

*The Center For Corporate and Community Education
And
The Alber Enterprise Center
The Ohio State University at Marion & Mansfield*

“Cost Recovery Workshop”

May 12, 2004

End of Workshop Evaluation Summary

Below you will find the actual tally of the end-of-session evaluations and stated comments on the reverse side. **Twenty-One** evaluations were returned. Ratings range from: Excellent, Good, Fair and Poor.

	Excellent	Good	Fair	Poor
1. Course content:				
a. The course expanded my knowledge of the subject	_ 2 _	_ 15 _	_ 4 _	_ _ _
b. The course was interesting and informative	_ 4 _	_ 11 _	_ 7 _	_ _ _
c. The course met my expectations	_ 3 _	_ 9 _	_ 8 _	_ 1 _
d. The program was valuable for my needs	_ 1 _	_ 11 _	_ 7 _	_ 2 _
e. Handouts were effective (if applicable)	_ 2 _	_ 9 _	_ 9 _	_ 1 _
f. The material presented was practical and useful for application	_ 2 _	_ 13 _	_ 5 _	_ 1 _
2. Format and Facility:				
a. Adequate time was allotted to cover subject	_ 5 _	_ 15 _	_ 1 _	_ _ _
b. Adequate time was allotted for questions & answers	_ 7 _	_ 14 _	_ _ _	_ _ _
c. Rate the adequacy of the facility and room(s) (comfort, ventilation, acoustics, temperature)	_ 4 _	_ 10 _	_ 6 _	_ 1 _
3. Instructor's presentation:				
a. Ability to present material clearly	_ 5 _	_ 15 _	_ 1 _	_ _ _
b. Presenter's appearance and attitude	_ 7 _	_ 13 _	_ 1 _	_ _ _
c. Knowledge of subject (2 didn't evaluate this)	_ 7 _	_ 12 _	_ _ _	_ _ _
d. Flexibility in adjusting course to participant needs	_ 6 _	_ 10 _	_ 3 _	_ 2 _
e. Effectiveness of visual aids (if applicable) (flip charts, films, etc.)	_ 2 _	_ 14 _	_ 5 _	_ _ _
4. Overall Program Rating	_ 3 _	_ 13 _	_ 5 _	_ _ _

Comments:

1. “It’s not the program that was poor, it’s just that I found little application for the 4-H Youth Development program was extremely limited. I’m having a hard time determining how to do this within my particular county program. Cost recovery is much easier to implement in a few program areas – more so than 4-H. Thanks.”

2. "There were some interesting and useful tidbits of information. Much of it was too "training" oriented. While I think we can move in this direction to a certain extent, there is a gap between what we do and what you do and much of it didn't seem applicable."
3. "I would rather evaluate each instructor individually. This program could have been shortened quite a bit. A lot of downtime, waiting, and reading a handout rather than supplementing it with new information. Shorten some things up so you can add more information pertinent to the organization – Ohio State University Extension."
4. "The subject matter – excellent, subject matter we needed – poor. No specific answers or application to county programs. No inclusion or information relative to "traditional" Extension clientele, ie: farmers, everyday phone and walk-ins, volunteers, 4-H members, committees. etc. Not specific enough or did not relate to forms, materials Extension wants us to utilize."
5. "Very interesting – helps us think outside the box we've been beaten into for years."
6. "Thank you! Some confusion on how to apply private sector to public good."
7. "Need faculty and administration to attend this session. More information and application needed for specific examples on one content topic to certain audience. Some of us are different or we manage one or two topics than manage or coordinate others materials and programs. We are our own teachers, educators, budgeters, managers, customer feed back, etc. in one shop. Good program overall."
8. "Too much time spent on individual talks and presentations. I would suggest shortening the length of the total program."
9. "Recognizing that OSU Extension and the Alber Center have different structures, target audiences, etc., we must take these exciting concepts and adapt them to gain the most from the training. It is up to us!"
10. "Thank you for this opportunity. It was helpful to learn about your all approach; it will take some processing on my part to distill, synthesize and find parts that I will be able to integrate into my course of work."
11. "Some of the day was extremely beneficial and informative. Some of the program needed to be more interactive – especially after lunch."
12. "Frank's packet especially helpful. I appreciate the nuts and bolts information. Thank you for a good workshop!"
13. "It is difficult to provide definite steps for such a vague subject to a diverse audience, so we did not expect much detail for our specific programs, however, basic themes or formulas were presented to help. I still don't know how to proceed with cost recovery or how to balance it with keeping up with my own work load, however at least we know who to call and ask."
14. "Michael Borden very good presenter. Frank Gibson also good."
15. "Especially enjoyed Michael's presentation."
16. "My low scores maybe more my frustration with being expected to conduct cost recovery with a system that has very little experience with this. The information was good but I still feel that I have nothing to take back that will help me initiate cost recovery. I have a different clientele."

17. "Could probably be ½ day session."

18. "I did not get as much out of this as I hoped for. I enjoyed Eileen's presentation."

Cost Recovery – Concerns/Excites/Questions

Concerns

- Keep public rapport
- Lack of Consistency (7)
- Volunteers already devoting time and resources (2)
- Charging vs. not (2)
- Finding the most appropriate way to do
- How do you charge a "start up" business
- Public (taxpayer) accepts that we charge
- Lack of clear guidelines
- Maintain level of customer service
- Spending more time on cost recovery vs. on program

Excites

- Control our own destiny
- Status quo
- Opportunity to partner across disciplines
- Potential of gaining new audiences
- Opportunity to develop programs to serve customers

Questions

- Practical application for what I do
- Charge for information in the public domain
- How to deal with charging for "smaller" programs/people
- Grants
- How to accurately determine fees and costs
- Where are the State Faculty personnel in these Cost Recovery workshops when they are screaming for us to utilize them
- Will there be a personal incentive for performance (raise/bonus)

One word that describes how I feel about Cost Recovery

- Opportunity (11)
- Challenge (10)
- Finally (2)
- Change (2)
- Concern (2)
- Failure (1)
- Suspicion (1)

Parking Lot Issues:

- Public good vs. private
- Grant Search – Time,
- Enrollment course pricing
- Internal procedures/paperwork/rule

Central District Workshop Results (Future Thinking Activity)

Collective priorities [determined by team process]

- Marketing – creating perceived value
- Dedicated staff – to create exciting/valuable programs for clients
- Hire a grant writer, dedicated, to work with local groups (they take care of the marketing details so that the rest of us can conduct the programming)
- Vision, goals, clarity of direction (expectations; what DO you want?)
- Positive attitudes
- Teamwork and collaboration across disciplines (effective, willingly)
- An aligned structure that supports and rewards the desired results

General themes (not prioritized)

- Teamwork among Extension personnel; quality/trusting relationships; everyone on the “same page”; a working environment/atmosphere that fosters teamwork
- Fun stuff to work with beyond handouts for programming
- Middle management volunteers run programs so that I can offer new opportunities/seek funds
- Additional professional staff; adequate support in the office (secretarial, accounting, etc.); hire a person to write grants; hire more people to do “specific” jobs
- Reduced demands from Administration, in regards to programs/information not aimed at our actual clientele
- Entrepreneurial approach towards programming
- Extension takes a market-driven approach; spend time meeting with and getting to know the needs of our potential audiences
- Incentives for creativity and innovation exist within the system (promotion, tenure, salaries, teamwork)
- Align staff and programs with existing programming for business
- Shift areas of expertise to provide valuable services to companies
- Make the accounting and record-keeping easier (less red tape); streamlined processes; less paperwork; more efficient ways to process paperwork and funds
- Start viewing services as very valuable
- View all businesses as potential clients – not just limited to Agri businesses
- We know how much time realistically is needed to do something
- All costs are considered when pricing (both hidden AND obvious)
- Fire Administration
- P & T values and reflects what we really do
- Doing market research to be able to estimate potential audience to know what if costs are realistic and the project can be done for the price; identification of key customers and their needs; identify audiences to market our products and services
- Advertising/marketing; exciting, high-tech marketing plan; marketing support (e.g. sales reps)
- Hire someone with the expertise to get to this point (i.e. knows where the \$\$\$ are; knows how to get the \$\$\$; has the time and focus to complete the process); a techno-designer to strengthen programming
- Streamlined contracts and more templates
- I/my group would be sole entity on contract without middle management getting their hands on the contract/dollars/profit
- Effective support system; have the support of department, college, and public; more industry buy-in to the educational programs of the university - \$\$\$ to assist with training of students to meet the needs of industry
- The full cooperation of all team members; understandable and applicable processes and definitions; positive attitudes of all involved
- Anticipate what is coming; vision to see successes; incredible depth of knowledge/content in programming
- Share the plan; better understanding of College guidelines for Cost Recovery

- Become more organized across the organization
- No budgeting to look for cheap alternatives to do the job
- Align new audiences – make partnerships easier with less hassle (\$\$\$ and “who” gets “what” for the project)
- Contracts are signed and returned quickly so that projects can begin in a timely manner and funds don’t get “lost”
- Start-up funds for new projects are readily available
- Hire additional personnel; extra staff to keep up with work load if the money and work comes in
- Make local/county offices autonomous!
- Grants that compensate salary, not just program costs
- Adequate time to research the grant(s)
- A receptive audience
- Resource people who are willing to participate
- Administrative support; Marketing support and advice; “back office” support; additional staff support for program planning and implementation
- Get rid of OSURF!
- Have fun; an office environment that is playful (seriously!)
- Make the customer happy – while being progressive on new stuff for the next opportunity with them; parents and members take responsibility for the requirements of the things they choose
- Don’t sacrifice the mission/vision of the organization - while locking into certain funding opportunities that may create a different approach/mission
- Begin to view each office as a business unit
- A project plan with a comprehensive process (analysis, communication plan, education strategy, critical success factors, etc.)
- Time to do what you want
- Get reimbursed for time @ FSR
- Get Administration to give feedback on ideas presented
- Opportunity – new clients/new ideas; creativity and new ideas are common
- Everybody believes that what I do is worth it; belief that what I have to offer is worth it
- Travel dollars
- We are “fluid” – produce specific projects in a specific time frame
- Efficient and quick reporting
- Sell our books on Amazon.com
- Committees, led by middle managers, plan, lead, and evaluate programs
- Increase the cost of 4-H books
- Discard any materials older than five years
- The opportunity to address an organization comprised of key players who would then want me to provide training to their employees
- Clearly defined formula to determine rates to be used across the College units, including Extension, OARDC, and Academics; a rate schedule for every service provided in our department and be able to charge every client appropriately
- Training/staff support in web-based or video-linked distance learning
- Beautiful brochure about programs available (a marketing tool)
- Produce videos for outside organizations
- Be able to focus on specific goals
- Advanced technology to allow for more effective /efficient communications
- No phones between 9am-12pm
- New, more efficient offices with all the bells and whistles
- Less criticism
- Resources that fit the needs of the customers

Using the “marketing” issue, explore the following issues.

1. Compare now with that idealized/perfect future. What exists that you will need in that future?

Clientele
Media contacts
A good relationship with the legislature
Access to research at and within the university
Successful programs
Logo; reputation
Dedicated and skilled staff
A statewide network
Non-biased facts and information

2. What do you lack now that you will need to obtain, get, or create in order to be successful in that ideal future?

Clearly defined incentives and rewards, tied to success, accomplishments
Evaluation of product and impact of product (on client success)
Follow-up
Web design support
Support and appreciation on campus
Market research
More \$\$\$\$
Align performance and needed behaviors
Efficient processes
A real marketing effort
A positive image of the college
Easy downloading and distribution of program information
Technology and improved infrastructure
One place to go for brochures

3. What exists in your current world that would have to be unlearned, deleted, gotten rid of in order to be successful in your idealized future?

Tenure
Bad attitudes
8-5 work schedules
Time-sensitive publications/printed materials
The perception that OSU has unlimited big dollars to spend (therefore we don't need to be charging for programs.
Get rid of turf boundaries
OSU as “Big Brother” (described as preconceived, often negative, beliefs ... e.g. “we are from OSU and we're here to ‘fix’ you ... and we know that you do”)