



### Four Year Strategic Planning



The Program Development and Evaluation Center (PDEC) at the University of Florida took leadership in the Florida Extension four year strategic planning that is now complete. Out of the year long planning, which included an external review, Extension is now completing a complete organizational restructuring. The 67 State Major Programs that had been the foundation of the Extension educational process for many years have been changed to six goal areas that are much more focused. These goal areas are not only aligned with the federal goals but also are integrated into our electronic accountability system--fas2 and the development of performance measures. Howard Ladewig and Cheri Brodeur are the contacts on the Strategic Plan .



### Improving Team Dynamics

As Part of the new Extension Strategic Plan and the development of goals and focus areas, Florida Extension has begun a process of shared governance. Primary leadership for developing Extension educational programs has been mandated to faculty teams that include state and county faculty and stakeholders including leaders from commodity areas. In an effort to improve team dynamics and increase efficiency and effectiveness PDEC has begun to work closely with these teams and their membership. Using Kirton's Adaption-Innovation (KAI) tool, team members are being tested for cognitive learning styles in an attempt to better identify possible areas of conflict before they occur and provide needed group training. Methods of evaluating team effectiveness are also being developed. Contacts: Howard Ladewig and Cheri Brodeur



### Balanced Scorecard



The use of Balanced Scorecard has been adopted by more than half of the Fortune 500 companies since it was developed by Harvard Economist Robert Kaplan and David Norton a decade ago. The Balanced Scorecard approach provides a clear prescription as to what companies should measure, including knowledge and service, in order to 'balance' the financial perspective of an organization. Florida County governments are now becoming interested in this process. Florida PDEC members Howard Ladewig and Cheri Brodeur have developed a presentation on Balanced Scorecard to help counties understand the concept and how to apply it to their specific needs. Recently, Charlotte County pulled together department leaders to attend and learn this process. PDEC is also looking at adopting Balanced Scorecard for Florida Extension. Contacts: Howard Ladewig and Cheri Brodeur.

### Customer Satisfaction



For customer satisfaction, we have continued the annual survey (which dates back to 1997 in the essential form). It has been used as the performance measure for FCES through 2003. Last year, we also conducted experiments to test alternative strategies for implementing the survey (the traditional county-based telephone survey, a campus-based telephone survey, and a campus-based mail survey). The response rate for the campus-based telephone survey was substantially lower than the other two modes. The substantive results were slightly more positive for the county-based telephone survey than for the campus-based mail survey. The latter two modes are being compared again during for 2004. Contacts: Glenn Israel or Bryan Terry.



## UF's benchmarking project

UF's benchmarking project is conducted every three years for each college or unit. This year, it was IFAS' turn (including Extension). Several states in the region assisted us with the project (Texas and North Carolina). The following table shows the latest data reported for FCES. This table also was used in 2001 and 1998. Contact is Glenn Israel or Cheri Brodeur.

### Agricultural and Life Sciences Cooperative Extension

**National Comparisons Of Cooperative Extension, 2002-2003**

Professional FTE <sup>1</sup>	Clientele Contacts <sup>2</sup>	Clientele Contacts Per Professional FTE	Food & Nutrition Adult & Youth Participation	Food Safety & Quality Participation	No. Commercial Applicators Certified In Pesticide Applicator Training	Amount of County Funding	No. Volunteers	No. Hours Volunteered
Texas A&M 903	Texas A&M 16,036,968	<b>Florida 18,959</b>	NC State <sup>9</sup> 1,049,071	NC State <sup>10</sup> 289,615	Minnesota 42,185	<b>Florida \$30,026,003</b>	NC State 82,026	<b>Florida 1,530,502</b>
Ohio State 627.5	Ohio State 11,619,082	Ohio State 18,516	<b>Florida 746,752</b>	<b>Florida 44,420</b>	Iowa State 12,227	Texas A&M \$24,737,886	Texas A&M 77,520	Ohio State 1,265,773
NC State 598	<b>Florida 7,716,440</b>	Texas A&M 17,760	Ohio State 356,933	Texas A&M <sup>7</sup> 40,858	Wisconsin 12,042	NC State \$21,561,880	<b>Florida 66,782</b>	Minnesota 1,167,311
Michigan State 544	NC State 7,183,043	NC State 12,012	Wisconsin 196,178	Iowa State 30,698	NC State <sup>3,4</sup> 12,022	Iowa State \$20,039,371	Ohio State 50,010	Michigan State 931,363
Wisconsin 490	Michigan State 2,772,936	Illinois 7,795	Texas A&M <sup>7</sup> 154,130	Wisconsin 26,268	<b>Florida <sup>3,4</sup> 11,217</b>	Wisconsin \$20,013,202	Illinois 46,062	NC State 808,837
Iowa State 443	Illinois 2,571,078	Michigan State 5,097	Michigan State <sup>11</sup> 84,705	Michigan State 21,177	Ohio State 11,000	Ohio State \$18,600,000	Minnesota 37,068	Texas A&M <sup>6</sup> 353,643
<b>Florida 407</b>	Wisconsin 1,148,632	Wisconsin 2,344	Iowa State 50,262	Penn State 17,266	Illinois <sup>4</sup> 8,932	Michigan State <sup>12</sup> \$16,633,494	Michigan State 28,352	Illinois <sup>6</sup> 140,551
Minnesota 368	Iowa State 760,000	Penn State 2,273	Penn State 43,171	Ohio State 11,671	Texas A&M <sup>8</sup> 8,000	Minnesota \$16,293,106	Wisconsin 27,221	Wisconsin 112,772
Penn State 330	Penn State 750,000	Iowa State 1,716	Minnesota 34,380	Minnesota 2,560	Michigan State 2,213	Illinois <sup>5</sup> \$13,742,567	Penn State 15,000	Iowa State <sup>6</sup> 80,123
Illinois 329.83	Minnesota 309,000	Minnesota 840	Illinois nr	Illinois nr	Penn State nr	Penn State \$10,400,000	Iowa State 13,300	Penn State nr

<sup>1/</sup> North Carolina State University is not an AAU institution. UC-Davis did not report.

states report all types of clientele contacts. Michigan numbers reflect direct (face to face) educational contacts only and do not include new sletters or phone calls.

<sup>3/</sup> Includes first time certifications and recertifications. Florida's are 3,096 and 8,121, respectively.

<sup>4/</sup> Trained - Certification is done by the IL Dept of Ag

<sup>5/</sup> Includes all local funds expenditures

<sup>6/</sup> Includes only hours volunteered by Master Gardeners

<sup>7/</sup> Estimated based on previous years

<sup>8/</sup> Estimated based on weighted clientele contacts

<sup>9/</sup> Participation includes all known teaching contacts with 344,470 face to face

<sup>10/</sup> Participation includes all known teaching contacts with 15,921 face to face

<sup>11/</sup> Unduplicated count of participants

<sup>12/</sup> 2003 county expenditures

nr = No Response or information not collected

## Performance Based Accountability

In 2004, to make Research and Extension activities consistent with academic units, the Florida Legislature established a funding formula that will be used to measure workload and establish the state budget for Research and Extension in Florida. The formula consists of the number of telephone calls received, the number of client consultations made, the number of times clientele visit the Extension office for educational information, the number of educational materials prepared, and the number of extension clientele that participate in group educational activities. Each measure is weighted according to its importance. A baseline was established using information entered into the Faculty Accomplishment System by Institute of Food and Agricultural Sciences faculty in 2003.

