How to Demonstrate Effective Grant Management with a State of the Art Assessment Model

Paula Bobrowski
Professor & Associate Dean of Research
College of Liberal Arts, Auburn University

Beverly Marshall
Associate Professor of Finance and Director of International Business
College of Business, Auburn University

Tanyelle Richardson
Senior Program Manager of the Business and International Education Program
the Institute for International Public Policy
Planning the Evaluation

- Include the evaluator in your proposal planning process.
- Identify clear objectives under each goal of your grant.
- For each of these objectives plan how you can measure results, provide feedback for improvement, and initiate action.
## Sample Plan of Evaluation

<table>
<thead>
<tr>
<th>Activity</th>
<th>Progress Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a.1 Make final revisions and confirm Faculty Development Programs with Partners</td>
<td>Revisions incorporated into the program</td>
</tr>
<tr>
<td>1a.2 Obtain sign contractual agreements for “Faculty Development Program”</td>
<td>Signed Contracts</td>
</tr>
<tr>
<td>1a.3 Meet with DLA and DCB to develop criteria for selecting the faculty members who participate in the “Faculty Development Program”</td>
<td>Letter to all partners</td>
</tr>
<tr>
<td>1a.4 Prepare international trade educational materials for faculty pre-departure education and training</td>
<td>Pre-departure educational and training materials developed</td>
</tr>
<tr>
<td>1a.5 Announce/ Solicit applications for the “Faculty Development Programs” to faculty on campus.</td>
<td>Announcements completed</td>
</tr>
<tr>
<td>1a.6. Select participants and notify selected participants</td>
<td>Twelve participants selected and notified (and two alternate candidates)</td>
</tr>
<tr>
<td>1a.7 Meet with faculty to discuss in detail the objectives and goals of Advancing Trade with</td>
<td>Meeting conducted and documented, provide faculty with background materials to be read prior to pre-departure training</td>
</tr>
<tr>
<td>1a.8 Conduct pre-departure training</td>
<td>Completed pre-departure training</td>
</tr>
<tr>
<td>1a.9 Implementation of “Faculty Development Program”</td>
<td>Completion of the “Faculty Development Program”</td>
</tr>
<tr>
<td>1a. 10 Conduct satisfaction survey of participating faculty</td>
<td>85% faculty satisfaction</td>
</tr>
</tbody>
</table>
Overview of Objectives

- Enhance faculty members’ ability to be effective teachers of international trade
- Develop curriculum model to integrate teaching methods and knowledge
- Meet needs of non-traditional, part-time students
- Provide business community with knowledge skills and resources
Evaluation Plan: Objective 1

- Enhance faculty members through awareness, paper presentations, community preparation, and professional development seminars
  - Satisfaction Questionnaire of professional development seminars
  - Professional Activity Checklist for paper presentations, awareness activities, and community preparation activities
Global Trade Practices Seminar Evaluation

Faculty Development Seminar Evaluation – Global Trade Practices

*Based on your experience at today’s seminar, please respond to each statement using the following scale*

1 (Strongly Disagree), 2 (Somewhat Disagree), 3 (Somewhat Agree), 4 (Strongly Agree)

- The content of this seminar provided useful ideas.............................. 1 2 3 4
- The information provided was professionally relevant....................... 1 2 3 4
- The seminar was well organized .................................................. 1 2 3 4
- The presenter held my interest...................................................... 1 2 3 4
- This seminar helped me understand the information that is needed to be successful in global trade. ................................. 1 2 3 4
- The handouts and material enhanced my understanding of the content 1 2 3 4
- The presenter used examples that reflected a clear grasp of the topic 1 2 3 4
- The presenter responded effectively to questions............................. 1 2 3 4
- This seminar met my expectations............................................... 1 2 3 4
- The length of this seminar was sufficient for this topic...................... 1 2 3 4
- The content was presented at a level that can be applied at my institution 1 2 3 4
- My students will benefit from earning the CGBP designation............ 1 2 3 4
- The students at my institution will benefit from knowledge in the area of global trade practices ...... 1 2 3 4
- My institution will teach a course on this topic in the next two years.... 1 2 3 4
Global Trade Practices Seminar Evaluation

- The previous portion of the evaluation provided quick quantitative or easily measured feedback.
- But limiting your evaluation to this does not provide some qualitative information and suggestions for improvement.
Global Trade Practices Seminar Evaluation

What information from this seminar was most beneficial for you?
1.
2.
3.

What topics were you expecting to learn more about but were not covered (write None if all expected topics were covered):
1.
2.
3.

Would you recommend this seminar to others with similar interests and experiences? YES NO
Why or Why not?

Please give your suggestions for future seminar topics.

Other Comments:
Some faculty attended outside programs

- To evaluate the effectiveness of these outside training opportunities we used a slightly different evaluation format.
Professional Activities

BEST PRACTICE SUGGESTIONS

1. Name of conference/meeting attended:
   Location and Date of event:

2. Purpose/theme addressed:

3. Audience: Descriptors _______________________________________
   Number attending---__________

4. Questions asked or issues discussed applicable to industry collaborations or course integrations:

5. Specific ideas or events from meeting/questions that can be used:

6. Other comments or Best Practices:
Collecting “Next Actions”

- One of the main purposes of faculty development is for faculty to come back and implement what they learned.
- This next section of the evaluation forces them to reflect on how they will use the new information gained.
Professional Activities

DISSEMINATING TECHNIQUES

___Conference Presentation          or          _____Professional Presentation other than conference/Lecture
Name of conference/meeting:
Date and Location:
Number attending:
Audience descriptors:

Purpose of presentation (e.g. description of project, evaluation):
Main ideas shared from project:

___Journal Paper
Publication reference:

Audience intended to read publication:
Purpose of paper (e.g. description of project, evaluation):
Main ideas shared from project:

___Report/Other Publications
Name of publication:
Date published or report given:
Audience intended to read report/publication:
Purpose of report/publication (e.g. description of project, evaluation):
Main ideas shared from project:

___OTHER: (Use the above indicators as a guideline for what to include in your summary. Attach all applicable documentation to this checklist)
Objective 2: Develop Curriculum Model

- Export Readiness Certificate Program including 2 new courses
  - Export Management Course
  - Society and Culture in Latin America
- Incorporate international business courses with Latin American content
- Establish an international business advisory council
- Conduct a one-day workshop at community colleges and universities
- Develop a series of training programs for the business community
Evaluation Plan Objective 2: Curriculum Model

- Pre-Post course syllabi (pre F07, SP08, F08; post SP09, F09)

- Satisfaction Questionnaire and Participant Sign-in Checklist for workshop and trainings

- Advisory Board – Meetings Checklist and Participant Sign-in

- Pre-Post Latin America student content questionnaire to measure how curriculum changed (pre SP08, F08; post SP09, F09)
Objective 3: Non-traditional Students

- Develop web-based version of Export Readiness Certificate Program
- Conduct a one-day workshop for other colleges and community colleges

Evaluation Plan Objective 3:

- Track use of online program
- Satisfaction Questionnaire
Objective 4: Business Community

- Develop series of training programs for business community
- Make available online educational materials
- Establish faculty-student consulting team to assist Alabama businesses
Evaluation Plan Objective 4: Business Community

- Satisfaction Questionnaire for training program
- Cultural Awareness Pre-Post (use same instrument from summer 08 trip)
- Satisfaction Questionnaire for participants in consulting activities
Evaluation Instruments: Latin America trip

- Pre-Post Cultural Awareness questionnaire
- Journals – daily entries during trip
- Daily rating of day’s events
- Summative evaluation
Major Purposes of Evaluations

- Document participants’ ideas for future reference and implementation after they return
- Summarize participants’ observations to benefit everyone
- Provide data to determine most beneficial experiences
- Develop networking connections between business and education participants
- Provide data for future funding and report current project outcomes
Where were you located today?
Give and overview of whom/what (affiliations and type of business) you visited today and how international trade was addressed?
Describe the cultural and business customs/behaviors you observed today.
Describe how/why your activities today will/will not assist you in meeting your anticipated outcomes for this project.
Other comments/thoughts/observations.
## Business Collaborations

<table>
<thead>
<tr>
<th>Persons/ Affiliation</th>
<th>Location</th>
<th>Collaboration Idea(s)</th>
<th>Outreach Idea(s)</th>
<th>Project Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buenos Aires</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Santiago</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buenos Aires</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Santiago</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buenos Aires</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Santiago</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Course Integration

<table>
<thead>
<tr>
<th>University Course</th>
<th>Integration Idea(s)</th>
<th>Semester</th>
<th>Outreach Idea(s)</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Reflections

- Document other highlights of this trip relating to trade relations, business relations, cultural differences, economy, resource etc. that you have not discussed in any of your days of documentation but you feel would be useful to a colleague who did not make the trip.

- Final thoughts…would you recommend to a colleague to participate in this project? Explain why or why not. Be specific.
Pre-Evaluation Results: Demographics

- 13 completed evaluations from educators
- All were well-informed about trip
- All had traveled outside the U.S.
  - 1 to Chile and 3 to Argentina

- Overall % that were culturally aware:
  - Pre: (3 of 13) or 23%
  - Post: (10 of 13) or 77%
Triangulation of Cultural Awareness % to Responses

- The 23% who were culturally aware re-stated similar information on post-awareness evaluation.

- 9 of the 77% - provided the following categories of responses demonstrating their increased awareness:
  - Use of family names important
  - Politically unstable
  - Hard-working/strong work ethics and polite
  - Proud of their country
  - Education deficit
  - Introductions are important
  - Dress and manners are important
  - Coffee always served
Pre-Responses on Why Participate

- Faculty development 9
- Learn about the economics 2
- Broaden knowledge of SA 2

What do you anticipate to accomplish?
- Learn about economic and business relationships between US and Latin America for classroom 6
- Ideas for future classroom projects 3
- Build partnerships 2
- Learn about the culture 2
Ratings of Business Visits: During Trip

<table>
<thead>
<tr>
<th>Organization</th>
<th>N</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>LaSerenisima</td>
<td>7</td>
<td>3.71</td>
</tr>
<tr>
<td>Arcor</td>
<td>11</td>
<td>3.50</td>
</tr>
<tr>
<td>Dairy</td>
<td>5</td>
<td>3.00</td>
</tr>
<tr>
<td>Central Bank</td>
<td>13</td>
<td>3.00</td>
</tr>
<tr>
<td>University</td>
<td>13</td>
<td>2.03</td>
</tr>
<tr>
<td>Ernst &amp; Young</td>
<td>13</td>
<td>3.71</td>
</tr>
</tbody>
</table>
## Ratings of Business Visits: During Trip

<table>
<thead>
<tr>
<th>Location</th>
<th>N</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Embassy</td>
<td>10</td>
<td>3.71</td>
</tr>
<tr>
<td>Nestle</td>
<td>13</td>
<td>3.89</td>
</tr>
<tr>
<td>Banco Central</td>
<td>13</td>
<td>3.14</td>
</tr>
<tr>
<td>FASA</td>
<td>13</td>
<td>2.71</td>
</tr>
<tr>
<td>ProChile</td>
<td>13</td>
<td>3.14</td>
</tr>
<tr>
<td>Reception</td>
<td>10</td>
<td>3.71</td>
</tr>
</tbody>
</table>
Highlights of Business Visits

- Chile’s briefing/presentations better than Argentina (Argentina too long and not as informative)
- Embassy reception
- Nestle visit (product samples)
- Very friendly and polite
- Workers seem happy with their job
Resources Gained for Educational Integration/Dissemination

- Economics of countries better understood for course integration
- Relationship with US students; limited resources at public university; private university better choice
- Companies interested in US students going to Argentina/make contacts
- Contacts to develop international educational experiences
- Case study book/presentation materials for course integration
Ideas to Integrate Resources Into Curriculum

- Integrate materials into classroom
- Future contacts/Networking
- Exchange information with colleagues (professional development)
- Case studies for class discussions
- Visits/letters to perspective donors
- Grant Writing
- Develop a section of Latin America in international health core course
Explanations of Ways Business Expectations Were Met

- Countries more advanced and prosperous than expected
- People are friendly and customer focused; Employees happy with their jobs
- Trip proved and exceeded my expectations
- Business practices witnessed were better than expected
- Argentina more volatile than expected
## Final Evaluation

<table>
<thead>
<tr>
<th>Response</th>
<th>Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business experiences in Chile</td>
<td>4.0</td>
</tr>
<tr>
<td>Business experiences in Argentina</td>
<td>3.7</td>
</tr>
<tr>
<td>Traveling logistics</td>
<td>4.0</td>
</tr>
<tr>
<td>Usefulness of business meetings</td>
<td>4.0</td>
</tr>
<tr>
<td>Opportunity to observe customs</td>
<td>4.0</td>
</tr>
<tr>
<td>Return on another trip</td>
<td>3.2</td>
</tr>
<tr>
<td>How well goals were met</td>
<td>4.0</td>
</tr>
<tr>
<td>Possibilities for future contacts in Latin America</td>
<td>3.2</td>
</tr>
</tbody>
</table>

*Scale: 1 (Poor) - 4 (Excellent)*
Final Comments

- Recommend to a colleague? 13 YES
  - Trip changed views on this area of the world
  - Great trip; Informative and educational
  - Wonderful networking experiences
Final Comments

For planning future trips:

- More time to visit city/add a day/not so many visits in one day
  i.e. MORE TIME

- Integrate more free time or extra day to see cities and observe
  the culture

- Make experience a mini-international business course
Disseminating Products from Year 1

- Develop evaluation plan and instruments into national model

- Develop business/educator trade mission model to involve businesses fully in evaluation