V(A). Planned Program (Summary)

Program # 8

1. Name of the Planned Program

Administration and Organizational Development (Administrative Plan)

V(B). Program Knowledge Area(s)

1. Program Knowledge Areas and Percentage

<table>
<thead>
<tr>
<th>KA Code</th>
<th>Knowledge Area</th>
<th>%1862 Extension</th>
<th>%1890 Extension</th>
<th>%1862 Research</th>
<th>%1890 Research</th>
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<tbody>
<tr>
<td>901</td>
<td>Program and Project Design, and Statistics</td>
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<td></td>
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<tr>
<td>902</td>
<td>Administration of Projects and Programs</td>
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<tr>
<td>903</td>
<td>Communication, Education, and Information</td>
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<td>Total</td>
<td>100%</td>
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</tbody>
</table>

V(C). Planned Program (Inputs)

1. Actual amount of professional FTE/SYs expended this Program

<table>
<thead>
<tr>
<th>Year: 2009</th>
<th>Extension</th>
<th>Research</th>
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<tr>
<td></td>
<td>1862</td>
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</tr>
<tr>
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</tr>
<tr>
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2. Actual dollars expended in this Program (includes Carryover Funds from previous years)

<table>
<thead>
<tr>
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<th>Extension</th>
<th>Research</th>
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<tbody>
<tr>
<td>Smith-Lever 3b &amp; 3c</td>
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<tr>
<td>1890 Extension</td>
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<td></td>
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<tr>
<td>Hatch</td>
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<tr>
<td>Evans-Allen</td>
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<tr>
<td>1862 Matching</td>
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<tr>
<td>1890 Matching</td>
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<tr>
<td>1862 All Other</td>
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<tr>
<td>1890 All Other</td>
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V(D). Planned Program (Activity)

1. Brief description of the Activity

Administrative systems and procedures include:

Financial Management: includes federal and state grants, gifts, accounts, program budgets, revenue generation/fees, trust accounts, salary administration, etc. in conjunction with the Outreach Business Services Center and the UMass Treasure’s Office.

Human Resource Management: includes the hiring, supervision and evaluation of professional and clerical staff and faculty, administration and communication of University HR employment policies and procedures, including performance management, civil rights, grievance and salary administration.
Legal, Risk and Volunteer Management: includes legal, liability, and volunteer policy development and research; consultation with University attorneys, risk officers and state officials; communication and enforcement of University directives and policies; creation of binding agreements (MOA’s), negotiations and mediations with collaborating non-profits and governmental agencies; emergency and incident reporting; Criminal History Systems Information (CORI) screening, authorization, and investigations for all Extension youth programs; ES-237 reporting; Volunteer advisory fiscal reporting, administrative systems design and delivery.

Internal and External Relations: includes conduct of public relations with University, state, federal officials, the legislature, the Board of Public Overseers, other state Extension programs within CSREES, stakeholders and collaborating organizations, internal and external audiences in the areas of advocating for strategic initiatives and program delivery.

Program Assessment and Evaluation: includes the design of program assessment instruments, surveys, impact analysis, studies, statistical reports pertaining to Extension programs’ delivery, impacts and stakeholder issues.

Marketing and Communications: in conjunction with Outreach Marketing and Communications, includes the development of brochures, newsletters, media, publications, Book Store, web communications, and information systems and data management.

Fundraising and Grant Program Development: includes oversight and coordination of grants, internal and external partnerships and special fundraising programs, relations with Extension related program foundations, working where appropriate in conjunction with Outreach Development, Advancement, federal and state agencies and the appropriate University offices.

Planning, Evaluation and Reporting: includes general design and support for program planning, evaluation and reporting as well as comprehensive evaluation services for projects with substantial evaluation requirements from external sponsors and general advice and capacity building

Organizational Development systems and processes include:

Extension-wide Staff Development Plan: to identify the staffing levels, expectations, skill sets, conferences, on going courses of study, group training and development initiatives need to enhance staff and program unit capacity to meet issue plan goals and emerging needs of UMass Extension internal and external constituencies. This includes analysis of existing and new staff positions, diversity goals attainment in recruitment, hiring, promotion of staff, and regular needs assessment for each program unit. Measures will be established to evaluate the degree of progress toward issue plan impact indicator achievement.

Individual Development Plans: to identify individual work, skill sets and knowledge needs with each staff members job. IDP’s help ensure that each program’s staff has the necessary training to meet issue plan goals and delivery quality programs, information or research to its constituents. Such plans will integrate with the University’s Performance Management goal setting and review system and will tie in with Extension promotion, merit and succession planning. The Individual Plan will reflect the overall strategy of the program area to meet its goals and mission and will include identification of conference opportunities and course work or credentializing opportunities.

Extension Staff Training and Development Series: will make available, through needs assessment and prioritization, a series of offerings available to all Extension staff, such as customized Equal Opportunity and Diversity sessions, technology, or work process re-design training. The series will more formally utilize the University’s Workplace Learning and Development offerings, and will be customized to meet each program’s needs in a particular discipline or interest area.

Civil Rights Plan: formation, including administrative goals and action plans for programs, internal reviews, complaint procedures and assignment of EEO staffing responsibilities within Extension as reviewed in an evaluation plan.

Revised Public Notification Plans: including new statements on all program communications, brochures, media releases, printed information, contracts and web publications, updating of mailing lists data collection on minority collaborators, publication of policies in diverse public venues, etc.
Data Collection: by all Extension programs documenting outreach efforts to external constituencies to help ensure access by underserved, diverse communities and individuals in the state. This involves research into appropriate data collection methods (e.g., sampling, county audits;) review of marketing and programming materials, whole population analysis, observations (e.g., agendas, etc.); policy and procedure development on work with collaborators; and creation of a web data collection tool for use by Extension personnel state-wide.

Civil Rights Training Series: for staff, advisories, youth and collaborating organizations. This would include on-line formats such as Civil Rights self-assessment tools.

Access to all Equal Opportunity Policies, Directives and Offices: for staff and all constituencies via web based information sites and printed materials.

Review of Current Program Partnerships: with external groups to ensure EEO compliance, including advisory nominations, compositions, by-laws provisions.

Recruitment, Hiring, and Succession Planning: to ensure EEO considerations are met and integrated with Extension strategic and program issue plans.

Human Resource Policy and Procedures Review: to ensure promotion, separations/retention, recruitment and hiring strategies are aligned with University policies and federal requirements.

Extension-wide Strategic Plan: to align with the Outreach Strategic Plan, federal requirements and the CSREES Plan of Work for 2007-2011. This involves fiscal planning, examination, discussion and decision making on new cross-functional and adaptive program structures for Extension's current four programs. It may require re-definitions of priorities for Extension, new staffing assignments, organizational units and relationships with internal and external partners, faculty and audiences.

Extension Program Strategic Plans: to better define focus areas, revenue generation and resource development strategies, and staffing requirements. These plans will contribute to accountability for and alignment of programs with overall Extension, Outreach and University strategic plans.

Collaborative Outreach Administrative Department Plans: to better clarify the expectations, procedures, deliverables, costs and coordination efforts with Outreach units so that Extension top priorities are met, thus ensuring high quality program delivery to Extension constituencies. The three Outreach units include the Business Services Center, Marketing and Communication (including the Book Store and Information Technology,) and Outreach Development.

2. Brief description of the target audience

   University Administrators
   Federal and County Extension Program Administrators (USDA/CSREES )
   UMass Extension Faculty and Staff
   Public Stakeholders

V(E). Planned Program (Outputs)

1. Standard output measures
2009 University of Massachusetts Extension Annual Report of Accomplishments and Results - Administration and Organizational Development (Administrative Plan)

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>Direct Contacts Adults</th>
<th>Indirect Contacts Adults</th>
<th>Direct Contacts Youth</th>
<th>Indirect Contacts Youth</th>
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</thead>
<tbody>
<tr>
<td>Plan</td>
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<tr>
<td>Actual</td>
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</tbody>
</table>

2. Number of Patent Applications Submitted (Standard Research Output)

Patent Applications Submitted

Year: 2009
Plan: 0
Actual: {No Data Entered}

Patents listed
{No Data Entered}

3. Publications (Standard General Output Measure)

Number of Peer Reviewed Publications

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>Extension</th>
<th>Research</th>
<th>Total</th>
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<tbody>
<tr>
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V(F). State Defined Outputs

Output Target

Output #1

Output Measure

- Administrative Systems and Procedures
  Not reporting on this Output for this Annual Report
V(G). State Defined Outcomes

### V. State Defined Outcomes Table of Content

<table>
<thead>
<tr>
<th>O. No.</th>
<th>OUTCOME NAME</th>
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<tbody>
<tr>
<td>1</td>
<td>Massachusetts Extensions programs and staff are sustained and advanced, consistent with organizational expectations and stakeholder needs.</td>
</tr>
</tbody>
</table>
Outcome #1

1. Outcome Measures

Massachusetts Extensions programs and staff are sustained and advanced, consistent with organizational expectations and stakeholder needs.

Not Reporting on this Outcome Measure

V(H). Planned Program (External Factors)

External factors which affected outcomes

- Natural Disasters (drought, weather extremes, etc.)
- Economy
- Appropriations changes
- Public Policy changes
- Government Regulations

Brief Explanation

(No Data Entered)

V(I). Planned Program (Evaluation Studies and Data Collection)

1. Evaluation Studies Planned

- After Only (post program)
- Retrospective (post program)
- Before-After (before and after program)

Evaluation Results

Key Items of Evaluation