

PRAIRIE VIEW A&M UNIVERSITY

STRATEGIC MARKETING PLAN



College of Agriculture, Food,
and Natural Resources

ACADEMICS · RESEARCH · EXTENSION

2023 - 2028

Relevance
and
Opportunity

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PRAIRIE VIEW
A&M UNIVERSITY

COLLEGE OF AGRICULTURE, FOOD, AND NATURAL RESOURCES



SUSTAINABLE FORESTRY

COLLEGE OF AGRICULTURE, FOOD, AND NATURAL RESOURCES



INTRODUCTION

For the next three years, Prairie View A & M University (PVAMU) is implementing a wide-reaching strategic plan for its Cooperative Agricultural Research Center (CARC) Small Farm Institute and related programs– ***Relevance and Opportunity: A Five-Year Strategic Marketing Plan Essential to Advancement of Agriculture Outreach Programs, 2023-2028.***

The PVAMU CARC Project Manager, Dr. Clarence Bunch, has created for execution, a bold marketing vision to chart a course for the CARC unit that will elevate the programs to the next level and position PVAMU to impact demonstrably the future of its agriculture outreach programs. The Strategic Marketing Plan will focus on bringing the CARC Small Farm Institute programs to the forefront by serving as a road map for identification of the action items, events, and activities that surround development, coordination, and implementation of the CARC Small Farm Institute whose primary objective is to educate, encourage, promote, improve, and develop economic and land sustainability for the socially disadvantaged, veteran farmers, and ranchers within communities in multiple cities throughout the State of Texas.

MISSION

The Small Farm Institute’s mission is to serve as a premier outreach and agriculture educational leader for limited resource landowners and communities and provide quality research, education, service, and training to Texans.

VISION

The Small Farm Institute’s vision is to be the Agricultural Leader through research-based science, community engagement, and outreach in the delivery of excellent high-quality agricultural education programs.

PORTER ANALYSIS

A Porter Analysis of the CARC Small Farm Institute was conducted to determine the threat of new entrants, supplier power, buyer power, substitutes, and industry rivalry that could possibly affect the strength of the programs offered.



Threat of Entry of Potential New Programs

The threat of new outreach programs that target the specified CARC Small Farm Institute demographic areas were identified by determining the level of difficulty to sustain the programs in the industry and the number of public and private agriculture outreach programs offered in the targeted demographic areas. It has been determined that the programs and resources offered by the CARC Small Farm Institute are not replicated in Austin, Dallas, Houston, San Antonio or surrounding counties, and any additional new programs would be associated with government agencies such as the U. S Department of Agriculture (USDA), Farm Service Agency (FSA), Food and Nutrition Service (FNS), Forest Service (FS), National Institute of Food and Agriculture (NIFA), and Natural Resources Conservation Services (NRCS), agriculture extension services such as Texas Agriculture Extension Service (TAES) and Texas A&M AgriLife, or private nonprofits such as Sustainable Agriculture and Research Education (SARE). When considering the specialization of the CARC, entry of new external programs appears to be limited, and a substantial number of new entrants could not be found. Sustainability of CARC Small Farm Institute programs can be linked to multiple variables that currently impose very moderate level threats that can be mitigated with an effective marketing strategy.

Threat of Substitute Programs

The identification of the threat of substitution or the easiness for replacement of outreach services and resources offered by the Small Farmers Institute with entirely new programs were considered. It has been determined that the number of similar programs in the established demographic areas are extremely minimal. A high number of new outreach programs were not identified at the local, state, or federal level, and there does not appear to be a significant number of online outreach workshops that are available. Although state and federal agriculture agencies such as the USDA, FSA, and NRCS as well as extension agencies such as TAES and AgriLife offer meaningful workshops from time to time, those that were identified were not consistent with those that will be offered by the CARC Small Farm Institute, thus exuding a low level of threat and can be minimized by capitalizing on partnerships.

Threat of Program Suppliers

This analysis included the identification of the internal and external suppliers who could possibly provide resources, how powerful they are, and the impact they may have on the success and sustainability of the CARC Small Farm Institute. Suppliers that were identified internally consisted of faculty and administrative staff. It is noted that internal staff are strong and experienced and can be utilized to strengthen the programs. External suppliers such as the USDA, FSA, FNS, FS, NIFA, NRCS are powerful but pose no immediate threat and place reliance on programs such as those offered by the CARC Small Farm Institute to disseminate information in the targeted areas. However, TAES, AgriLife, and SARE are extremely active in the agricultural community and are suppliers of similar outreach programs associated with government agencies for the targeted demographic areas. It has been determined that internal and external suppliers are adequate for sustainability of the program and are not considered to be a threat administratively or financially and could provide the necessary resources to



strengthen the programs. This threat is high in that it can be viewed as a positive opportunity with respect to its impact on the CARC programs.

Threat of Other Program Buyers/Participants

The identification of existing and prospective participants, their needs, knowledge of the existing resources, and consideration of the level of their ability to engage in and benefit from the outreach programs was addressed. Urban, suburban, and small farmers were considered in this analysis as well as government agencies such as USDA, FSA, FNS, FS, NIFA, NRCS, churches, community-based organizations such as Texas Small Farmers and Ranchers, Texas Black Farmers Association, Grow North Texas, and Plant it Forward, as well as PVAMU leaders. This is a broad group with the ability to reach large numbers of individuals in the targeted communities. In addition, this group has the potential to introduce programs and resources that emulate those offered by the CARC Small Farm Institute. Although this group is a threat, the opportunity to partner is available and could be used to lower the threat. It has been determined to be a high threat, and the number of existing and prospective program participants should be substantially increased, which would reduce the threat on the desired outcomes of the program.

Threat of Rival Programs

This analysis included the identification of similar outreach programs in the targeted demographic areas. Potential competitors or rivals were identified as those outreach programs offered by Texas colleges such as Texas State University's Small Producers Initiatives and 3eX-Ag Programs, Texas Tech Davis College of Agriculture's partnership with Texas AgriLife and the USDA, University of Houston's Center for Agriculture and Sustainability, and The University of Texas Rio Grande Valley's Center for Sustainable Agriculture and Rural Advancement, government agencies such as the USDA, FSA, FNS, FS, NIFA, NRCS, and non-profit agriculture agencies such as SARE. It has been determined that PVAMU has a significant lead in establishing and sustaining the CARC Small Farm Institute and its various outreach programs throughout the State of Texas. There are few public and private agriculture outreach programs in the area that emphasize programs for the socially disadvantaged in the targeted demographic areas; thus, giving PVAMU significant leverage.

In this Porter Analysis, drivers of external environmental changes were also considered that include changes in government policy and regulations, demographic changes, and other factors not included. The ability for the CARC programs to adapt to these changes is critical. The impact of these forces depends on the scope of the change, and the ability of the CARC Small Farm Institute to respond expeditiously. The marketing progress, concerns, and how they may influence the future direction of the CARC Small Farm Institute will be addressed as the programs progress.



STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS ANALYSIS

A SWOT analysis was conducted to evaluate the CARC Small Farm Institute's programs on its strengths, weaknesses, opportunities available, and potential threats. Initial data has been collected through secondary sources and research. The data was analyzed using content analysis to draw out and categorize the most important findings. As a result of the analysis, the following was determined:

STRENGTHS

PVAMU is an education institution comprised of multiple departments consisting of the infrastructure necessary to manage CARC Small Farm Institute programs. In addition, the institution has made significant economic impact in surrounding areas, thus disseminating the brand in the community. The agriculture department has leadership, staff, and resources in place to effectively manage and grow the CARC. Because of the conglomerate of internal resources available, the compilation of strengths are as follows:

- PVAMU has strong leadership available to drive the CARC SFI programs.
- PVAMU has the technology innovation to improve the SFI process and should capitalize on it.
- PVAMU has funding available through multiple channels to grow the programs.
- PVAMU has internal personnel to build teams with expertise for overall program management.
- PVAMU has communication channels on site to support marketing.
- PVAMU has resources that are accessible for support to participants.
- PVAMU has experience with multiple economic development projects.
- PVAMU brand has been established locally and nationally with a strong reputation.
- The longevity of PVAMU's agriculture department and programs gives it leverage.
- PVAMU has established partnerships with government, state, and non-profit community-based organizations.

OPPORTUNITIES

Significant external advantages exist for CARC programs in communities throughout Texas that would enable it to grow, develop, and sustain. There is a great need in the communities for the types of educational programs and resources that are available through participation in the CARC outreach programs. PVAMU should embrace both internal and external opportunities to facilitate progression of the programs. Opportunities have been identified as follows:

- PVAMU is positioned for community involvement to develop constructive relationships.
- PVAMU's brand is strong and can be utilized to develop partnerships to promote engagement and buy-in.
- PVAMU has established media contacts to support marketing efforts.
- PVAMU has multiple locations that allow it to reach a broad range of prospective participants.
- PVAMU has had continuous outreach involvement that will strengthen local presence and increase participation.
- PVAMU has internal teams to assist in development of additional programs to close the gap between farmers and agricultural resources.



- PVAMU has the infrastructure to support expansion for the types of educational programs that can be offered.
- PVAMU has the resources and staff to develop a newsletter to disseminate information throughout the state and capitalize on government organizations that have access to large groups.
- PVAMU has the leadership and staff to implement informative podcasts to discuss farming issues and food insecurity.

WEAKNESSES

Several internal and external weaknesses were identified that pose a significant threat to the sustainability of the SFA programs. However, with an effective marketing plan, several of the external weaknesses can be minimized. Internal weaknesses should be further evaluated to develop effective resolutions. The weaknesses are identified as follows:

- Social media presence is low and hinders the ability to disseminate information quickly.
- A database with contacts needs expansion to enhance connection to people.
- The email list needs to be broader to reach individuals with pipelines to potential participants.
- Significant program support is lacking at the local and state levels.
- Community engagement is limited due to rebound from pandemic.
- Research team involvement is limited for analyzing data.
- Diversification strategies have not been developed for embracing multiple demographics.
- Connection to targeted audience is hindered by lack of influencers.
- Previous widespread marketing efforts were lacking and have not been strong enough.

THREATS

Several threats have been identified that could potentially compromise the growth and sustainability of the CARC Small Farm Institute programs, the majority of which are external. Most of these threats are uncontrollable and could impair the effectiveness of the outreach programs. However, significant approaches can be taken to mitigate the potential damage that may be caused by these threats. The threats are identified as follows:

- Political impact is an ongoing issue due to changing local and government regulations and parties.
- Agency budget cuts could diminish the funding allocated to support programs.
- Demographic demand could potentially decrease if targeted audience needs are not met.
- Environmental hazards affect agriculture resulting in declining farms and producers.
- Economic volatility may affect the availability of resources to reach the needs of communities.
- Staffing changes and personnel issues may slow the progress of the programs.
- Community barriers can create challenges if there is no local buy-in.



SITUATIONAL ANALYSIS

For many years, socially disadvantaged farmers and ranchers have historically experienced limited access to USDA programs and services. The USDA defines socially disadvantaged farmers and ranchers as those belonging to groups that have been subject to racial or ethnic prejudice. SDFRs include farmers who are Black or African American, American Indian, or Alaska Native, Hispanic or Latino, and Asian or Pacific Islander. After determining the strengths, weaknesses, opportunities, and threats of the CARC Small Farm Institute, it has been determined that there is no single approach to identifying solutions that can benefit underserved SDFRs. However, the PVAMU CARC unit has established outreach programs that will educate underserved SDFRs and provide valuable information regarding resources that are available through government programs.

Furthermore, African-American rural landholdings have declined precipitously over the past century, and heirs' property is believed to be a significant factor in this decline. Over the same time period, under participation in sustainable forest management has resulted in limited economic returns from land. Thus, the following aspects were considered in the marketing strategy:

- Designing a marketing strategy that utilizes the CARC Small Farmer Institute's strengths to capitalize on opportunities that increase community and political awareness and engagement.
- Developing a marketing strategy that utilizes the CARC Small Farm Institute's strengths to enhance outreach programs while minimizing internal and external threats.
- Implementing a marketing strategy that utilizes the CARC Small Farmer Institute's strengths to overcome weaknesses to minimize negative effects on available opportunities; and
- Building a marketing strategy that emphasizes relevance and opportunities in specific demographic areas while minimizing exposure to threats.

MARKETING PLAN OVERVIEW

The CARC unit is part of the Cooperative Extension Program (CEP) of the College of Agriculture and Human Sciences at Prairie View A & M University and includes multiple programs geared towards providing education and resources to socially disadvantaged farmers and ranchers (SDFR) communities. Currently, educational programming is being provided in 50 Texas counties which includes a high concentration of limited-resource and socially disadvantaged landowners in Texas. The CARC unit desires to implement a Strategic Marketing Plan with detailed strategies for a plan of action that will provide a cohesive blueprint to follow to provide education, outreach, and technical assistance to farmers and ranchers throughout Texas.

The Strategic Marketing Plan's focus will be to create awareness of CARC's Urban Agriculture, Sustainable Agriculture, Farm Financial Resource Management, Livestock Management, Small Farm Outreach, Specialty Crops, and Sustainable Forestry African American Land Retention programs in socio-economically disadvantaged communities in Austin, Dallas, Houston, and San Antonio, Texas where urban, nonurban, and small farmers reside.



GOALS

Implementation of the Strategic Marketing Plan will achieve the following goals:

GOAL 1:

Reach more than one million people and bring program awareness to households across the state of Texas by utilizing traditional media outlets.

OBJECTIVE 1:

To formally introduce the CARC Small Farm Institute to the PVAMU campus, surrounding counties, and the State of Texas to build awareness and encourage support and buy in from the community beginning March 31, 2023.

ACTION ITEMS

GOAL 1	LOCATION	RESPONSIBLE PARTY	ESTIMATED DATE	COMPLETION PERCENTAGE
CARC SFI Formal Launch	PVAMU Invitation Only	JPCP CARC	TBA	5 percent
Traditional Radio Campaign <ul style="list-style-type: none"> Weekly or monthly radio ads 	Multiple Counties	JPCP PVAMU IISC	6/1/2023- 12/31/2028	
Traditional Television Campaign <ul style="list-style-type: none"> Weekly or monthly television commercials 	Multiple Counties	JPCP PVMU IISC	2/1/2024- 12/31/2028	
PSA Campaign <ul style="list-style-type: none"> Weekly Public Service Announcements on radio stations 	Multiple Counties	JPCP PVAMU IISC	4/15/2023 – 12/31/2028	
Community Newspapers <ul style="list-style-type: none"> Publishing information regarding workshops in community and private papers 	Multiple Counties	JPCP PVAMU IISC	4/1/2023 – 12/31/2023	



Community Visibility <ul style="list-style-type: none"> Participation at local events to disseminate information 	Multiple Counties	CARC Agents JPCP	3/31/2024 – 12/31/2028	25%
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GOAL 2:

Increase outreach program social media presence across multiple platforms.

OBJECTIVE 2:

To disseminate program information to specific clusters of prospective participants to increase traffic to CARC’s website by September 31, 2023.

ACTION ITEMS

GOAL 2	LOCATION	RESPONSIBLE PARTY	ESTIMATED DATE	COMPLETION PERCENTAGE
Social Media Campaign	PVAMU	JPCP/PVAMU IISC	1/16/2024 - 12/31/2028	
PVAMU Website <ul style="list-style-type: none"> Use current website to drive conversion through present content 	Online	PVAMU IISC	9/31/2023 - 12/31/2028	25%
Email Contacts <ul style="list-style-type: none"> Build email blasts to 5,000 individuals per month 	Online	CARC Agents PVAMU IISC	9/31/2023 - 12/31/2028	50%
Google Advertising <ul style="list-style-type: none"> Post weekly or monthly ads and info 	Google	PVAMU IISC	4/31/2024 - 12/31/2028	
Instagram Advertising <ul style="list-style-type: none"> Post weekly or monthly ads and info 	Instagram	PVAMU IISC	4/31/2024 - 12/31/2028	



You Tube Video <ul style="list-style-type: none"> Post quarterly videos highlighting outreach 	You Tube	PVAMU IISC	9/31/2024 - 12/31/2028	
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GOAL 3: Expand access to financial resources and training and education programs offered by federal, state, and local government agencies.

OBJECTIVE 3:

To disseminate information in the communities regarding the CARC programs through the utilization of boots on the ground in major Texas cities to target specific communities with outreach to both urban and non-urban, and small farmers by December 31, 2023.

ACTION ITEMS

GOAL 3	LOCATION	RESPONSIBLE PARTY	ESTIMATED DATE	COMPLETION PERCENTAGE
Ground Units Campaign <ul style="list-style-type: none"> Build a team of agents and others to disseminate CARC information in the communities via monthly visits 	Multiple Counties	CARC	1/31/2024 – 12/31/2028	
Community Townhall Events <ul style="list-style-type: none"> Build partnerships with agencies and the local communities by participating in and/or sponsoring annual strategic local event 	Austin Dallas Houston San Antonio	CARC Agents	4/1/2024 – 12/31/2028	
Church and School Engagements <ul style="list-style-type: none"> Expand outreach to include monthly informational visits 	Austin Dallas Houston San Antonio	CARC Agents	4/1/2024 – 12/31/2028	



Contest Marketing Campaign <ul style="list-style-type: none"> Implement high school agriculture, gardening, and livestock competitions to increase participation within various school districts and promote engagement from students, parents, and communities in general 	Austin Dallas Houston San Antonio	JPCP CARC Agents 4H Program Coordinator	9/16/2024 – 12/31/2028	
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GOAL 4: Elevate participation in virtual and in-person workshops and education programs.

OBJECTIVE 4

To increase enrollment in outreach workshops and education programs offered by the CARC unit by 50% by March 31, 2024.

ACTION ITEMS

GOAL 4	LOCATION	RESPONSIBLE PARTY	ESTIMATED DATE	COMPLETION PERCENTAGE
CARC What You Need to Know Podcast Launch <ul style="list-style-type: none"> Start a Podcast highlighting CARC SFI programs. 	PVAMU	JPCP CARC Rep PVAMU PCIC PVAMU IISC	1/31/2025 – 12/31/2028	
Build a database of contacts <ul style="list-style-type: none"> The database will include names, addresses, telephone numbers, and email addresses of individuals and organizations that have a connection to those who will benefit from the programs 	Austin Dallas Houston San Antonio	JPCP PV IT Department	1/1/2023 – 12/31/2028	50%
Generate Leads <ul style="list-style-type: none"> Provide a link to the targeted audiences, demographic groups, and generate leads. 	Austin Dallas Houston San Antonio	JPCP CARC Agents CBOs	1/13/2025 – 12/31/2028	



Newsletter <ul style="list-style-type: none"> Create an CARC newsletter to provide access to outreach programs and create an understandable resource for participants 	Austin Dallas Houston San Antonio	JPCP CARC Agents CBOs	5/31/2023 – 12/31/2028	
Build Pipelines: <ul style="list-style-type: none"> Develop multiple relevant pipelines to prospective farmers. 	Austin Dallas Houston San Antonio	JPCP CARC Agents CBOs	1/13/2025 – 12/31/2028	

ANNUAL EVENTS

EVENTS	LOCATION	RESPONSIBLE PARTY	ESTIMATED DATE
Women in Agriculture Conference	PVAMU	CARC	2/27/2023 annual - 2028
AG Field Day	PVAMU	CARC	4/28/2023 annual - 2028
SFLR Conference	PVAMU	CARC	TBA annual - 2028
Urban Agriculture Conference	PVAMU	CARC	TBA annual - 2028

MESSAGE SUMMARY

To sum it up, the purpose of the Strategic Marketing Plan is to support the mission of the CARC Small Farm Institute by enhancing public awareness and participation in the outreach programs, services, and activities. The plan seeks to increase the overall visibility of the CARC Small Farm Institute and expand its brand and reputation within the community.

The success of the marketing plan depends upon several factors, including effective advertising, public relations, and market research. It is designed to adapt to the changing needs of PVAMU's agricultural outreach programs and the communities that it serves.

Relevance and Opportunity defines the Strategic Marketing Plan, a five-year plan, 2023-2028, that creates a distinct and sustainable road map which leads to attainment of the goals of the CARC Small Farm Institute and market opportunities that connect urban, suburban, and small farmers to resources that help them to grow while diminishing their agricultural issues and problems. By utilizing strategic marketing communications, PVAMU will continue to build awareness about the importance and role of the CARC Small Farm Institute within the community. Community interest and involvement is a critical component of introducing agricultural outreach farming programs to areas across Texas; and this marketing plan sets forth a strategic path to successfully launching and creating awareness and education in urban, nonurban,



and rural communities and clusters.

STRATEGIC MARKETING PLAN SIGN OFF

The undersigned accepts this Strategic Marketing Campaign as described herein.

First and Last Name	Title	Signature	Date.
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