**Example CED POW for Leadership Program**

Situation Statement

Enter information describing current and preferred situations. Populate with information related to CED responsibilities in External Relations, Personnel, Revenue Enhancement, Marketing and Compliance Issues (see Criteria on the 2015 evaluation form for CED by DED) identified in a SWOT analysis from: 1) a recent County Program Review, 2) a revised/updated from older one, or 3) from newly conducted SWOT.

Objectives

Enter SMART Objectives that will either enhance Strengths, reduce Weaknesses or take advantage of Opportunities for each leadership category. The following are merely examples and may not fit your SWOT analysis. Once you have baseline data, then your objectives should attempt to predict change. Also include methods that you will use to measure your progress toward achievement.

***External Relations***

1. Each faculty member will attempt to create at least one new partnership each year (or increase over last year).

*Evaluation method:* The number of new partnerships attempted.

1. At least one non-IFAS expert from campus will be asked/yr to assist your county and municipalities/towns within your county.

*Evaluation method:* The number of non-IFAS experts from campus asked to assist.

***Personnel***

1. Each faculty member will enhance their knowledge of their program area and general Extension competencies by preparing and following a professional development plan that addressed both content knowledge for their respective Initiative program area, as well as general Extension competencies.

*Evaluation method:* The number and quality of plans prepared, and use of the plan.

1. Each faculty member will enhance their teaching skills by implementing at least one recommendation provided by you or another senior faculty/yr.

*Evaluation method:* Recommendations will be compared to those implemented.

1. Reassignments and/or additional faculty and support positions that will address high priority issues and also result in a great return on investment will be identified along with strategies to fund such positions.

*Evaluation method:* A list prepared of positions, assignments and funding.

***Revenue Enhancement***

1. Approved county budget will address items, including facility enhancement and staffing, identified in the SWOT analysis.

*Evaluation method:* Budget requests will be compared with approved budget.

1. Two new revenue sources will be established consistent with the results of the SWOT analysis.

*Evaluation method:* The number of new revenue sources will be determined.

***Marketing***

1. The total office marketing plan is kept up to date.

*Evaluation method:* Marketing plan will reflect dates of original development, reviews and revisions at the end of the document.

1. Each faculty member will prepare at least two success stories/year that will be used to inform the county and other stakeholder of the accomplishments and value of Extension.

*Evaluation method:* Record the number of success stories prepared by each faculty.

1. Each advisory committee member of the Overall and each faculty’s program committees will inform at least 10 people/yr of accomplishments and successes of county Extension programs, and report audiences’ reactions at committee meetings.

*Evaluation method:* Report of the number of people informed, description of the message delivered and support materials used (e.g., success stories), and the audiences’ reactions.

***Compliance Issues***

1. AA files and procedures will be current and in compliance.

*Evaluation method:* The annual affirmative action check-list will be used to determine if files and procedures are current and in compliance.

1. ADA compliance in facilities and offerings will be maintained (or non-compliance issues identified last year will be resolved).

*Evaluation method:* Records of facilities compliance of ADA requirements will be maintained; and requests for sight, hearing, etc. impairment accommodations will be recorded as well as actions taken to address these requests.

Educational Methods and Activities

POW: Report action plans that you will implement to accomplish objectives.  ROA: Report actual methods/actions implemented

***External Relations***

1. Each faculty will attempt to create at least one new partnership each year (or increased over last year).

*Action Plan (POW):* Ask faculty for lists of agencies and organizations that that have interests similar to those of their Extension programs. Follow-up and ask them to present updates on their efforts to create partnerships.

*Actual methods/actions implemented (ROA):*

1. At least one non-IFAS expert from campus will be asked to assist your county and municipalities/towns within your county.

*Action Plan (POW):* Explain to county and municipal/town governments that in addition to local experts that operate out of your Extension office, UF has many other experts that may be able to assist them on a variety of topics (Share a list of possibilities and share examples that have occurred in your area). Send local government requests to your DED who will work to find the best resource/expert who is willing to assist. DED will send you the contact information to share with local government. Follow-up to determine if local government actually made the contact, if services were provided and if the government is satisfied.

*Actual methods/actions implemented (ROA):*

***Personnel***

1. Each faculty member will enhance their knowledge of their program area and general Extension competencies by preparing and following a professional development plan that will address both content knowledge for their respective Initiative, program area as well as general Extension competencies.

*Action Plan (POW):*  Ask all faculty members to complete the online competency assessment and prepare a professional development plan by a specified date. Each year ask them for a self-assessment of knowledge gained and applied.

*Actual methods/actions implemented (ROA):*

1. Each faculty member will enhance their teaching skills by implementing at least one recommendation.

*Action Plan (POW):* Evaluate/assess teaching skills of new faculty within their first 6-months, and of all faculty at least every five years. Keep records of these assessments and any recommendations and include a synopsis in their annual evaluations and promotion letters.

*Actual methods/actions implemented (ROA):*

1. Reassignment or additional faculty and support positions that will address high priority issues and also result in a great return on investment will be identified along with strategies to fund such positions.

*Action Plan (POW):* A prepared list of positions, assignments and funding will result from various internal and external assessment and planning sessions.

*Actual methods/actions implemented (ROA):*

***Revenue Enhancement***

1. Approved county budget will address items, including facility enhancement, identified in the SWOT analysis.

*Action Plan (POW):* Budget requests will be consistent with and justified by the SWOT analysis.

*Actual methods/actions implemented (ROA):*

1. Two new revenue sources will be established consistent with the results of the SWOT analysis.

*Action Plan (POW):* County faculty will explore new partnership and revenue sources.

*Actual methods/actions implemented (ROA):*

***Marketing***

1. The total office marketing plan is kept up to date.

*Action Plan (POW):* Developed and/or annually reviewed and updated the total office marketing plan that involved advisory committee members serving as the primary sales force.

*Actual methods/actions implemented (ROA):*

1. Each faculty member will prepare at least two success stories/year that will be used to inform the county and other stakeholder of the accomplishments and value of Extension.

*Action Plan (POW):* Record the number of success stories prepared by each faculty.

*Actual methods/actions implemented (ROA):*

1. Each advisory committee member of the Overall and each faculty’s program committees will inform at least 10 people/yr of accomplishments and successes of county Extension programs, and report audiences’ reactions at committee meetings (or increased over last year).

*Action Plan (POW):* Train advisory committee members how to segment their target audiences, deliver their messages, use support materials, use technology; and how to keep track of the people contacted, the message delivered, support materials used and audiences’ reactions; and provide them with tools to do so.

*Actual methods/actions implemented (ROA):*

***Compliance Issues***

1. AA files and procedures will be current and in compliance.

*Action Plan (POW):* The annual affirmative action check-list will be discussed with faculty and staff each year; completed and submitted to your DED.

*Actual methods/actions implemented (ROA):*

1. ADA compliance in facilities and offerings will be maintained (or non-compliance issues identified last year will be resolved).

*Action Plan (POW):* ADA compliance of facilities will be assessed annually and records will be maintained. Records will be maintained for resources that can be used to appropriately address requests for sight, hearing, etc. impairment accommodations. Requests will be addressed as needed; and actions taken to address these requests recorded.

*Actual methods/actions implemented (ROA):*

Outcomes and Impacts

***External Relations***

1. Each faculty will attempt to create at least one new partnership each year (or increased over last year).

*Outcomes:*

*Impacts:*

1. At least one non-IFAS expert from campus will be asked/yr to assist your county and municipalities/towns within your county.

*Outcomes:*

*Impacts:*

***Personnel***

1. Each faculty member will enhance their knowledge of their program area and general Extension competencies by preparing and following a professional development plan that will address both content knowledge for their respective Initiative, program area as well as general Extension competencies.

*Outcomes:*

*Impacts:*

1. Each faculty member will enhance their teaching skills by implementing at least one recommendation.

*Outcomes:*

*Impacts:*

1. Reassignment or additional faculty and support positions that will address high priority issues and also result in a great return on investment will be identified along with strategies to fund such positions.

*Outcomes:*

*Impacts:*

***Revenue Enhancement***

1. Approved county budget will address items, including facility enhancement, identified in the SWOT analysis.

*Outcomes:*

*Impacts:*

1. Two new revenue sources will be established consistent with the results of the SWOT analysis.

*Outcomes:*

*Impacts:*

***Marketing***

1. The total office marketing plan is kept up to date.

*Outcomes:*

*Impacts:*

1. Each faculty member will prepare at least two success stories/year that will be used to inform the county and other stakeholder of the accomplishments and value of Extension.

*Outcomes:*

*Impacts:*

1. Each advisory committee member of the Overall and each faculty’s program committees will inform at least 10 people/yr of accomplishments and successes of county Extension programs, and report audiences’ reactions at committee meetings (or increased over last year).

*Outcomes:*

*Impacts:*

***Compliance Issues***

1. AA files and procedures will be current and in compliance.

*Outcomes:*

*Impacts:*

1. ADA compliance in facilities and offerings will be maintained (or non-compliance issues identified last year will be resolved).

*Outcomes:*

*Impacts:*