I. Program Areas and Overarching Goals: Please list all program areas and corresponding overarching goals that will serve as the foundation for the plan-of-work and for which specific program objectives will be developed.

As an example, the Farm and Business Management Team may build their plan of work around goals from several program areas and not just those under Economics, Markets, and Policy. Other program planning resources including needs assessment results are available at: https://www.extension.iastate.edu/ag/staff/programplanning.html

II. Situation Statement(s): Based on the program areas and overarching goals selected, please describe the critical agriculture and natural resource issues within the State to be addressed and targeted by this plan-of-work.

Speak to the applicable Future Talk themes when preparing situation statements:
- Beginning Farmers and the Next Generation of Agriculturists
- New Agricultural Enterprises, Opportunities, and Linkages
- Economic Development: Agriculture
- Natural Resources and Environmental Stewardship
- Growing Iowa's BioEconomy
- Rural/Urban Communication and Relationships
- Food Safety and Security
- Entrepreneurship Development
- The New Rural Iowa
- Leadership Development
- Serving Iowans and New Audiences

Points to consider:
- Develop a situation statement that reflects the needs of your target audiences.
- Speak to the reasons why specific outcomes will be written.
- Emphasize the effectiveness of a team approach.
- Identify potential impact on clientele.
- Use statistics representative of the state.
- Identify baseline data that can be used to measure progress.
- Needs assessment findings that justify issue or opportunity identification.

III. Performance Objectives: List specific, measurable, attainable, realistic, time oriented objectives that will guide program development, delivery, and outcomes.

Objectives state the intended changes in individuals, client groups, or communities as a result of extension programs. They are not lists of activities, methods, events, media, number of participants or enrollments, or extension in-house preparation. All these are ways to achieve objectives.
Clear and specific objectives:
• Are derived directly from the issues and opportunities documented in the situation statements;
• Communicate, and thus build cooperation and teamwork;
• Guide selection of methods and experiences to resolve issues or capitalize on opportunities;
• Indicate what can be measured to determine program results or outcomes;
• Are consistent with estimated results/impacts identified in the program areas and overarching goals.

IV. Outputs -- What we do and who we reach? Once appropriate performance objectives have been determined, please outline a plan of what must be done to achieve the objectives.

Points to consider:
• Identify starting and endings to programs.
• Note role of external partners.
• Target clientele. Examples: location, profession, surveys identified, status, etc.
• Note activities to reach new or under-represented groups. Examples: women, youth, non-farm rural residents, diversity groups, etc.
• Note specific subject matter to be taught and by whom.
• Make sure outputs reflect the outcomes.

Key concepts to consider in planning major program actions are:
• Major program learning experiences and events are sequential; each builds upon the previous one, and, in turn, leads to the next.
• The learning experiences are planned to accommodate the various stages of awareness, readiness, and knowledge levels of target clientele, learning styles of clientele, and preferred methods.

V. Outcomes and Impacts – What are the results? Please describe the direct results or benefits for individuals, groups, communities, organizations, or systems; e.g., change in knowledge, skills, behavior, decision-making, or policy. What specific factors will you measure?

Points to consider:
• Multi-year outcomes are to be broad in nature enabling flexibility in annual plans. This will be helpful if the situation changes or a catastrophe occurs that requires a different focus.
• State outcomes in terms of expected changes in clients.
• Refer back to overarching goals and performance objectives.
• Profitability has many meanings and can be difficult to measure.

VI. External Factors Affecting Programs and Results: Please identify any cultural, environmental, climate, economic, demographic, political, or media influences that may affect the achievement of the performance objectives.

Points to consider:
• Program implementation.
• Participants and recipients.
• The speed and degree to which change occurs.
• Staffing patterns.
• Resources available.
VII. Evaluation Plans: Please outline evaluation plans and data collection methods.

Points to consider:
- Review objectives to identify the expected changes in individuals, groups, and communities which will be used for follow-up results evaluations.
- Review what benchmark data will be available on clientele knowledge and practice.
- Decide which measurements will be used as direct or indirect measures of change.
- Plan to collect evidence on results / impact when it is available and easiest to obtain.
- Plan the evaluation, then continually review plans to simplify them to the extent possible.

VIII. Plan for Resource Development: Please describe the grant, contract, and user fee strategies the plan-of-work will employ to generate new financial resources.

Points to consider:
- Identification of new funding sources.
- Identification of partnerships to leverage existing resources.
- Public, combination public and private, and private good programming.
- Revenues to cover field specialist salaries and campus department current expenses.

IX. Key Program Components: Please identify opportunities to increase program effectiveness and to integrate strategies and materials more completely across all of ISU Extension’s programs.

Specific program components include:
- Materials development.
- Staff training and development.
- Marketing and recruiting methods.
- Internal and external linkages.

* Items highlighted in red are intended to assist the authors and can be deleted from the final submission.

Miller and Brown – January 3, 2006