Strategic Plan
2016-2021

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SWOT Analysis

**Strengths**
- Leadership
- Collaboration/networking
- Regional representation
- Strong PIs
- Engaged EAC & IAC
- Expertise in occupational health
- Diverse worker populations addressed
- Considerable outreach with limited $$
- Broad range of research: basic to applied

**Weaknesses**
- Lack of focus in any particular area
- Limited funding sources
- Large region; unequal representation
- Limited demonstrable impact
- Heavy workload for small admin team
- Limited connection to producers/workers
- Limited outreach efforts

**Opportunities**
- Continued/increased collaborations
- Pilot studies that lead to future funding
- Alternative funding sources
- Using technology to promote Center
- Outreach program expansion
- Model evaluation program
- Select topic areas: logging/forestry, lung disease, vulnerable populations, behavioral health, migrant/immigrant issues, and children's programs

**Threats**
- Funding
- Leadership preparing for retirement
- Subjective funding review processes
- Undervalue of occupational health nationally
- Lack of national reputation
- Lack of junior investigators
- Limited surveillance
Strategic Goals

**Strategic Goal 1:** Identify and characterize the burden of ongoing and emerging issues within regional AFF occupational safety and health

Intermediate Goal 1.1: Conduct surveillance to identify and characterize work safety and health issues for farmers, ranchers, commercial fishermen and logging/forestry workers in the region.

Intermediate Goal 1.2: Serve as an information resource for scientists, educators, healthcare providers and AFF producers.

Intermediate Goal 1.3: Prioritize emerging issues in AFF safety and health.

**Strategic Goal 2:** Integrate the Center’s AFF research and outreach to address regional occupational safety and health needs

Intermediate Goal 2.1: Support research integration across projects and outreach activities.

Intermediate Goal 2.2: Support evidence-based prevention activities to improve occupational safety and health among AFF workers.

Intermediate Goal 2.3: Support feasibility studies that lead to comprehensive projects.

**Strategic Goal 3:** Demonstrate a positive impact on AFF occupational safety and health in the region

Intermediate Goal 3.1: Transfer findings from research and feasibility studies into practice.

Intermediate 3.2: Collaborate with producers and stakeholders to enhance the relevance and utility of recommendations, tools, products and intervention/prevention activities.

Intermediate Goal 3.3: Build the capacity of Center staff, PIs, advisors and partners to address traditional and emerging issues.

**Strategic Goal 4:** Sustain and grow AFF occupational safety and health research and outreach in the region

Intermediate Goal 4.1: Expand and diversify partnerships to enhance the reach of the Center.

Intermediate Goal 4.2: Diversify and strengthen the Center’s funding.

Intermediate Goal 4.3: Communicate SW Ag Center research and outreach outcomes, outputs and impacts.

Intermediate Goal 4.4: Mentor future investigators/educators/professionals/leaders in AFF safety and health.

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