>
GOAL 6:
Collaborate with other educational organizations to offer continuing education programs in agricultural safety and health online and face-to-face.

RATIONALE:
Educational offerings to multiple disciplines online and face-to-face will increase the knowledge and expertise of healthcare providers and other professionals caring for and/or providing support services farmers, fishermen and loggers.

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<thead>
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<tbody>
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<td>Objective 6.1</td>
<td>Build relationship with AHECs to develop and deliver educational programs.</td>
</tr>
<tr>
<td>Objective 6.2</td>
<td>Build relationship with community colleges to collaborate and provide educational programs and/or presentations to appropriate disciplines.</td>
</tr>
<tr>
<td>Objective 6.3</td>
<td>Build relationships with multiple disciplines to become more knowledgeable regarding appropriate timelines and avenues for short presentations, educational sessions or information thereby increasing awareness of safety and health concerns for farmers, fishermen and loggers.</td>
</tr>
<tr>
<td>Objective 6.4</td>
<td>Build relationships with fishing and logging sectors to increase trust and obtain information for the development of educational information for these target populations.</td>
</tr>
<tr>
<td>Objective 6.5</td>
<td>Collaborate with Research Stations, Department of Agriculture, and other community partners to develop and present hands-on modules for adult health and safety.</td>
</tr>
<tr>
<td>Objective 6.6</td>
<td>Collaborate with Extension Service, Ag Teachers, FFA, and other community partners to develop and present hands on modules to promote youth health and safety.</td>
</tr>
</tbody>
</table>
## Financial Support Needed

### GOAL 1 (Resource procurement) .......................................................... $ 880,331
- Grant writer .......................................................... $ 440,018
- Grants administrator ................................................. $ 239,713
- Non-profit startup ................................................... $ 200,000
- Meeting expenses ................................................... $ 600

### GRANT 2 (Marketing): ................................................................. $ 289,917
- Marketing & communications staff person ...................... $ 147,417
- Paid advertising ........................................................ $ 50,000
- Marketing materials ................................................... $ 30,000
- Travel/lodging to meet with commodity groups & other community partners .................. $ 50,000
- Electronic platform to manage contacts, newsletter, list serve, etc. ......................... $ 12,500

### GOAL 3 (Research): ................................................................. $ 2,929,101
- Seed grants .............................................................. $ 400,000
- Start up packages ....................................................... $ 300,000
- Course buy-outs ........................................................ $ 150,000
- Research & Engagement Coordinators (4) ....................... $ 895,472
- Operating funds for R&E Coordinators ........................ $ 240,000
- Space utilities – Kannapolis ....................................... $ 140,000
- Administrative Assistant ............................................ $ 239,713
- External Research Advisory Committee Travel & Meeting Expenses ....................... $ 24,800
- Graduate Assistant ..................................................... $ 39,116
- Endowed Researcher .................................................... $ 500,000
## GOAL 4 (Academics)

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Doctoral research associate</td>
<td>$120,971</td>
</tr>
<tr>
<td>Graduate Assistantships</td>
<td>$156,465</td>
</tr>
<tr>
<td>Graduate Certificate Committee expenses</td>
<td>$6,750</td>
</tr>
<tr>
<td>Faculty time for course development</td>
<td>$90,000</td>
</tr>
<tr>
<td>Resources for course content development &amp; maintenance (media, software, instructional design, web design)</td>
<td>$200,000</td>
</tr>
</tbody>
</table>

## GOAL 5 (Prevention/Intervention)

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>AgriSafe-NC Nurses (6)</td>
<td>$2,382,483</td>
</tr>
<tr>
<td>Area Specialized Extension Agents (5)</td>
<td>$1,707,980</td>
</tr>
<tr>
<td>AgriSafe-NC Outreach Specialist (1)</td>
<td>$180,800</td>
</tr>
<tr>
<td>Marketing &amp; promotion</td>
<td>$30,000</td>
</tr>
<tr>
<td>Educational materials</td>
<td>$22,500</td>
</tr>
<tr>
<td>Matching funds for AgriSafe/Certified Safe farm-related projects</td>
<td>$400,000</td>
</tr>
<tr>
<td>Seed grant funds to establish proof of Concept</td>
<td>$400,000</td>
</tr>
<tr>
<td>Publication charges</td>
<td>$1,100</td>
</tr>
</tbody>
</table>

## GOAL 6 (Collaboration & Continuing Education)

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel</td>
<td>$10,000</td>
</tr>
<tr>
<td>Instructional design &amp; production</td>
<td>$15,000</td>
</tr>
<tr>
<td>AHEC fees</td>
<td>$28,000</td>
</tr>
<tr>
<td>Participant scholarship</td>
<td>$10,000</td>
</tr>
</tbody>
</table>

## TOTAL FINANCIAL SUPPORT NEEDED

$9,923,898
Financial Support Needed

- Collaboration/Continuing Education
- Academics
- Research
- Marketing
- Resource Procurement
- Prevention/Intervention
Fifty-seven (57) individuals attended strategic planning meetings. These individuals represented 25 organizations.

Annette Greer, MSN, PhD, RN  
Associate Professor  
Department of Bioethics and Interdisciplinary Studies, Brody School of Medicine  
NC Agromedicine Institute  
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William Neal Reynolds Distinguished Professor  
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Community Outreach and Education Core  
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* Denotes Strategic Planning Group Facilitator  
+ Denotes Strategic Planning Coordinator
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* Denotes Strategic Planning Group Facilitator

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Program Officer
NC Tobacco Trust Fund Commission

Karen McKnight
District 7 Field Representative
North Carolina Farm Bureau

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Division of Public Health

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Ashe County (Retired)
James Young  
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Scottie Emerson  
Owner  
Emerson and Associates  
Northwoods Stable  
Fire/Technical Rescue Instructor

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NC AgrAbility Partnership Coordinator  
NC A&T State University

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Preparedness Coordinator and Safety  
Albemarle Regional Health Services

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Syngenta, Inc.

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Novant Health - Charlotte

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Population Health Improvement Partners

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Care Share Health Alliance

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North Carolina Agriculture and Consumer Services  
Pesticides Division of NC Department of Agriculture

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Association of Mexicans in North Carolina, Inc.

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