

COMPREHENSIVE PROGRAM REVIEW 2002-2003  
UNIVERSITY PROGRAM REVIEW COUNCIL'S EVALUATION  
for the

**Center for Excellence in Organizations (CEO)**  
SERVICE/RESEARCH CENTER

I. COUNCIL'S GENERAL OBSERVATIONS ABOUT THE CENTER

**This is a virtual center operating out of the Associate Dean's office in the Coles College of Business. It provides individualized corporate training to clients (currently 3 although only 2 are continuing clients). It has the same general activities as the Center for Corporate Training & Development within the Division of Continuing Education but has arisen from class activities and personal contacts. No specific marketing has been done to expand activities.**

<u>Focus of Evaluation</u>	<u>Self-Study Eval</u>	<u>Council's Eval</u>
<u>PRODUCTIVITY INDICATORS</u>		
II. Summary of Center's Overall Productivity Council's Observations: <ul style="list-style-type: none"> <li>• Self-supporting for 10 years</li> <li>• Contributes approximately \$12,000 to CCOB per year</li> <li>• Done with no dedicated staff and one P/T Director (Associate Dean)</li> </ul>	Very Strong	Very Strong
II A. Fulfillment of the Center's Purpose & Attainment of Goals Council's Observations: <ul style="list-style-type: none"> <li>• Passive _ No active marketing</li> <li>• Clients arise from student/faculty/community relationships</li> </ul>		Satisfactory
II B. Services Rendered by the Center to the Campus Community Council's Observations: <ul style="list-style-type: none"> <li>• Opportunity for faculty to earn overload compensation</li> <li>• Opportunity for faculty to interact with business leaders</li> <li>• Residual funds invested in CCOB</li> </ul>	Limited	Limited
II C. Services Rendered by the Center to External Communities Council's Observations: <ul style="list-style-type: none"> <li>• Only 3 clients (1 – Cingular - new in 2002 <i>and apparently not continuing</i>)</li> <li>• All appear satisfied</li> <li>• Repeated contracts for Post (10 yrs) and Kroger (5 yrs)</li> </ul>		Strong

<u>Focus of Evaluation</u>	<u>Self-Study Eval</u>	<u>Council's Eval</u>
II D. Grants & Contracts Acquired by the Center Council's Observations: <ul style="list-style-type: none"> <li>• Multi-Year for Post &amp; Kroger</li> <li>• Cingular is new</li> <li>• Residual funds generated which are used to support CCOB</li> </ul>		Strong
II E. Center Publications, Reports, & Professional Presentations Council's Observations: <ul style="list-style-type: none"> <li>• None</li> </ul>		Weak
II F. Sponsorships, Endowments & Gifts Acquired for the Center Council's Observations: <ul style="list-style-type: none"> <li>• None</li> </ul>		Weak
II G. Sales, Service Fees, & Income Generating Activity Council's Observations: <ul style="list-style-type: none"> <li>• See Item# IID</li> </ul>		Strong
II H. Return on Investment Council's Observations: <ul style="list-style-type: none"> <li>• The primary investment is the time-effort of Center Director (Associate Dean)</li> <li>• Substantial financial return (\$12,000 per year) to CCOB</li> </ul>	Very Strong	Strong
II I. Contribution to Achieving KSU's Mission Council's Observations: <ul style="list-style-type: none"> <li>• Public service</li> <li>• Continuing education</li> <li>• Technical Assistance</li> <li>• Instructional Effectiveness</li> <li>• Applied research</li> </ul>		Strong

<u>Focus of Evaluation</u>	<u>Self-Study Eval</u>	<u>Council's Eval</u>
<u>QUALITY INDICATORS</u>		
III. Summary Conclusions About the Strength of the Center's Overall Quality Council's Observations: <ul style="list-style-type: none"> <li>• High degree of client satisfaction</li> <li>• Repeat business</li> <li>• <i>Only downgraded because of some weak/not applicable criteria</i></li> </ul>	Very Strong	Strong
III A. Public Recognition, Honors & Awards Received by the Center Council's Observations: <ul style="list-style-type: none"> <li>• None except by repeat client business</li> </ul>		Weak
III B. Stakeholder Satisfaction with the Center's Work & Accomplishments Council's Observations: <ul style="list-style-type: none"> <li>• 10 year repeat business for Post Properties</li> <li>• 5 year repeat business for Kroger</li> </ul>	Very Strong	Very Strong
III C. Other Assessments of the Quality of the Center's Work Council's Observations: <ul style="list-style-type: none"> <li>• None cited</li> </ul>		N/A (Weak)
III D. Center's Responsiveness to State Needs & Changing Conditions Council's Observations: <ul style="list-style-type: none"> <li>• Modified on annual basis to meet needs of corporate clients</li> <li>• <i>Needs to actively market services to other clients to qualify for Very Strong rating</i></li> </ul>	Very Strong	Strong

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<u>Focus of Evaluation</u>	<u>Self-Study Eval</u>	<u>Council's Eval</u>
<p>III E. Quality of the Faculty &amp; Staff Supporting the Center Council's Observations:</p> <ul style="list-style-type: none"> <li>• No faculty specifically mentioned other than Director (Associate Dean)</li> <li>• Faculty contracted from CCOB and from professional trainers (no credentials provided)</li> </ul>	Very Strong	Strong
<p>III F. Quality of KSU Facilities &amp; Equipment Supporting the Center Council's Observations:</p> <ul style="list-style-type: none"> <li>• Use Exec MBA classrooms &amp; breakout rooms</li> </ul>	Exceptional	Very Strong
<p>III G. Quality of the Overall Annual Financial Investment in the Operation of the Center Council's Observations:</p>	N/A	Satisfactory
<p>III H. Quality of Advanced Technology Available to the Center Council's Observations:</p> <ul style="list-style-type: none"> <li>• Satisfactory technology is available event though it is generally not needed or used</li> </ul>	N/A	Satisfactory
<p>III I. Leadership Position of the Center Council's Observations:</p> <ul style="list-style-type: none"> <li>• The Self-Study refers to the Center as a new player</li> <li>• <i>How does 10 years of operation constitute new player?</i></li> <li>• <i>Although the Center serves it's existing clients well it has not actively solicited new clients and does not advertise itself in a way that would promote it as a leader in the field</i></li> </ul>		Weak/ to Satisfactory
<p>IV. CENTER'S VIABILITY AT KSU Council's Observations:</p> <ul style="list-style-type: none"> <li>• Demand for services exists</li> <li>• <i>However, the relationship with the Center for Corporate Training &amp; Development within the Division of Continuing Education needs to be examined to determine if greater collaboration and consolidation of effort can be established</i></li> </ul>	Viable	Viable

<u>Focus of Evaluation</u>	<u>Self-Study Eval</u>	<u>Council's Eval</u>
V. MODEL CENTER POTENTIAL	Satisfactory	Weak
Council's Observations:		
<ul style="list-style-type: none"> <li>• <i>Under the current mode of operation there is little possibility of being a model center</i></li> <li>• <i>Model center potential could be achievable if the Center were to expand its resources and enhance the services it provides</i></li> <li>• <i>However, the overlap with the Center for Corporate Training &amp; Development within the Division of Continuing Education calls into question the need for expanded services by this Center (which would require substantial additional investment) when the latter center already has the resources to do what this center proposes in its self-study</i></li> </ul>		
VI. COUNCIL'S OBSERVATIONS ABOUT THE PLANS FOR IMPROVING QUALITY & PRODUCTIVITY		
<ul style="list-style-type: none"> <li>• The Self-Study indicates the need for the following two positions:                             <ul style="list-style-type: none"> <li>○ F/T Marketing &amp; Sales position</li> <li>○ F/T Curriculum &amp; Course design position</li> </ul> </li> <li>• <i>If these are to be created it should only happen if the funding for these positions is self-generated</i></li> <li>• <i>However, this would duplicate positions already established in the Center for Corporate Training &amp; Development within the Division of Continuing Education and is therefore, of questionable value</i></li> </ul>		
VII. EXPAND, MAINTAIN CONSOLIDATE, OR DISCONTINUE	Maintain	Consolidate
Council's Observations:		
<p><i>Deans Mescon &amp; Calhoun agreed that more communication and possibly a higher level of collaboration between the Center for Corporate Training &amp; Development and the Center for Excellence in Organizations is needed in order not to duplicate efforts needlessly.</i></p> <p><i>Follow-up discussions about this option are recommended by the Council.</i></p>		

COUNCIL'S RECOMMENDED FOLLOW-UP

*See item VII above*