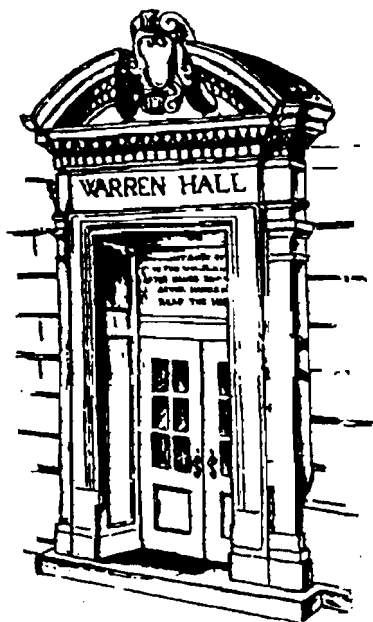


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COOPERATION WORKS!: AN EVALUATION OF AN INTERACTIVE VIDEO TELECONFERENCE

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PREFACE

This report is a publication of the Cornell Cooperative Enterprise Program (CEP). The CEP is based in the Department of Agricultural, Resource and Managerial Economics (A.R.M.E.) in the College of Agriculture and Life Sciences at Cornell University.

The authors of the report, Brian M. Henehan and Robert L. Campbell are respectively an Extension Associate in the Department of Agricultural, Resource and Managerial Economics and an agricultural writer/editor. Henehan served as project director for the **Cooperation Works!** teleconference and Campbell acted as a consultant for the conference. Our thanks to Professor Bruce Anderson for reviewing an earlier draft of this report and providing valuable comments.

Additional copies of this publication may be obtained from CEP at the following address:

357 Warren Hall
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Copies of the teleconference handbook titled "Putting Cooperation to Work" or a videotape of the complete teleconference can be ordered from:

Cornell University
Media Services Resource Center
7-8 Business and Technology Park
Ithaca, NY 14850
phone: 607-255-2080; fax 607-255-9946
E-mail: dist_center@cce.cornell.edu

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INTRODUCTION

This report will evaluate the content and delivery of a live interactive video conference titled **Cooperation Works!**. The conference was held on April 5, 1995. Several performance areas will be examined to determine the effectiveness of the conference in meeting planned objectives and obtaining anticipated outcomes. The evaluation will be based on input from the following: participants, downlink site facilitators, conference staff and members of the advisory committee as well as observations of the authors.

Several performance areas will be examined including: marketing, conference planning, conference delivery, program content and cost effectiveness. Each performance area will be analyzed and evaluated. Recommendations for improving the design and delivery of future teleconferences will be provided.

BACKGROUND

The economy of the Northeast was hard hit by the recession of the early nineties and continues to recover at a slower pace than the rest of the country. New York and the New England states suffered the highest percentage of job losses of any region from 1990 to 1994. Rural counties were especially hurt as limited tax bases generate revenues barely able keep up with the cost of basic services and mandated social programs. Rural per capita income continues to fall behind metropolitan and suburban incomes.

Meanwhile, rural economic development policies and practices have produced mixed results. Rural economic developers and planners continue to seek viable development alternatives capable of yielding results.

The recent growth in business networks, cooperatives and inter-governmental alliances in the region holds promise for cutting the costs of services and operations of organizations, increasing the competitiveness of participating firms and enhancing the economic performance of members. Membership organizations are often a misunderstood and under-utilized approach for stimulating rural economic and community development.

The cooperative business model in rural areas is typically associated with production agriculture and meeting the needs of farmer-members. However, a significant share of non-farm business and entrepreneurial activity is conducted in rural areas through cooperatives, benefiting businesses such as: "mom and pop" local supermarkets utilizing wholesale purchasing cooperatives, retail hardware store owners, fast food franchise owners as well as electrical and automotive supply distributors. Many rural consumers patronize cooperatives such as food buying clubs, credit unions, and mutual insurance firms. The delivery of human services and health care increasingly involves cooperative approaches to child daycare, eldercare, and housing. Innovative purchasing cooperatives have been formed by rural non-profit institutions such as community hospitals and school districts to purchase goods and services accounting for hundreds of millions of dollars.

NEED FOR CURRENT INFORMATION ON COOPERATION

An increased interest in cooperation coupled with the emergence of new innovative organizations in the region, created a need for up-to-date information on how to put cooperation to work. Much of the existing materials and information on cooperatives were developed for agriculture. Some materials can quickly become out of date. And so, the opportunity to

study new successful organizations combined with a growing interest in innovative self-help approaches to rural development, provided the basis for developing **Cooperation Works!**.

CONFERENCE CONCEPT

The mission of the Cornell Cooperative Enterprise Program, CEP, is to enhance the development and performance of cooperatives, networks and alliances. The CEP has evolved over the years out of work with agricultural cooperatives primarily focusing on the key decision makers of cooperative enterprises: officers, directors, senior management and members.

The cooperative business structure has proven useful to farmer members for: purchasing inputs, marketing products, securing credit, purchasing insurance, electricity and other services. With the economic recession and cutbacks in government services, interest has grown in alternative organizational structures for small businesses, non-profit organizations and local governments. Shrinking government resources available for rural areas and recent policy changes at the state and federal levels emphasize the need for more self help approaches to rural and economic development.

In 1993, CEP entered into an agreement with the Northeast Cooperative Council and the following year with the Cooperative Development Institute (CDI) to work on a rural cooperative development project in New York and New England. CDI's rural cooperative project was part of a national initiative funded by USDA, RDA through the Cooperative Development Foundation.

A key component of the CEP's part of the project was to develop and deliver resource materials for rural development professionals on innovative approaches to cooperation for rural businesses and organizations. The concept for **Cooperation Works!** grew out of this initiative. Additional funding for developing and delivering the conference was provided by the Northeast Regional Center for Rural Development.

This project presented several challenges: 1)to deliver an educational program across New York State and the six New England states, 2)to introduce a new resource guide to a wide range of rural development professionals, and 3)create a regional partnership to support and sponsor the conference.

OBJECTIVES AND GOALS

The objectives of the conference were:

- 1.To inform individuals interested in rural economic development about the current role of self-help cooperative efforts in stimulating the rural economy of the Northeast.
2. To improve participants understanding of the costs and benefits of business networks, alliances and cooperatives.
3. To stimulate discussion in rural communities about organizational alternatives open to individuals, businesses, and non-profits for cooperation.
4. To familiarize participants with additional resources available to them for pursuing the organizational strategies presented.

TELECONFERENCE DESIGN

The conference was designed to meet several criteria: a) be able to reach a regional audience, b) emphasize proven, practical approaches to cooperation which could be replicated, c) be interactive, providing participants access to practitioners and experts, and, d) provide conference participants with resources and contacts for further information. The live satellite broadcast format was selected because it had several advantages: being able to reach a widely dispersed audience, allowing for interaction between downlink sites and the studio, as well as providing a video platform for developing the case studies.

Three cases were developed to provide real life examples of different approaches to utilizing cooperation. Initially, cases were to be developed for a business network, a farm and craft market cooperative and a local government alliance. Hence the original subtitle, "Achieving community benefits through alliances, networks and cooperatives". One of the program partners, the Cornell Community and Rural Development Institute (CARDI), was planning a conference for local government officials on inter-government cooperation to be scheduled within six weeks of **Cooperation Works!**. Rather than duplicate that program, a new case was selected focusing on a rural community hospital cooperative.

The three organizations studied were selected to highlight the range of industries and approaches using cooperation. The business executives network involved a group of manufacturing firms. The farm and craft market involves a mix of agricultural producers, vendors and crafts people. The third case revolves around a group of non-profit community hospitals. These three cases focus on key economic sectors common to many rural communities: agriculture, home based businesses, tourism, manufacturing, and health care.

CONFERENCE SCHEDULING

The conference was scheduled for April to avoid winter travel problems and to be able to attract participation before May graduations and summer vacations. An initial survey of Cornell Cooperative Extension county associations and regional partners helped to determine the final dates, days of the week and times during the day for the conference. A majority of respondents preferred a mid morning start time to allow early morning travel and a short introductory program before the broadcast segment of the conference.

And so, a 10:00am start time was set to allow a "wrap-around" program to be developed at the downlink sites. Local program developers had the options of designing a program to start earlier as well as include lunch and an afternoon segment if desired. Suggestions for local programming were provided by CEP to the downlink sites for their consideration. These included: inviting guest speakers representing local networks or cooperatives, group discussions following the broadcast segment and panel discussions on related topics. All sites were encouraged to allow ample time following the broadcast segment to have participants evaluate their conference experience.

DEVELOPING THE TELECONFERENCE

Developmental efforts for the satellite teleconference "Cooperation Works! Achieving Community Benefits Through Alliances, Networks and Cooperatives" began during May 1994 and continued through March 1995. Although many of the tasks involved in the planning, development and implementation of the project were ongoing throughout the 11 months, for discussion purposes four distinct phases best outline the efforts:

- | | |
|--------------------------|-------------------|
| 1. Planning | May - September |
| 2. Development | October - January |
| 3. Implementation | February - March |
| 4. Conference Evaluation | April - June |

During the planning stage, significant efforts were made to "translate" the concept into a teleconference format. Consultations with individuals who had participated in or conducted satellite teleconferences made clear the need for detailed planning well in advance of the broadcast date. Meetings with Cornell Media Services staff reviewed the television broadcast requirements and limitations as well as technical information required for program production. Meetings with various on-campus Cornell Cooperative Extension personnel with experience in this area provided insight into utilizing this distance learning technology. The discussions led to a working agenda for conference development efforts.

To reach the identified objectives and goals for the teleconference, five elements were noted to be critical for a teleconference's success. Those were:

1. Reaching the targeted audience
2. Designing a stimulating broadcast program
3. Developing useful resource materials
4. Effectively involving downlink site facilitators
5. Conducting an evaluation of the teleconference

Additional input was sought and received from officials involved with membership organizations, as well as and public and private agencies. Selected individuals were asked to join an advisory committee for the teleconference.

The development stage involved initial production of print materials, assessment of potential marketing efforts, design of the broadcast program and exploration for "success stories" that would provide outstanding teleconference case studies. One such success story was the Windmill Farm and Craft Market, a member-owned and operated cooperative in Yates County, NY. Video footage for the case study was shot in early October while the market was operating. Arrangements to film two other organizations for case studies (the Chief Executives Network for Manufacturing, Albany, NY, and Synernet, Inc., Portland, ME) were made during December and January.

PRE-CONFERENCE SURVEY

A survey was sent out in December to assess downlink site needs. (*See Appendix A.*) The mailing included all Cornell Cooperative Extension associations and land grant university staff in Vermont and Pennsylvania. Results of the survey helped define marketing efforts, case study focus, and optimal day and time for scheduling the teleconference.

Those receiving the survey were asked to rate topics that would be of interest to participants at their sites. The topics were: business marketing, purchasing cooperatives,

service sharing cooperatives, business networks, public institution cooperatives and alliances, farm and craft market cooperatives, and employee ownerships (buyouts). They also were asked to identify potential teleconference participants at their sites such as rural development professionals, small business owners, elected officials and policy makers, and cooperative managers and directors. In addition, they were asked what support they would need (such as marketing materials, press releases, resource materials, and facilitator training and help in program evaluation), and were requested to identify an optimum day and time for the teleconference.

Based on the returned surveys, business networks and farmer markets were rated of highest interest, and rural development planners, elected officials and small business owners were rated highly likely to participate in the teleconference. Support needs were primarily associated with marketing the teleconference. The survey results showed the best day and time for the teleconference was mid-week, during the morning hours.

The implementation stage moved the project into working form by mid-February. Case study video footage was shot at Synernet, Inc. Portland, ME and the Chief Executives Network for Manufacturing in the Albany, NY area in late February. Regular contact with downlink site facilitators was maintained, and marketing efforts were stepped up to reach targeted audiences. A downlink site facilitator manual was completed and mailed to all local sites the first week of March, and the program handbook "Putting Cooperation to Work" was printed and delivered to the sites during the last week of March.

Case study video footage was assembled, edited and produced in-studio during the last week of March, and scripts for the program were revised and completed at the same time.

MARKETING AND PUBLICITY

The primary publicity and marketing efforts for the teleconference were handled by the Cooperative Enterprise Program, beginning with a flyer/poster that announced the teleconference. The flyer/poster received wide distribution during December 1994 and January 1995. (See Appendix B.)

Print coverage during February included articles that appeared in a number of newsletters and Cornell Media Services press releases.

The program leader also appeared on Cornell Cooperative Extension's "Second Tuesday" television program March 14 to describe the teleconference and invite additional Extension associations to participate.

Sample press releases as well as copy-ready flyer/posters were provided to downlink site facilitators that could be modified to meet the needs of the local market.

CASE STUDY SELECTION

Case studies for the teleconference were chosen to provide participants with a diverse selection of organizational models to better understand the flexibility of membership organizations. The three cases decided upon appeared to offer unique identities that would stand out to participants and meet the needs of a larger audience than any single case.

The Windmill Farm and Craft Market represented a grassroots effort to revitalize a local economy through the formation of a cooperative. It represents a unique achievement in the farm and craft sector that could fit the needs of other rural groups seeking a similar cooperative enterprise.

The Chief Executives Network for Manufacturing presented a model for rural business

cooperation through networking, to share management information, skills and technology. Most of its member companies were small (5 to 150 employees), privately owned, and based in rural communities. The concept of business networks generates a high level of interest as firms strive to remain competitive in today's business environment. Synernet, Inc., a health care cooperative, offered a structural model for non-profit organizations to pool purchasing power for buying everything from band aids to insurance and consulting services.

BROADCAST PROGRAM DESIGN

The broadcast program was designed to move at a quick pace, with plenty of time included for interaction between participants and the executives and experts in the studio. A short video segment entitled "Cooperation: A Powerful Concept" introduced the broadcast. The program quickly moved to the three case study video segments (in order, The Windmill, Chief Executives Network and Synernet, Inc.) with question and answer sessions immediately after each segment. The manager from each organization featured in the case studies was available in the studio to field questions from participants. Both phone and fax lines were used to handle questions.

A practical "wrap-up" lecture then addressed information on how to form cooperatives, networks and alliances. To complete the broadcast, a panel discussion featured faculty and managers involved with each of the cases studied. A question and answer session with the panel closed the broadcast.

Time for the program was 120 minutes, broken down as:

Introduction	3 - 5 minutes
Case study I segment	10 minutes each
Question/answer	10 minutes each
Case study II segment	10 minutes each
Question/answer	10 minutes each
Break	10 minutes
Case study III segment	10 minutes each
Question/answer	10 minutes each
Wrap-up lecture	10 minutes
Panel discussion	10 minutes
Question/answer	25 minutes

(See Appendix C. for the complete broadcast schedule.)

PRINT MATERIALS

There were two sets of printed materials developed for the teleconference: a downlink site manual, and an instructional handbook that provided more information about each of the case studies, information on how to form membership organizations, and resources on alliances, networks and cooperatives.

The downlink site facilitator manual was delivered to all sites during the first week of March. It covered: planning the program at the site; scheduling the program, pre-broadcast, broadcast and post-broadcast activities; marketing and publicity, facility preparation, suggested registration and fees, and materials ready for photo-copying, i.e., press releases, fax and phone cover sheets, registration forms, a flyer/poster as well as participant and facilitator evaluation forms.

Included in the downlink site facilitator manual was a suggested outline for a wrap-around program consisting of pre-broadcast and post-broadcast segments built around the 10 a.m. to 12 noon teleconference. The downlink site facilitators were advised to modify the

program to fit their own level of experience with the teleconference format, and to meet the needs of their on-site participants.

A suggested pre-broadcast segment was: registration one hour before the broadcast, a welcome by the facilitator to present the conference agenda, a description of the objectives of the teleconference, and a review of how interactive questions would be delivered to the broadcast site.

The suggested post-broadcast segment was to allow time for an evaluation of the teleconference by both the participants at the site and the facilitators themselves. Following the evaluation, participants would be able to note any questions not answered during the program and have those forwarded to the individual of their choice. Afternoon programs were considered optional, based on the downlink site facilitator's goals for the teleconference.

A copy of the program handbook "Putting Cooperation to Work" was distributed to each participant at the local teleconference sites. The 62-page book contained: teleconference information such as the program sponsors, the advisory committee members, a list of downlink site facilitators, and more detailed profiles of the case studies. Educational chapters examine the concept of cooperation, organizing for cooperation, building the vision, and practical approaches to establishing cooperative organizations. The handbook also included extensive resources and references sections, and appendices.

PARTICIPANT EVALUATION

All downlink site facilitators were asked to conduct an evaluation of the broadcast program immediately following the telecast. Master forms for the participant evaluation were made available in the downlink site facilitator manual. (See Appendix D.)

A total of approximately 210 people attended the conference at the 25 various downlink sites. A map of the sites located in the Northeast can be found on the next page. The conference was also downlinked to sites in Alabama and Washington, D.C. Table 1. lists the sites from which evaluations were received.

A total of 101 participant evaluations were received from twelve of the downlink sites which hosted the conference. The response rate for participants was 48% with the same percentage (48) of sites represented in the evaluation survey.

Table 1. Downlink Sites Providing Participant Evaluations

Lewis County, NY	Tioga County, NY	Essex County, NY
Cayuga County, NY	Cattaraugus County, NY	Suffolk County, NY
Washington, DC	Auburn, Alabama	Barre, VT
Lebanon, PA	Berks County, PA	Orono, ME

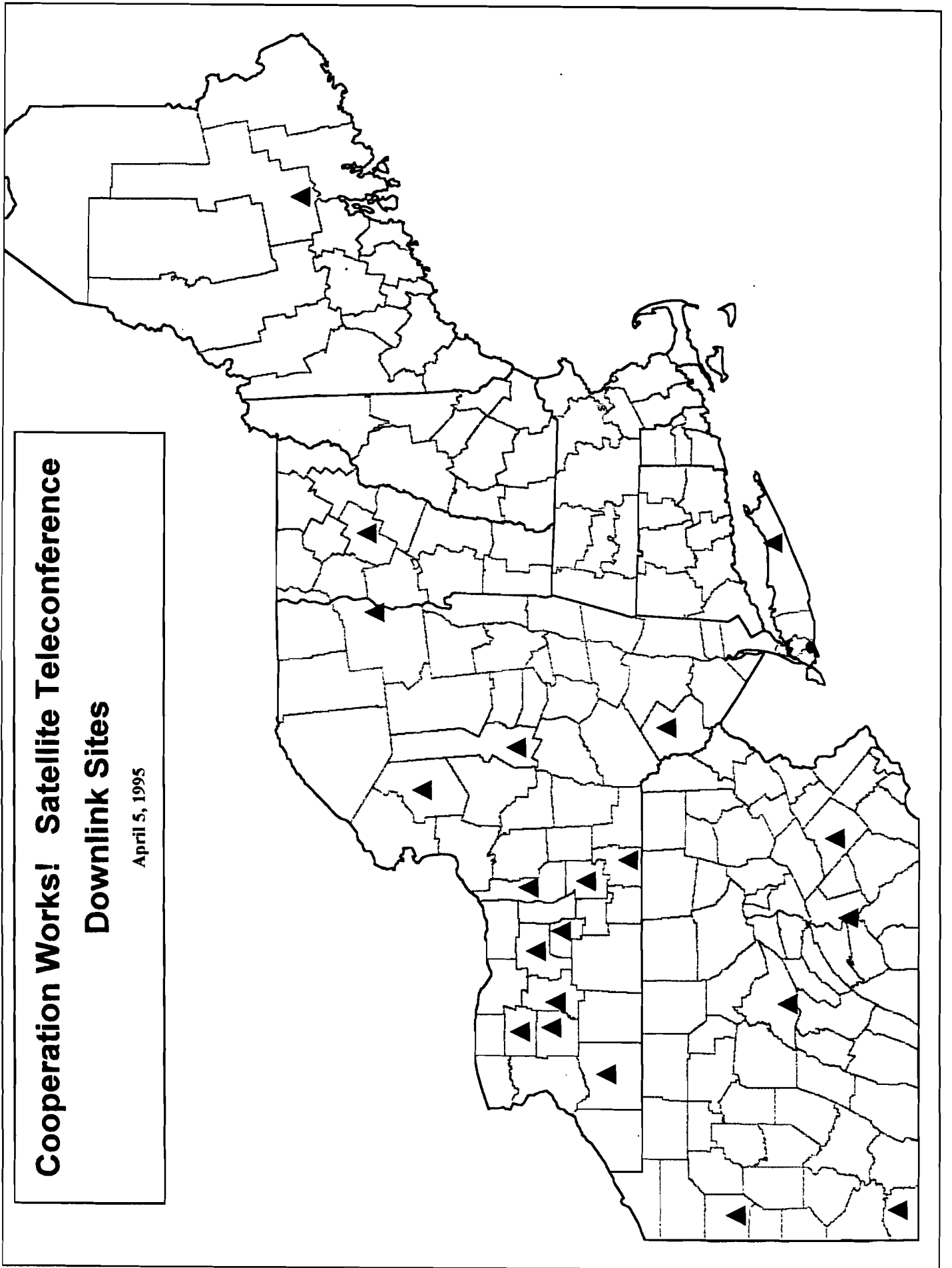
Conference attendees who participated in the evaluation represented a wide range of occupations or affiliations. Table 2. summarizes the occupations of those responding to the evaluation.

Table 2. Affiliation or Occupation of Respondents

Wood Products Manufacturer	Community Organizer	Farmer
Farm Credit, ACA staff	Chamber of Commerce Officer	Chamber of Commerce Staff
RECD, Loan Officer	RECD, State Director	Credit Union League Staff
Farmers' Market Organizer	Private Consultant	Hospital Administrator
Hospital VP of Finance	VP Hospital Operations	City Planner
Town Planner	Public Broadcast Station Staff	Extension Staff
Americorps Volunteer	Student	Adult Education Specialist
Extension Agricultural Program Leader	Extension Association Director	
Extension Sea Grant Program Leader	Industrial Extension Staff	
National Cooperative Business Association Staff	USDA Agricultural Economist	
State Department of Agriculture	County Industrial Development Agency Staff	
National Council of Farmer Co-ops Staff	Extension Small Business Prog. Coordinator	
State Dept. of Economic Development	Regional Rural Development Agency Staff	
Women's Business Development Corporation	Community Development Loan Fund Staff	
Community Action Agriculture Staff	USDA, RDA Administrator	
USDA, Cooperative and Business Development Staff		

**Cooperation Works! Satellite Teleconference
Downlink Sites**

April 5, 1995



The ages of those responding to the evaluation are summarized in Table 3.

<i>Age</i>	<i>Percent</i>
Under 30	7
30-44	44
45-64	47
65 or more	1
Missing	1

Only seven percent of the participants were under the age of 30. Most of the participants (47 percent) were between the ages of 45 to 64. Given that the target audience was rural development professionals, one would expect a somewhat older group of conference attendees who had professional experience.

Conference attendees traveled a wide range of miles to attend the conference. Forty-six percent traveled less than 8 miles. Table 4. summarizes distance traveled to attend the Teleconference. It should be noted that several sites were located at participants' workplaces, resulting in a large number of zero miles traveled responses. And so, the higher percentage in the less than 8 miles category is not representative of the actual miles traveled by attendees.

<i>Miles</i>	<i>Number of Participants (Percent)</i>
less than 8	46
8 - 20	14
21 - 40	3
41 - 60	28
over 60	9
missing	24

A significant percentage of participants (37 percent) traveled more than 40 miles to attend the conference with nine percent traveling over 60 miles. Several participants commented that given the distance they would have to travel, they would not have been able to attend this type of conference without having access to a local site picking up the broadcast.

Conference attendees were asked to rate the registration fee for the telecast as being: low, about right, or too high. It should be noted that numerous sites charged no registration fees. And so, a large share of the missing responses came from those at sites where no fee was charged.

No participants thought the fee was too high. Fees ranged from \$10 to \$35 for registra-

tion at the various sites. A share of the respondents reporting fees to be "about right" were attending sessions where no fee was charged. Eleven percent responded that fees were too low. Table 5 summarizes the responses.

Table 5. Registration Fees in Relation to Comparable Programs

<i>Registration Fee</i>			
low	about right	too high	missing
<i>(Percent)</i>			
11	45	0	44

Participants were asked to estimate the costs of attending a comparable program which also might necessitate staying overnight or incurring travel and meals expenses. Table 6 presents the responses to this question.

Table 6. Expected Total Cost of Comparable Program

<i>Estimated Cost</i>	<i>Percent Responding</i>
\$50 or less	11
\$50-100	6
\$100-150	10
\$150-200	7
\$200-250	2
\$250+	20
Missing	44

It is worth noting that 45 percent estimated the cost of a comparable program to be more than \$50, with 20 percent estimating the cost at more than \$250.

Attendees were asked to rate various aspects of the broadcast program, including: the degree of useful information, the quality of presentations, ability to interact with speakers and rating of having questions answered.

Table 7. Rating of Broadcast Program

	Excellent	Poor	Missing		
	<i>(Percent)</i>					
Provided useful information	38	42	13	4	1	2
Clear, concise presentations	35	51	9	2	1	1
Adequate interaction with speakers	36	48	7	6	1	2
Questions were answered satisfactorily	40	37	18	2	1	1

The broadcast program received high ratings on all aspects of the program. Eighty percent gave high marks on providing useful information, clear, concise presentations and the interaction with speakers.

The participant evaluation included a question rating the local site program and facility. There was a range of downlink site programs presented from no wrap-around program to local programs extending into the afternoon following lunch.

Table 8. Rating of Local Program and Facility

	<i>Rating</i>					Missing
	Excellent Poor				
	<i>(Percent)</i>					
Informative, provided useful information	23	34	14	2	1	26
Clear, concise presentations	23	32	8	4	1	32
Interaction with speakers (if applicable)	25	25	6	2	1	41
Answered questions to your satisfaction	25	26	6	5	1	37
Physical layout and set-up	32	28	19	12	4	6
Comfort	27	31	12	18	6	6

The physical layout and set-up as well as the degree of comfort received lower ratings. Additional comments recommended larger screen monitors and more comfortable seating.

Participants were asked to rate the level of interest in and the quality of the case study video segments. Table 9 summarizes the responses.

Table 9. Case Studies Ratings

<i>Case</i>	<i>Rating</i>					Missing
	High. Low				
	<i>(Percent)</i>					
Windmill Farm and Crafts Market						
a. Level of interest	58	25	8	1	1	7
b. Quality of the segment	48	31	6	4	1	10
The Chief Executives Network						
a. Level of interest	33	32	23	5	1	6
b. Quality of the segment	31	36	21	5	1	6
Synernet Hospital Cooperative						
a. Level of interest	35	38	23	6	0	8
b. Quality of the segment	41	35	14	1	1	8

All three cases received high marks from participants both for the level of interest and the quality of the segments. The Windmill Farm and Craft Market case received the highest ratings, with 58 percent of the respondents giving it the highest possible rating on level of interest and 48 percent giving it the highest possible rating for quality.

Table 10 summarizes responses to a question on overall impressions of participants.

<i>Impression</i>	<i>Response</i>			
	Yes	Somewhat	Not at all	Missing
Met expectations	75	18	2	5
Received useful information	61	31	2	6
Would recommend the Teleconference	77	10	6	7

The conference received very high scores for meeting the expectations of attendees, providing useful information and whether respondents would recommend the Teleconference.

Table 11 summarizes responses to an open ended question seeking any suggestions for improving the broadcast program.

<i>Suggestion</i>	<i>Number of Responses</i>
More time for questions and answers	6
None	3
More emphasis on cooperative structures	2
Better explanation of "not for profits"	2
Better marketing	2
More gender and ethnic diversity	1
Longer panel discussion	1
More graphics	1
Shorten broadcast	1
Lengthen broadcast	1
More "how to" information	
Fax machine on camera	1
Provide written material about speakers	1
Add agricultural co-op as case study	1

The most often mentioned suggestion was to allow more time for questions and answers.

Table 12 summarizes suggestions for improving the program at the local downlink site.

<i>Suggestion</i>	<i>Number of Responses</i>
Gender and ethnic diversity	3
Larger room	1
Provide map to site	1
More case studies	1
Handouts to introduce the program	1
Provide food	1
None	1
More time for questions and answers	1

Three participants suggested more gender and ethnic diversity in the program.

Table 13 summarizes suggestions to improve the local facility used for the Teleconference.

<i>Suggestion</i>	<i>Number of responses</i>
Larger television monitor	6
Larger room	6
Better comfort	4
Work stations	1
Laptop computer with fax	1
More modern equipment	1
None	1

General comments included suggestions for more discussion about how to organize member organizations and making sure speakers' information is correct.

POST CONFERENCE ACTIVITIES

Numerous noteworthy activities have taken place following **Cooperation Works!** which are a direct result of the conference. This list includes only those activities that the authors are aware of. It can be assumed that other uses of the materials have evolved and other activities were stimulated as a result of conference participation.

1. Due to continuing requests for additional copies of the conference handbook, "Putting Cooperation to Work" and videotapes of the conference itself, these material are being offered for sale at cost through the Cornell Media Services Distribution Center. (see flyer in Appendix E.)

2. A conference follow-up meeting took place in Harrisburg, Pennsylvania between several downlink site coordinators, the Deputy Secretary of Agriculture, the Pennsylvania Director of RECD, Faculty and staff from the Pennsylvania State University Cooperative Business Education and Research Program and the Director of the Pennsylvania Council of Cooperatives to discuss future educational programs and staff in-service activities for Cooperative Extension staff, Dept. of Ag. staff and RECD staff.

3. A conference follow-up meeting took place in Augusta, Maine between the Maine downlink site coordinator, the Executive Director of the Cooperative Development Institute, the Maine Commissioner of Agriculture and the Maine Director of RECD to discuss potential rural cooperative development initiatives and training.

4. A follow-up meeting of the Cornell Cooperative Enterprise Program Leader, Cattaraugus County Cornell Cooperative Extension Agent and the Board of Directors of the Rural Entrepreneur Association of Proprietors (REAP) to discuss the formation of a cooperative corporation to administer several of REAP's activities including three farm and craft markets in Western New York, and training program for rural business managers.

5. A follow-up meeting took place between a Community Development Credit Union staff and representatives of the Maine Women's Business Development Corporation, (WBDC) who met at the downlink site to discuss possible business development activities. The lead article of the May issue of the WBDC newsletter focused on **Cooperation Works!**. The newsletter is distributed to 650 businesswomen in Maine.

6. A group of wood product manufacturers who attended the Vermont session of the conference met after the conference and decided to form a business network based on some of the information presented.

7. Cornell Cooperative Enterprise Program Leader was invited to give a presentation on the development of **Cooperation Works!** to a national group of university faculty and education professionals at the 1995 annual National Institute on Cooperative Education, NICE to be held in St. Paul, MN in July.

8. The director of the New York State Rural Development Council has used a videotape of the teleconference with a group of health care planners and hospital administrators in northern New York to stimulate discussion on possible hospital cooperation.

9. An article on **Cooperation Works!** will appear in the July issue of "Farmer Cooperatives," a national magazine published by the USDA, Rural Business and Cooperative Development Service.

EVALUATION RESULTS

Key performance areas will be evaluated including: marketing, planning, conference delivery, program content, cost effectiveness and conference impact. Data from the participant questionnaires along with input from downlink site coordinators and conference staff will be used to measure performance.

MARKETING

Three basic marketing goals were established during initial planning for the conference: 1) reach at least 10 downlink sites, 2) located in a minimum of three states, and 3) attract key rural development professionals to attend. Each of these goals was attained. The final number of downlink sites carrying the conference was 25, with over 200 registrants attending. This count does not include county associations which taped the program for future use at later meeting or educational programs.

The conference was able to reach the targeted audience of key rural development professionals. Table 2. summarizes the occupations and affiliations of over 100 attendees. Key rural development personnel representing national, state level and local government agencies, non-profit organizations, business groups, consultants and individual business owners attended.

A key factor in the successful marketing of the conference was insuring local downlink facilitators that the conference would present a high quality, useful learning experience for their clientele. Local staff were involved as early as possible in the planning process to include their input in program design and marketing. Enough interest in the teleconference was generated through general press releases, regional newsletter articles, local press releases and personal contacts, to convince local coordinators that there was adequate demand in their areas for hosting the conference.

A joint marketing effort was also mounted by various co-sponsors of the conference including: the Land-Grant Universities involved, local Extension Associations, CARDI, CDI and the Northeast Cooperative Council. Each of these entities was able to promote the conference with a desired segment of the targeted market.

Although the marketing effort in general was successful. More opportunities exist for generating interest in similar programs. Our experience indicates that there is significant demand for quality programs addressing current issues of interest to rural and economic development professionals. With more marketing resources and longer lead time, we could have reached a larger audience across a broader geographic area.

PLANNING

The need for advance scheduling of satellite and production activities, combined with the large number of people involved in producing and delivering a teleconference makes long range planning essential to success. CEP lacked any prior experience with teleconference technology and delivery. And so, detailed planning became all the more important.

The initial concept for the conference started to take shape in January, 1994 following an Extension distance learning workshop on campus. The workshop included valuable information which was incorporated into the planning process for **Cooperation Works!** as well as introduced CEP staff to other faculty and staff on campus with experience in producing satel-

lite teleconferences. Cornell Media Services staff were invaluable in providing useful planning suggestions. As Media Services has produced and delivered more of these types of programs, they have been able to develop generic program planning materials and share their experience.

The opportunity to survey downlink site coordinators provided valuable input from the local sites regarding topics of interest and scheduling questions. The survey also provided a level of involvement and "buy-in" from the downlink sites which is extremely valuable in marketing and delivering the conference at the local level.

In hindsight, we would have liked to involve more states and downlink locations in planning and delivering the teleconference. In the interest of keeping the scope and complexity of the conference manageable, we limited the number of sites and coordinators. Future regional conferences in the Northeast could benefit from a mechanism to increase participation from various states. Perhaps a regional teleconference information clearinghouse or a system for sharing information on conferences being planned would prove useful.

CONFERENCE DELIVERY

This satellite teleconference was delivered by uplinking a broadcast program to a satellite transmitter which then allowed the program to be downlinked to any site able to tune in to the satellite. The satellite technology worked extremely well with no technical problems. One site had difficulty hooking up to the broadcast because it tuned into the wrong coordinates and test pattern causing it to miss the first 25 minutes of the program. A phone call to a technician remedied the situation.

The interactive feature of the conference was created through phone and fax communications from the various sites participating. The option to fax in questions works well for individuals uncomfortable addressing questions over the phone and expedites handling questions if phone lines are tied up. We were not able to handle all the questions during the air time of the conference but answers to any remaining questions were provided by mail after the conference.

Several participants commented that there should be more direct access by participants to allow a higher degree of interaction such as via PC work stations or portable computers with fax modems.

The quality of the meeting rooms varied across the downlink sites. Numerous participants suggested improvements in the meeting facility such as: larger rooms, bigger monitor screens, more comfortable meeting spaces, and better local technical support.

All things considered, the conference delivery system functioned effectively. There was a contingency plan developed to handle delivering a program at the local sites if the broadcast system failed. Fortunately it was not needed.

PROGRAM CONTENT

In general, the content of the program received high marks from participants as well as from other faculty and staff who viewed the conference. Cornell Media Services staff involved in producing the video segments for the introduction and case studies believed that this program was one of the better quality efforts that they have been associated with.

Each of the cases was rated highest on level of interest by various segments of the audience. One could expect that the health care professionals would gravitate towards the hospital cooperative case and the farm audience towards the Windmill Farm and Craft Market. Likewise for those involved in manufacturing to rate the CEN business network highest. The Windmill case was given the highest rating for both quality and interest. This case told an engaging story which had most in common with traditional Extension audiences. However all of the cases scored well with most participants.

Several participants commented that all of the practitioners and faculty involved in the program were white males and that the conference lacked diversity. Although the studio segment of the program may have lacked diversity of participants, the video segments highlighting the case studies included a substantial number of women as well as people of color.

The overall evaluation of the program by participants was very positive with seventy-five percent responding that the conference met their expectations. Seventy-seven percent responded that they would recommend the conference to others. The list of post conference activities would indicate that the content of the program was timely and on target in creating a quality learning experience and generating interest in the topics covered.

COST EFFECTIVENESS

A potential downside of the satellite teleconference approach is the relatively high cost of producing and delivering a quality conference. Even with generous subsidies received from Cornell Cooperative Extension, the cash outlay for a conference was significant. Totaling up all of the expenses associated with the total cost of the conference is difficult. Along with the off-campus shooting time, production costs, broadcast studio expenses and satellite time, one must factor in the time involved in developing the conference, preparing written materials and coordinating activities with the downlink sites. There are also costs at the local level in staff time and marketing. Given that this is the first experience for CEP with this technology, there was probably an additional "start-up" cost that others with more experience might not incur.

Rather than assemble and analyze detailed expenses associated with the conference, we will try to identify opportunities for generating additional revenue and ways to minimize the cost of conferences. Added benefits from developing the conference which need to be factored into analyzing cost effectiveness are: the ability to deliver information beyond the audiences at the downlink sites, the development of educational products for use beyond the conference itself, and spin-off activities resulting from the conference.

It remains to be seen what level of revenues will result from marketing videotapes and written materials from the conference, but sales of these items present an opportunity to help cover costs. The ability to broadcast the program across a wide geographic area also allowed the participation of several agencies and organizations who helped to fund the conference or work conducted by CEP. There were clear benefits to informing these entities about the conference and related activities.

Materials developed from the conference have been utilized in other educational settings including: an undergraduate class on Cooperative Management, additional Extension meetings and for a national conference. (*See Post Conference Activities.*)

CONFERENCE IMPACT

The ultimate goal of any educational effort is to not only communicate information to an audience but to hopefully stimulate critical thinking and to have a positive effect on the future behavior of participants. Although this goal is one of the most important, it can also be the hardest to measure.

As was noted in the summary of post conference activities, **Cooperation Works!** has had an important effect on the critical thinking of some of the participants. Several meetings have subsequently taken place to: discuss organizational options for several groups to formalize ongoing cooperation, and to plan additional support activities by rural development professionals to help foster new cooperative initiatives. Several Extension staff in New York state have reported that their understanding of the potential for cooperation in rural and community development was increased through their participation in the conference.

RECOMMENDATIONS

MARKETING

1. Start as soon as possible in promoting and marketing the conference and don't underestimate the demand for a quality program.
2. A high quality program addressing current priority educational needs will make the marketing task easier. Highlight speakers and case studies by providing biographical and organizational experience.
3. Value the role of local downlink site coordinators. They are a major component of successful marketing through their personal contacts and targeted efforts.
4. Successful local marketers should be encouraged to share their successes with other county associations.

PLANNING

1. One cannot do too much front-end planning. Talk to those who have had experience.
2. Involve local sites early-on in the planning process.
3. The television media format is unique and demanding. Faculty accustomed to live presentations can be challenged by the technology. Understand the visual impact when planning all aspects of the broadcast program, i.e., graphics, presentations.

CONFERENCE DELIVERY

1. Make the local meeting experience as comfortable and effective though the use of comfortable meeting spaces utilizing large screen monitors and accessible communications technology.
2. Facilitate interaction by providing a mix of phone, fax and follow-up options for handling questions.
3. Improve the capacity for facilitating teleconference delivery across the Northeast.

PROGRAM CONTENT

1. The case study approach can be very effective particularly when providing information about new and innovative organizations which can be replicated.
2. Highlight the practitioner's view as a means of effectively informing audiences about real life organizations.
3. Participants appreciate a mix of printed resource materials and contacts for further information on case studies and topics

COST EFFECTIVENESS

1. Registration fees for the conference could be raised to help pay for the costs of the broadcast and local program.
2. Teleconference organizers might consider setting a flat fee for downlink sites tuning in outside of the targeted area as another way to cover conference costs.
3. Sales of spin-off educational products such as videos or printed materials can raise additional funds to help meet costs.

SUMMARY

There is a tremendous challenge in successfully marketing educational programs to an audience that is becoming increasingly sophisticated, more demanding of high quality, ever pressed for time and already overloaded with information. The challenge becomes greater in trying to reach sparsely populated rural areas spread out across a wide geographic region.

Regional interactive, video conferences can overcome some of the barriers to reaching this audience. New educational partnerships can be developed to provide a basis for delivering multi-state programs. We hope this report provides some useful information for those developing and evaluating teleconferences.

APPENDIX

- A. PRE-CONFERENCE SURVEY
- B. ADVERTISING FLYER
- C. BROADCAST PROGRAM
- D. PARTICIPANT EVALUATION FORM
- E. HANDBOOK/VIDEOTAPE ORDER FORM

**Regional Satellite Teleconference
"Cooperation Works"**

Downlink Survey

Please indicate which topics and which audiences would be most appropriate for your county.

	little interest	moderate (please check box)	high
1. Interest in Topics:			
* Small Business Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* Purchasing Cooperatives (i.e. raw materials, insurance)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* Service Sharing Cooperatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* Business Networks (ie. information, purchasing)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* Public Institution Cooperatives/Alliances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* Farm and Craft Market Cooperatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* Employee Ownership/Buyouts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

* Other topics (please list): _____

2. Potential Audiences

* Rural Development Professionals (Extension staff, County Planners Economic Developers, FmHA staff)	□	□	□
* Small Business Owners/Entrepreneurs	□	□	□
* Citizen Leaders	□	□	□
* Elected Officials/Policy Makers	□	□	□
* Cooperative Managers/Directors	□	□	□

* Others (please list) _____

3. Program Support

What kind of support would like from us to? (Check all that apply)

- Marketing Materials
- Support in Finding other Local County Sponsors
- Model Invitation letter and Press Releases
- Resource Material
- Facilitator's Training
- Help in Program Evaluation

4. Scheduling Date and Time

We have selected the following possible dates for the teleconference in early April. Please circle three dates which might be best.

Saturday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
April 1	April 3	April 4	April 5	April 6	April 7	April 8

- Prefer scheduling on: (check one)
- Weekdays
 - Saturdays
 - Mornings (wrap-around lunch)
 - Mid-day beginning with lunch
 - Evenings

Other Suggested Time: _____

5. Intention to Participate

Facilitators would be responsible for the following:

- a. Assist in promoting and marketing the teleconference.
- b. Participate in a pre-conference training session
(1 session via satellite or phone bridge link)
- c. Facilitate discussion and program at local level.
- d. Assist in program evaluation.

I am willing to serve as a local facilitator. yes no

I am willing to help coordinate and assist in selecting a facilitator. yes no

6. Local Success Stories

The conference will be presenting various cases of successful cooperative

enterprise and business networks. Would you know of any successful cooperative approaches to rural development which you would suggest we look at? Please list:

THANK YOU FOR YOUR TIME IN COMPLETING THE SURVEY.

Site/ Association: _____
Contact Person: _____
Address: _____
Telephone: _____
E-Mail Address: _____

Please return via fax or CENET by January 16 to:

Susan Burness

sburness@cce.cornell.edu

Extension Support Specialist

Cooperative Enterprise Program

306 Warren Hall

Cornell University

Ithaca, NY 14853

Fax: 607-255-9984

For additional questions, call Susan Burness at 607-255-0297 or Brian Henehan at 607-255-8800.

Satellite Teleconference — Spring 1995

COOPERATION WORKS!
ACHIEVING COMMUNITY BENEFITS
THROUGH ALLIANCES, NETWORKS AND COOPERATIVES

Wednesday, April 5, 1995

**SPONSORED BY THE CORNELL COOPERATIVE ENTERPRISE PROGRAM,
THE COMMUNITY AND RURAL DEVELOPMENT INSTITUTE (CARDI) AND
THE COOPERATIVE DEVELOPMENT INSTITUTE
PROGRAM PARTNERS INCLUDE: THE UNIVERSITY OF VERMONT AND THE PENN STATE
COOPERATIVE BUSINESS EDUCATION AND RESEARCH PROGRAM**

This teleconference presents information on creative new cooperative businesses and networks recently formed in rural areas of the Northeast as well as present information on analyzing appropriate cooperative business strategies that address specific rural economic issues.

The program highlights success stories of creative cooperative enterprises and business networks and the impact they have had in rural communities. Professionals involved with these cooperative businesses, alliances and networks will be available through a "phone bridge" to interact with program participants at a number of sites throughout New York State, Pennsylvania and Vermont. These case studies include: The Windmill Farm and Craft Market Cooperative in Penn Yan, NY; Synernet, a rural hospital cooperative in Portland, ME; and CEN — Chief Executives Network for Manufacturing of the Capital Region, Albany, NY.

Who Should Attend:

The teleconference, downlinked at your local or regional Cooperative Extension office, will present applicable information to assist rural community planners, economic developers and local government officials in better understanding the opportunities available through cooperative networks and alliances today.

Want More Information?

For more information contact your local or regional Cooperative Extension office, or the Cornell Cooperative Enterprise Program, 306 Warren Hall, Cornell University, Ithaca, NY 14853 (phone: 607-255-0297; FAX: 607-255-9984.)

BROADCAST PROGRAM

**Cooperation Works! Achieving Community Benefits Through
Alliances, Networks and Cooperatives**

*Wednesday April 5, 1995, 10 am to 12 noon
Live from Cornell University, Ithaca, New York*

The Broadcast Program

Video presentation
Cooperation: A Powerful Concept

Video presentation
Case Study: Windmill Farm and Crafts Market, Penn Yan, New York
Followed by a phone-in question and answer session
with Ron Nissen, manager, Windmill Market

Video presentation
Case Study: Chief Executives Network for Manufacturing, Albany, NY
Followed by a phone-in question and answer session
with Richard Friedenthal, president, Chief Executives Network

Video presentation
Case Study: Synernet Hospital Cooperative, Portland, Maine
Followed by a phone-in question and answer session
with Paul Davis, president, Synernet

Live presentation
Bruce Anderson, Cornell University, Ithaca, New York

Panel discussion
and phone-in question and answer session

- **Nancy Fey, moderator, Cornell Media Services**
 - **Brian Henehan, Cornell University**
 - **Bruce Anderson, Cornell University**
 - **Ron Nissen, Windmill Market**
 - **Richard Friedenthal, Chief Execs Network**
 - **Paul Davis, Synernet Hospital Cooperative**

Program Evaluation: Downlink Site Participant

Page 1

We would appreciate it if you could take a few minutes to complete this evaluation form. This is a new program, and your comments and suggestions will help us improve it in the future.

Date: _____ Downlink Site: _____

A. We would appreciate knowing about you:

1. Name (optional): _____

2. Affiliation/occupation: _____

3. Age: Under 30 _____
 30-44 _____
 45-64 _____
 65 or more _____

4. How many miles did you travel to attend this teleconference? _____ miles

5. How did you learn about the teleconference? _____

6. Tell us about the cost of this teleconference in relation to comparable programs.

a. Was the registration fee low about right too high ?

b. What would you expect a comparable program with several outside speakers to cost (including travel, overnight accommodations and meals, if necessary)?

\$50 or less \$150-200
 \$50-100 \$200-250
 \$100-150 \$250+

B. We need your opinion on today's program.

1. Broadcast program on satellite from Cornell:

(Please circle; 1 = Excellent, 5 = Poor)

1. Provided useful information	1	2	3	4	5
2. Clear, concise presentations	1	2	3	4	5
3. Adequate interaction with speakers	1	2	3	4	5
4. Questions were answered satisfactorily	1	2	3	4	5

What recommendations would you suggest to improve the broadcast program?

Program Evaluation: Downlink Site Participant

Page 2

2. On-site program conducted at the local site:

(Please circle; 1 = Excellent, 5 = Poor)

- | | | | | | |
|---|---|---|---|---|---|
| a. Informative, provided useful information | 1 | 2 | 3 | 4 | 5 |
| b. Clear, concise presentations | 1 | 2 | 3 | 4 | 5 |
| c. Interaction with speakers <i>(if applicable)</i> | 1 | 2 | 3 | 4 | 5 |
| d. Answered questions to your satisfaction | 1 | 2 | 3 | 4 | 5 |

What recommendations would you suggest to improve the on-site program?

3. Facility used to deliver the program:

(Please circle; 1 = Excellent, 5 = Poor)

- | | | | | | |
|-------------------------------|---|---|---|---|---|
| a. Physical layout and set-up | 1 | 2 | 3 | 4 | 5 |
| b. Comfort | 1 | 2 | 3 | 4 | 5 |

What would you recommend to improve the facility accommodations?

4. Case studies presented:

(Please circle; 1 = High, 5 = Low)

- | | | | | | |
|------------------------------------|---|---|---|---|---|
| I. Windmill Farm and Crafts Market | | | | | |
| a. Level of interest | 1 | 2 | 3 | 4 | 5 |
| b. Quality of the segment | 1 | 2 | 3 | 4 | 5 |
| II. The Chief Executives Network | | | | | |
| a. Level of interest | 1 | 2 | 3 | 4 | 5 |
| b. Quality of the segment | 1 | 2 | 3 | 4 | 5 |
| III. Synernet Hospital Cooperative | | | | | |
| a. Level of interest | 1 | 2 | 3 | 4 | 5 |
| b. Quality of the segment | 1 | 2 | 3 | 4 | 5 |

5. Summary:

- | | Yes | Somewhat | Not at all |
|--|--------------------------|--------------------------|--------------------------|
| a. The teleconference met my expectations.
<i>Comment</i> _____ | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. I received information I will use.
<i>Comment</i> _____ | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. I would recommend this teleconference.
<i>Comment</i> _____ | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Do you have any other comments or suggestions regarding this teleconference?

Thank you for your evaluation.

COOPERATION WORKS!
ACHIEVING COMMUNITY BENEFITS
THROUGH ALLIANCES, NETWORKS
AND COOPERATIVES

ORDER FORM

Order From
Cornell University
Media Services Resource Center
7-8 Business and Technology Park
Ithaca, NY 14850
Phone: 607-255-2080; Fax 607-255-9946
E-mail: dist_center@cce.cornell.edu

- Handbook only, \$19.00
 Video of satellite conference only, \$29.00
 BOTH handbook and video, \$44.00

Method of Payment

- Check or money order enclosed
 Bill me
 P.O. # _____ (if applicable)

Charge my

- Mastercard VISA Discover Card

Expiration date _____

Card number _____

Signature _____

Organization _____

Attention _____

Street address _____

City _____

State _____ Zip _____

Daytime phone _____

Comments from "Cooperation Works!" conference participants:

"An excellent way to stimulate more constructive cooperative ventures." — *community network coordinator*

"The quality and professional competency of the program was exceptional . . . Good choice of case studies; each was appropriate for the participants." — *Cooperative Extension agent*

"Well done! Great interaction with remote audiences." — *USDA specialist*

"Hats off to the speakers. Building cooperatives and coalitions is difficult, requires many hours and much energy . . . You have reaffirmed my beliefs of success." — *health care center coordinator*

The April 5, 1995 teleconference "Cooperation Works!" reached more than 20 satellite downlink sites in the Northeast, plus individual sites in Washington, D.C. and at locations in the South. You can now receive the same information by viewing the conference on videotape.

The teleconference packs interviews, discussions and lively question and answer sessions into a fast-paced 120 minutes. Segments shot on location at the Windmill Market, at companies belonging to the Chief Executives Network, and at Synernet and its member hospitals bring you up close to the people who've built these member-owned organizations. Sessions immediately after each on-location segment tackle downlink site participant questions directed to representatives from each organization.

The 62-page teleconference handbook "Putting Cooperation to Work" presents the ideas, insights and instructions needed to form member organizations — plus the nuts and bolts needed to achieve success. The book also includes case studies of the three organizations featured in the teleconference, and detailed resources and references sections

Cooperation Works! features: Ron Nissen, manager of the Windmill Farm and Craft Market; Richard Friedenthal, president of the Chief Executives Network for Manufacturing of the Capital Region; Paul Davis, CEO/president of Synernet, Inc.; Bruce Anderson, director of the Cornell Cooperative Enterprise Program; and Nancy Fey, teleconference host and moderator with Cornell Media Services.

TWO GREAT RESOURCES.

When 200 rural planners, business people and economic developers tuned in to "Cooperation Works!" April 5th, they tapped into more than just a satellite teleconference. They visited, via video, three unique Northeast membership organizations — the Windmill Farm and Craft Market in Yates County, NY, the Chief Executives Network For Manufacturing in the Capital Region of NYS, and Synernet, a health care cooperative based in Portland, ME. They talked, in person, with leaders from each organization. And they left with a comprehensive handbook designed to make alliances, networks and cooperatives work.

Now you can tap in, too. Available from Cornell University Media Services Resource Center are: "Cooperation Works! Achieving Community Benefits Through Alliances, Networks and Cooperatives", the complete 120-minute VHS video of the April teleconference; and "Putting Cooperation to Work", the 62-page handbook for creating, planning and building membership organizations.

(To purchase these resources, use the order form on opposite side of this page.)

PUTTING COOPERATION TO WORK

A HANDBOOK FOR RURAL BUSINESSES,
ECONOMIC DEVELOPMENT GROUPS
AND PLANNING AGENCIES

By BRUCE L. ANDERSON, BRIAN M. HENEHAN AND J. ROBERT KELCHNER
CORNELL COOPERATIVE ENTERPRISE PROGRAM
DEPARTMENT OF AGRICULTURAL, RESOURCE AND MANAGERIAL ECONOMICS
NEW YORK STATE COLLEGE OF AGRICULTURE AND LIFE SCIENCES
CORNELL UNIVERSITY
ITHACA, NEW YORK

DEVELOPED FOR
COOPERATION WORKS!
ACHIEVING COMMUNITY BENEFITS
THROUGH ALLIANCES, NETWORKS
AND COOPERATIVES
SATELLITE TELECONFERENCE
APRIL 5, 1995

The handbook: "Putting Cooperation to Work" (62 pages, five tabbed sections, hardback three-ring binder, \$19).

The video: "Cooperation Works!" (VHS 120 minutes, \$29).

Order both for \$44.

Available from Cornell University Media Services Resource Center.

COOPERATION WORKS!
ACHIEVING COMMUNITY BENEFITS
THROUGH ALLIANCES, NETWORKS
AND COOPERATIVES

SATELLITE TELECONFERENCE
APRIL 5, 1995

OTHER A.R.M.E. STAFF PAPERS

No. 94-05	Age and Farmer Productivity	Loren W. Tauer
No. 94-06	Using a Joint-Input, Multi-Product Formulation to Improve Spatial Price Equilibrium Models	Philip M. Bishop James E. Pratt Andrew M. Novakovic
No. 94-07	Do New York Dairy Farmers Maximize Profits?	Loren W. Tauer
No. 94-08	Financial Analysis of Agricultural Businesses: Ten Do's and Don'ts	Eddy L. LaDue
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