Introduction:

Area and program directors met for a two-day retreat in March and July 2004 to refine the goals and action steps of the ISU Extension Futuring Process – Implementation Plan. One aspect of the discussion centered on updating ISU Extension’s program development process.

Two immediate actions steps established by area and program directors are:

1. **To review the current program plan-of-work process to ensure a systematic involvement of faculty and staff in the development of new program initiatives, marketing strategies, and resource generation by December 2004.**

2. **To articulate needs assessment methods that will guide development of the statewide plan-of-work by March 2005.**

The rapidly changing political, social, and economic environment in the State of Iowa necessitates a program development process that is “alive” in terms of:

- developing strong and effective work teams that initiate program development and delivery,
- engaging clientele at both the state and area levels to assess needs,
- creating new public and private partnerships to multiply resources,
- making a significant difference through clearly defined objectives and outcomes,
- arranging for evaluation, impact assessments, success stories,
- increasing visibility and presence of ISU Extension’s and the Colleges’ educational leadership role and accomplishments,
- exploring new sources of funding to maintain existing program and grow new programs,
- satisfying CSREES and other stakeholder requirements.

Needs Assessment:

The complexity and scope of issues facing Iowa in this second century of extension work requires a comprehensive approach to needs identification that will engage statewide constituencies, local stakeholders, and the general population. The needs assessment model includes *See Attached Model*:

1. **Engagement of key statewide constituencies.** Each Program Director will develop a plan to identify needs working with statewide constituencies. A list of needs identified by this group will be shared with field staff for review and to determine what is missing. **Personnel:** ISU Extension Administration, College Administration, Center Directors, Department Chairs, State Specialists and Field Specialists.
2. Engagement of the general population. Each Program Director will develop web-based surveys to obtain input from a broad-base of Iowans including: clients, non-clients, intergenerational groups, ethnic groups, etc. Personnel: State Specialists and Field Specialists.

3. Engagement of local stakeholders (Future Talk). County Extension Councils and specific local stakeholder groups and partners will be asked to participate in various Future Talk activities to confirm, prioritize, or regionalize the needs assessment results synthesized by the Program Directors. From this activity, local stakeholders will define – what is the programmatic need. Personnel: County Extension Education Directors, Field Specialists, and Area and Program Directors.

**State Plan-of-Work Development:**

Future Talk results will assist the Program Directors in formulating a conceptual framework for their program that takes into account internal and external priorities and strategic planning objectives -- developing the programmatic response. *(See Attached Model)* At this stage, state specialists, field specialists, and county directors begin to synthesize a plan-of-work that is consistent with the overall needs assessment and locally identified priorities.

Development of the 2007-2011 state plan-of-work will assist ISU Extension faculty and staff in positioning extension and research activities within the context of newly emerging opportunities and budget realities. Plan-of-work program components should include (modifications may be necessary when federal POW guidelines are established):

- Statement of Issue
- Performance Objectives – Extension and Research
- Input Requirements
- Output Indicators
- Outcome Indicators
- Key Program Components
- Marketing Plan
- Internal and External Linkages
- Target Audience
- Revenue Generation Goals and Strategies
- Evaluation and Reporting Plans

**Personnel:** ISU Extension Administration, faculty and field staff, county directors, College Administration.

**Individual Goals and Time Commitments:**

All field specialists, CEEDs and campus faculty are expected to set professional development and program goals annually, noting reasonable time commitments for each goal. Program goals should serve as a tool to communicate program direction with stakeholders and supervisors. Professional development goals will support professional competencies. Goals and time commitments will be linked to state plan-of-work
initiatives and will continually updated by staff using a web program, yet to be designed. This web program will fold into the annual performance review process, leaning the way goals are reported and documented.

Full-time faculty and staff with 100% extension appointments are encouraged to use a 220 day annual planning cycle as a guide.

The following allocations are suggested to assist campus faculty and field specialists in prioritizing their time:

- 126 days against the state POW (limited to 3-4 plans max.)
- 50 days for special community initiatives or new programs not currently in POW
- 20 days specially funded programs (grants)
- 12 days organizational support, committee work
- 12 days in-service/professional development

The following allocations are suggested to assist CEEDs in prioritizing their time:

- 77 days against the state POW
- 44 days for SCI's or locally identified programs
- 20 days for opportunity programs (unplanned)
- 15 days for specially funded programs (grants)
- 12 days organizational support
- 12 days in-service/professional development
- 40 days administration i.e. budget, council, personnel & marketing

**Overall Timeline for Area and Program Directors (AD/PD):**

December 13, 2004 – AD/PD discuss needs assessment and program planning proposal.

January 11, 2005 – AD/PD approve needs assessment and program planning process that will guide the organization.

February 15, 2005 – Program Directors develop flow-chart to guide their units.

March 1 through June 30, 2005 – Program Directors and state specialists conduct state needs assessment.

July 2005 – Program Directors summarize state needs assessment data and share concise documents with Area, County Directors and Field Specialists.

August 1 through November 30, 2005 – Area and County Directors conduct local needs assessment activities.

December 2005 – Program Directors (and teams) work to synthesize state and area needs assessments into program priorities.

April 2006 – Updated program planning process begins its annual cycle consistent with the state fiscal year.


Finalized March 2, 2005.