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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,



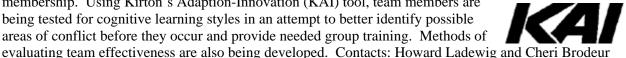
which included an external review, Extension is now completing a complete organizational restructuring. The 67 State Major Programs that had been the foundation of the Extension educational process for many years have been changed to six goal areas that are much more focused. These goal areas are not 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



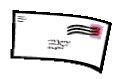
Balanced Scorecard



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 countybased 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.

FTE ⁺ Contacts ⁻² Professional FTE Participation Participation Pesticide Participation County Funding Participation Texas A&M Texas A&M Florida NC State ⁹ NC State ¹⁰ Minnesota Florida 903 16,036,968 18,959 1,049,071 289,615 42,185 \$30,026,003	No. Volunteers NC State 82,026 Texas A&M 77,520 Florida	No. Hours Volunteered Florida 1,530,502 Ohio State 1,265,773
903 16,036,968 18,959 1,049,071 289,615 42,185 \$30,026,003 Ohio State Ohio State Ohio State Ohio State Florida Iowa State Texas A&M T 627.5 11,619,082 18,516 746,752 44,420 12,227 \$24,737,886 T	82,026 Texas A&M 77,520	1,530,502 Ohio State
Ohio State Ohio State Ohio State Florida Florida Iowa State Texas A&M T 627.5 11,619,082 18,516 746,752 44,420 12,227 \$24,737,886 T	Texas A&M 77,520	Ohio State
627.5 11,619,082 18,516 746,752 44,420 12,227 \$24,737,886	77,520	
	7	1,265,773
NC State Florida Texas A&M Obio State Texas A&M ⁷ Wiscopsin NC State	Florida	
		Minnesota
598 7,716,440 17,760 356,933 40,858 12,042 \$21,561,880	66,782	1,167,311
Michigan State NC State NC State Wisconsin Iowa State NC State ^{3,4} Iowa State 0	Ohio State	Michigan State
544 7,183,043 12,012 196,178 30,698 12,022 \$20,039,371	50,010	931,363
Wisconsin Michigan State Illinois Texas A&M ⁷ Wisconsin Florida ^{3,4} Wisconsin	Illinois	NC State
490 2,772,936 7,795 154,130 26,268 11,217 \$20,013,202	46,062	808,837
lowa State Illinois Michigan State Michigan State ¹¹ Michigan State Ohio State Ohio State I	Minnesota	Texas A&M 6
443 2,571,078 5,097 84,705 21,177 11,000 \$18,600,000	37,068	353,643
Florida Wisconsin Wisconsin Iowa State Penn State Illinois ⁴ Michigan State ¹² Mid	Vichigan State	Illinois 6
407 1,148,632 2,344 50,262 17,266 8,932 \$16,633,494	28,352	140,551
Minnesota Iowa State Penn State Penn State Ohio State Texas A&M ⁸ Minnesota N	Wisconsin	Wisconsin
368 760,000 2,273 43,171 11,671 8,000 \$16,293,106	27,221	112,772
Penn State Penn State Iowa State Minnesota Minnesota Michigan State Illinois ⁵	Penn State	lowa State 6
330 750,000 1,716 34,380 2,560 2,213 \$13,742,567	15,000	80,123
Illinois Minnesota Minnesota Illinois Illinois Penn State Penn State I	lowa State	Penn State
329.83 309,000 840 nr nr nr \$10,400,000	13,300	nr

Agricultural and Life Sciences **Cooperative Extension**

1/ 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.

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

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

5/ Includes all local funds expenditures

6/ Includes only hours volunteered by Master Gardeners

7/ Estimated based on previous years

8/ Estimated based on w eighted clientele contacts

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

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

11/ Unduplicated count of participants

12/2003 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.