Efficient Meetings in Organizations

Louise Motyka
St. John Fisher College

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Efficient Meetings in Organizations

Abstract
The following study evaluates meeting efficiency in the Athletic Department at St. John Fisher College (SJFC). In order to determine how efficient their meetings are, two meetings were observed and five pre-test surveys were conducted. The surveys were held on a one-on-one basis and were created in order to receive input directly from staff members and the facilitator. Following this procedure, suggestions - based on research - were implemented on behalf of recommendations from the facilitator. These suggestions included: ask attendees for agenda items, create a more specific agenda, e-mail the agenda within twenty-four hours of the meeting to all attendees, and create meeting minutes for the attendees to review soon after the meeting. In addition research conducted regarding the importance of seating arrangements and roles held in meetings is included in the project. Results from post-test surveys indicated that both attendees and facilitator found the meeting to be more efficient and the meeting minutes helpful. Attendees felt appreciation for being included in the meeting agenda and having the agenda to review before the meeting in order to prepare. Overall, the study of meeting efficiency at the SJFC Athletic Department was a success.

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Efficient Meetings in Organizations

A Program Evaluation Study

St. John Fisher College

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SIGNATURE PAGE

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Abstract

The following study evaluates meeting efficiency in the Athletic Department at St. John Fisher College (SJFC). In order to determine how efficient their meetings are, two meetings were observed and five pre-test surveys were conducted. The surveys were held on a one-on-one basis and were created in order to receive input directly from staff members and the facilitator. Following this procedure, suggestions - based on research - were implemented on behalf of recommendations from the facilitator. These suggestions included: ask attendees for agenda items, create a more specific agenda, e-mail the agenda within twenty-four hours of the meeting to all attendees, and create meeting minutes for the attendees to review soon after the meeting. In addition research conducted regarding the importance of seating arrangements and roles held in meetings is included in the project. Results from post-test surveys indicated that both attendees and facilitator found the meeting to be more efficient and the meeting minutes helpful. Attendees felt appreciation for being included in the meeting agenda and having the agenda to review before the meeting in order to prepare. Overall, the study of meeting efficiency at the SJFC Athletic Department was a success.
Introduction –

This Capstone project is designed to study a small group meeting and create a more efficient format and best practices based on previous research and observation. I first observed and studied the Athletic Department staff meetings at SJFC. Following my observation of these meetings, I developed and implemented pre-test surveys, created a new format for the meetings, and executed post-test surveys in order to see if both attendees and facilitator are more satisfied with changes.

Client –

The Athletic Department oversees seven men’s sports and six women’s sports. In addition they offer club sports and intramural programs. It is a member of the NCAA Division 3 and participates in the Empire 8 Athletic Conference. The Department offers local students summer camps for football, soccer and basketball. Among the 45 part-time staff members and 20 full-time staff members in the Athletic Department there is a strong understanding of the importance of education for the student. The 400 students who participate in athletics at Fisher have a total cumulative grade point average of 3.0 (St. John Fisher College Athletics, 2006).

The Athletic Department would like to create more efficient meeting for its staff members, through both time management and agenda format. It would also like to improve meeting efficiency, put into practice a new type of agenda, and communicate to staff about execution of their suggestions. This project will focus on the strengths and weaknesses of the meeting in order to make them a more efficient process.

The meetings are for full time staff members; however not everyone is able to attend every meeting due to team calendar schedules and other work commitments. As a
result, it is also necessary to hold a weekly evening meeting. The bi-weekly meeting includes the Director’s assistant, coaches, intramural coaches, and assistant coaches. Information that is covered can be broad, relating to all attendees such as the budget for the year, or it may be more focused, such as games and game schedules for individual teams. This has led to inconsistent information being communicated to the entire group.

These meetings are typically informational. Everyone needs to have an understanding of changes in schedules, new state rules, or changes to school policy. However feedback and open communication is also encouraged. If there are suggestions then it is up to each individual to share the information with everyone else involved.

To assist with the meeting efficiency as well as make sure time management is being utilized, the following areas will be the foci for the Athletic Department:

1. How employees feel about their time is being used in the meetings (efficiently or inefficiently).

2. Importance of a specific agenda and how it is being utilized.

According to survey feedback, create a more efficient meeting if necessary.

**Background Research** -

Meetings are a common daily activity within organizations. In most meetings employees gather to discuss future business plans, past issues, or future changes. Facilitators may conduct meetings to discuss budget cuts, brainstorm, or to obtain suggestions from employees in order to involve them in future endeavors. Unfortunately, employees are sometimes reluctant to attend meetings because a meeting takes time away from other tasks, the employee may also feel that they continuously attend one meeting
after another. Rarely do people experience a meeting that was productive or even necessary and usually consider them a huge waste of time (Klein, 2007, Apr).

Facilitators may also feel that meetings are an unnecessary use of their time. Bratkovic (2007) found that 91% of us those who meet on a regular basis admit to daydreaming. Evidently employees do not always feel they are an asset to a meeting or feel that what they have to offer the discussion is relevant; in a sense, it was not worth their time to be there. “You don’t need a meeting when the purpose is simply to report information and no discussion is anticipated or even required. You’ll earn respect if you develop a reputation for holding meetings only when absolutely necessary,” (Helmer, Feb. 2007, p. 30)

Based on this background research, I followed the subsequent procedure, in order to understand what was happening in the meetings up to the point before I conducted my study.

Methodology/Procedure –

In December 2007, I observed two bi-weekly meetings at the Athletic Department. After I observed these meetings, I surveyed the meeting facilitator as well as five attendees using a semi-structured interview format (see Appendix C). The survey items were slightly modified depending on whether a meeting facilitator or attendee is being interviewed.

I conducted the qualitative interview in face-to-face format in half hour intervals. Although I attempted focus groups, staff members’ schedules did not permit it; therefore, I conducted one-on-one surveys. The participants were part-time as well as full-time staff members and assistant and head coaches.
Survey questions on the attendee survey asked about the frequency of employees in meetings, and the amount of time scheduled for meetings, 4 - 6 focused on agenda issues, and question 7 asked how individuals felt about the utilization of their time at the meetings they attend. Questions 1-4, 6, and 7, came specifically from Haynes, *Effective Meeting Skills* (1997).

Before any survey is conducted, I required interviewees to review and sign a consent form (see appendix B).

SJFC Athletic Department meetings are held every other week so I chose meetings 2 weeks apart to monitor if any follow up items were discussed again. Each was held on a Tuesday morning from 11am to 12pm.

*Observation meeting one* - The first meeting included twenty participants, all of whom were seated around a circular table. The facilitator did not sit in a place that would give him any perceived seniority over anyone based on the seating arrangement. It instead seemed he wanted to appear on equal standing. This is an excellent choice when encouraging feedback from attendees. “When dealing with subordinates, you’re more likely to get candid advice or elicit new ideas when your meeting partner is not reminded of his vulnerability” (Kieffer, 1988, p. 186). Additionally the seating arrangement also creates a feeling of equality amongst attendees.

The facilitator started the meeting fifteen minutes late and he handed out the agenda with additional hand outs as the attendees walked in. A number of attendees arrived within ten minutes of the given start time. The facilitator did not address agenda items until some side conversations about other issues were complete, which took up an additional few minutes.
I observed everyone feeling comfortable in this setting and confident in voicing their opinion. There was a feeling of extreme comfort with each other; discussion was open and candid. No one person dominated the conversation and if one topic seemed to continue for too long, the facilitator moved things along to cover all agenda items. Although it was clear there was no agenda provided previously, the facilitator had emailed certain items that had more significance prior to the meeting. For example, the NCAA legislation review was item number one. When addressing this agenda item, the facilitator first reminded everyone that although he handed out a copy of the new legislation as everyone walked in, it was also e-mailed earlier in the week. He also addressed FERPA and HIPPA issues and provided additional handouts; these too, were e-mailed to staff members during the week.

For this observation, I prepared myself to focus on a few specific items: seating arrangement, familiarity with agenda (distribution time-line), and flow of the meeting (start and end time, if an agenda was provided, and if so, if all items were covered in the allotted). Although the meeting started late, all items for the meeting were discussed and nothing was needed to carry over to the next scheduled meeting. However it was not clear if some individuals felt more time was needed to close out an agenda item, or if too much time was spent on other items.

Observation Meeting Two - The second meeting I observed before giving my suggestions was similar to meeting one: circular seating arrangement and comfort among attendees during discussion; however, this meeting ran only 5 minutes late. The facilitator went through the agenda that was distributed as individuals walked in, all items were discussed, and he did a good job of encouraging feedback and thoughts on each item. At
the wrap-up portion of the meeting, the facilitator asked each individual around the table if there was anything else they felt needed to be mentioned/discussed/covered. Although this was a good idea, it was not on the agenda. Very few attendees offered additional news; those that did had assignments that they were aware of. Perhaps if the facilitator had emailed the agenda prior to the meeting with this as an agenda item, attendees would have being prepared and had information to offer.

One evident item I noticed that was different than the previous meeting was a change in the number of attendees. The first meeting had twenty people present whereas; this meeting had only fifteen. With part-time and full-time employees and games and team practice, it is difficult for everyone within the department to attend every meeting. Although the facilitator also holds weekly evening meetings for part-time employees, this does not guarantee that everyone attends one of the meetings; people still might miss them for weeks at a time because of other departmental (non-departmental) commitments.

Consequently, this irregular attendance can create miscommunication among staff members. Although the facilitator conducts a meeting weekly for part-time employees and those who cannot attend the Tuesday meetings, there still is the chance that the discussion of certain information may be neglected, or an attendee may make significant comments or suggestions at one meeting that will not be covered at subsequent meetings. The result is different people having different information and not everyone is always on the same page.
<table>
<thead>
<tr>
<th></th>
<th>Observation 1</th>
<th>Observation 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Started on time</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Number of Attendees</td>
<td>20</td>
<td>15</td>
</tr>
<tr>
<td>Note-Taker</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Agenda Handed Out</td>
<td>At the meeting</td>
<td>At the meeting</td>
</tr>
<tr>
<td>Items Covered on Agenda</td>
<td>All</td>
<td>All</td>
</tr>
<tr>
<td>Seating arrangement</td>
<td>Circular</td>
<td>Circular</td>
</tr>
<tr>
<td>Comfort Level</td>
<td>High</td>
<td>High</td>
</tr>
</tbody>
</table>

*Observation summary* – The circular seating arrangement, the agenda items all covered in the allotted time, and the feeling of comfort everyone seemed to have when giving thoughts, ideas, or complaints were promising for the current meetings, as well as techniques that should be continued.

The facilitator had no problem maintaining control of the meeting. He never allowed any one individual to monopolize the conversations. However he gave everyone a fair chance to voice opinions. I had an understanding that for significant discussion items the attendees had already been e-mailed the information, giving them the opportunity to respond appropriately.

The weekly meetings that are held for part time staff are additional time to review items of importance or to go over any questions that could not be answered in the allotted time during a large staff meeting. Nevertheless the downside of this is it’s a different group that attends the part time meeting, so once again the risk of the possibility of inconsistent or inaccurate results from the meetings is eminent.
In the event that an unrelated idea surfaces a note taker should be required to write it down for the group. This process is also called a parking lot; “Establish ‘Parking lot’ for values, ideas, and points worth preserving so they are not lost, but not directly related to the immediate discussion” (Kayser, 1995, p. 164).

Parking lots are important for more than one reason: it validates to serve attendees as a source of encouragement for others to voice their views. Creating a parking lot also helps build a cohesive sense of community for the group. Besides having the conversation piece written down as a reminder, ideas listed can be the beginning of the following week’s agenda.

Because of the diverse schedules with each staff member, e-mailing meeting minutes is imperative. Doing so may eliminate the need for having an additional weekly meeting for part-time staff and will then create a more efficient use of time for both the attendees and the facilitator. In general, the items included in the follow up meeting minutes can be very simple: “Topics discussed, decisions made, action items to occur, who is doing what by when,” (Bratkovic, Apr., 2007, p. 59).

**Results – Pretest** - The following bullets summarize the results from pretest.

- Overall respondents agreed that although meetings do not start on time, they felt that such meetings did start within a ten to fifteen minute grace period, as I had observed.

- All five attendees agreed that being required to come to a meeting and then having it begin late was not an efficient use of their time.

When a meeting does not begin promptly, or runs over scheduled time, the result is additional time taken from a business. Doyle & Straus (1988) states that inefficient
meetings reduce productivity because they not only waste time but can also lead to frustrated workers. This leads to yet another problem: having these employees take their frustrations back to their jobs. If a meeting is considered a waste of time for facilitators or employees, even more time is wasted griping and complaining about it throughout the remainder of the work day. Start your meetings on time, and if possible, end your meetings on time.

- One attendee stated that although there are agendas provided in advance of the meetings, they are not distributed in a timely fashion of at least 24 hours in advance. The other participants in the survey considered the distribution of the agenda as they sat down for the meetings in advance of the meeting, as opposed to 24-48 hours ahead of time.

- Group members agreed that all agendas items are covered within the allotted time.

- Two of five attendees stated that even with the pre-determined agenda there is still considerable time wasted because of side conversations or one individual being allowed to monopolize a particular topic too long. They also noted that rather than bringing closure to an issue, these two attendees felt it was simply repeated from other past meetings, and the same topic kept getting rehashed on different occasions.

- Two survey respondents stated that not all people who are invited to a meeting need to be there.

Thomas Kayser has a simple rule “No justification for attendance, no attendance” (1990, p.62). A facilitator should not waste an employee’s time. If they do, while a
facilitator is informing employees on agenda items, those who should not be there are not even paying attention because they do no feel the information applies to them.

Nonetheless, because some meetings are more informational focused depending on the season, there might be more discussions geared towards a particular sport and those coaches.

- Three respondents reported felt that because all topics related to the Athletic Department, all attendees who are invited need to be there to have the information as an FYI.

- Survey respondents disagreed if follow-up items were decided upon before the close of the meeting. One stated that if items were carried over, only those most involved with the topic continued the discussion outside of the meeting, so not everyone was aware of the results. Another attendee said that because the meetings are usually informational, most employees are anxious to leave and do not want to take additional time to be involved in anything related to further items.

- Because there are no meeting minutes distributed to recap the meeting, any suggestions or changes given at the time for a topic may be forgotten or deemed unimportant. The facilitator may run the risk of attendees having inconsistent or incorrect information.

- All five individuals surveyed reported that the facilitator is a good and fair delegate to the meetings. He allows everyone to speak, asks for opinions, and assigns appropriate work to people as needed.
As a side note, I received more optimistic opinions from recent hires. Additionally the females answered more specifically to questions regarding time of the meeting and if items were followed.

**Recommendations for Improving Meetings**

**Proposal 1 - Importance of Agendas**

According to Stanley (2006), different types of meetings determine the focus of the agenda. Some meetings focus on solving problems, some are designed to gather information and to receive feedback, others to issue instruction, resolve any grievances, and still others require employees to generate ideas and brainstorm.

With any type of meeting, efficiency will be improved through the use of a structured agenda. "The word agenda is derived from Latin and means "those things that must be done,"" (Shetcliffe, 2005, p.31). A prepared agenda can be an asset to any meeting, whether working with a large or small group of attendees. Agendas are a detailed outline of the specific items to be discussed. They are a helpful tool to keep individuals on task and have an idea of what should be expected.

According to Kayser (1995), the ideal agenda includes the following:

1. The title, name, and date of the meeting. These are considered the key particulars for the attendees to see and follow. This information acts as a reminder and if they choose to hold onto the agenda after the meeting it can be used as a reference.

2. The individuals who will be in attendance. Consider carefully the rationale for attendees. (Bell, 1990). Reflect on what decisions are being made in order to include appropriate parties, and do not invite those
who will not find the information necessary. For those who are not going to benefit from the information being covered or who will not have ideas to offer at the meeting, do not waste their time, or yours as the facilitator, inviting them. This will lead to frustration for the attendee and take unnecessary time away from their job.

3. Group those items that are open for discussion and cover them first, this helps everyone involved and energized. Generally people might have more energy in the beginning of the meeting and so may be more productive with items that need to be discussed. Arthur Bell writes of the importance of having a mission for the meeting. For items that are open for conversation, what mission are you trying to solve? Do you need opinions, feedback, a decision made? Determine this and move forward with your agenda. For the discussion items, using them for the first part of the agenda will get any disagreements that might occur out of the way so the group can come together (Garmston, 2007).

4. Designate a specific time for each additional agenda item to be covered. “Things always seem to take longer than you think, so it’s a good idea to be generous with your time allocations,” (Doyle & Straus, 1997, p. 208). If an item does not take as long as anticipated, move forward, and if this results in the meeting ending early, do not feel you have to keep the attendees longer than necessary (Doyle & Straus, 1997).
Start a meeting when it is scheduled and end it when it is planned to end. This can be difficult if too much time is spent on any one item, and so estimating a time-frame can assist with the process of moving through the meeting.

5. Assign tasks to individuals to cover action items that will be discussed at the following meeting. This step is generally a good way to wrap up a meeting and act as a reminder to everyone of who will be expected to come back with information. “Allow for a closing topic that ensures clarity on the group decisions and next steps. Put on the agenda who is to do what by when to guarantee the meeting will end with closure,” (Garmston, 2007, p. 56).

In terms of the agenda layout, each item is listed in order of importance, and all are covered. I suggested that the date and group that is being involved be listed at the top of the meeting for clarification.
Appendix D - Mock Agenda

Day/Date

Time (11am – 12am)

Group attending (i.e. Full time vs. Part time staff)

1. Agenda item one
2. Agenda item two
3. Agenda item three
4. Agenda item four
5. Agenda item five
6. Last item should read “any additional items”

Wrap up/conclude - this is the time to delegate items to individuals, have them have results for the next meeting, note items that will be carried over to the next, etc.
If there are carry over item or issues that come up last minute, those should be listed in the parking lot and used for the following meetings agenda as the first one or two items that are discussed. The end of one meeting is the beginning of the next.

The facilitator should circulate the agenda up to five business days before the scheduled meeting in order to give all attendees time to review and properly prepare.

Attendees may want the opportunity to offer suggestions for other items they would like to discuss, or to do some homework on what is listed in order to be prepared for discussion (Keiffer, 1988). The more time you give them to review the agenda, the more ideas or discussion items they may have for the meeting.

Keiffer (1988) also writes that it would benefit the facilitator to look at the agenda as a road map that all attendees will use as a guideline. For people who will be coming in and out of the meeting, they should not find it difficult to understand where on the list of items the attendees are. Furthermore, because an agenda is brief with only a
few items listed, that does not mean the meeting will be brief as well. The time scheduled for the meeting should prepare attendees to avoid any confusion.

Proposal 2 – Distinguish Roles in meetings

In a meeting the facilitator should assign roles to individuals in order to keep everyone on task and informed. For example, if an agenda is created with times specified for each item, then a time keeper should be assigned to be sure that too much time is not spent on any one item. A minute taker, otherwise known as a note taker should be assigned with the responsibility of taking detailed notes of items discussed at the meeting. The information might include thoughts or ideas from individuals, assignments being given to attendees for the group, or follow up items that needs more discussion and will therefore be carried over to the next meeting. “The minute taker sits and takes notes concerning decisions reached and action item assignments (who has agreed to do what by what date)” Kayser, 1995, p. 78). This information is then typed and sent to all attendees as a reminder.

The primary facilitator (Kayser, 1995) is the meeting facilitator and the key person responsible for an efficient meeting. Attendees will look to this person to make certain the agenda is followed and items stay on task. “It is quite common today for teams to use facilitators to expedite group process and help the teams reach desired goals...however people called in as facilitators may find themselves also being expected to serve as leaders, mediators, and/or instructors” (Kolb, 2004, p. 207). The facilitator has many different hats to wear when conducting a meeting; the responsibility is not always to make sure that the agenda is followed.
"The word 'facilitate' comes from the Latin word 'to make easy'...the job of the facilitator is to help a group improve its process so that its job, whether to make a decision, solve a problem, or perform a task, can be accomplished" (Kolb, 2004, p.207). When people are asked to attend a meeting who may not be sure why they have been invited, then the facilitator should be held responsible.

The primary facilitator is also one who has called the meeting and maintains the reliability of it. For example, if an individual is monopolizing the conversation for a significant amount of time, it is the facilitator's responsibility to be sure that the meeting is brought back to focus. A good facilitator has the gift of learning when it is appropriate to intervene in a conversation that has developed and when to sit back and see what outcome and ideas occur from it (Clayton, 2005).

According to Kayser (1995) the other important meeting role is the secondary facilitator. Even a strong facilitator may have difficulty controlling a meeting at times. Therefore the role the attendees are assigned is that of the secondary facilitator. Their job is to “monitor themselves in order to minimize their own disruptive behavior, and intervene to quickly facilitate productivity-robbing activities as soon as they occur” (p. 76). The secondary facilitators assist the primary facilitator with their responsibilities and everybody is responsible for creating a productive group session. Kayser also recommends that it is everyone's responsibility to facilitate the meeting.

Proposal 3 - Be Aware of Seating Arrangements

Seating arrangements can have a significant effect on what results the facilitator may obtain from a meeting. For example, a meeting that is geared toward brainstorming might benefit more from a circular setting; this allows everyone to feel equal to each
other because there is no one sitting at the head of the table, with authority. “Circular seating with tables de-emphasizes the importance of a leader, makes viewing a visual aid awkward, invites participant – to – participant discussion, and makes note-taking easy” (Bell, 1990, p. 88).

A meeting that is more to inform others or to teach information may benefit more from horseshoe-like/theatre seating arrangement with all attendees facing a monitor or the speaker; the focus for the attendees would be forced to be on the speaker and the audience would have a clear view of visual aids (Bell, 199).

For the purpose of this evaluation, I focus on the circular-type seating. In this type of format, no one is given any authority over anyone else and it is important for the focus group to feel comfortable about communicating and sharing thoughts on what is being discussed. “The circular seating pattern is fine for meandering discussions or informal gatherings, like sitting around a table after dinner. The closed form encourages a sense of warmth and togetherness.” (Doyle & Strauss, 1976, p.189).

**Results – Post Test**

Any suggestions I gave to facilitator were not mandatory, but only recommendations for him to follow at the next meeting. I showed him the agenda that included date/time, names of attendees listed, and a final item of “additional items.” I also suggested asking for agenda items, e-mailing the agenda at least 24 hours before the meeting, and e-mailing meeting minutes to all staff following the meeting. Following the meeting that these changes were implemented, I conducted post-test interviews with the same individuals who completed the pre-test interviews to determine their satisfaction with any changes. Both pre-and post-test surveys had the same questions to aid in this
comparison. It is important to note that staff members did not know that changes were
being made for this project; why the facilitator was asking them for their input, or why
the agenda was being issued hours before the meeting. This ensured that they answered
objectively about the meeting after the recommended changes.

The facilitator added the date/time, and title of the meeting as well as “tentative”-
leaving it open for any last minute changes. He asked for agenda items from his staff one
week before the scheduled meeting. The agenda was e-mailed to all attendees 24 hours in
advance, and meeting minutes were sent out within two days following the meeting.

Overall the results showed that attendees were pleased with changes the facilitator
brought to the meeting. These are summarized below.

- One staff member noted that the facilitator put more pressure on people to
get to the meeting on time and get started; “meetings have now been
starting within five minutes.” Agenda items were asked for two days in
advance, and items on the agenda are addressed more thoroughly. Follow
up items are still not added to the following agenda, however the
meetings are purely informational and all items are covered.

- Two staff members did feel that time was wasted only because some
items were given more attention than others or the same topic might come
up more than once within a meeting; tangents were still an issue to them.
Spending more time on one issue than another can be common depending
on the significance of the item.

- There was discrepancy among those surveyed regarding if those invited to
attend needed to be there. One comment was that, although they weren’t
sure they needed to be there, the information was useful so as to be aware of what was happening within the department.

- In terms of the meeting minutes going out, one attendee noted that they are very helpful to tie the information together. This also may prevent attendees from putting the same idea on future agendas; they can look at the previous minutes and see what was covered and what decisions were made.

Interestingly the facilitator only had only a few agenda item ideas given when he asked for them. However as he continues to ask each week, his staff may begin to keep ideas in mind for the next meeting with the anticipation that he will ask for ideas the next time. “The right agenda templates saves time, develops teams, and increases productivity” (Garmston, p. 55, 2007).

As attendees start to submit additional agenda items, the agenda may become even more productive for them and meetings seemingly less inefficient. The facilitator did find the ideas given for his meetings very helpful and stated he “didn’t know why he wasn’t doing that before,” when given the idea of sending out meeting minutes.

**Summary/conclusion -**

The following study attempted to determine:

- How employees in the Athletic Department at SJFC felt about how their time is spent in meetings.
- Whether department members found meetings inefficient and why; and
- Whether the structure of the meetings were to be changed do they find the changes beneficial to what was already being carried out.
I recommended four specific changes to improve on and build the foundation that was already in place and possibly improve meetings. These included:

1. Sending out an e-mail to those invited, possibly with two days prior to meeting for agenda item suggestions and ask attendees for additional items that need to be discussed.

2. Issuing the agenda via e-mail by Monday (at least 24 hours before the meeting). This gives the athletic staff that time to review and determine whether there is anything there is anything that they might want to add.

3. E-mailing the meeting minutes and/or any highlights to the meeting attendees immediately following the meeting (within 24 hours). You may need someone to help you take notes for this. You may also want to e-mail those that cannot be there so as to keep them informed. The facilitator should have the meeting minutes sent to all attendees for review with the list of action items included from the facilitator (Bell, 1990). These notes should be sent to those who participated as well as those who may have not been in attendance but should have been.

4. Specifying the date of the meeting and the group (full time, part time, etc) who are invited on the agenda.

Overall, the employees were satisfied with the changes and the facilitator plans on implementing them in the future. Thus, the project was a success.
References


Appendix A:

Letter to Accompany Informed Consent Form

Louise Motyka
3690 East Ave
Rochester, NY 14618
December, 2007

Athletic Department
St. John Fisher College
3690 East Ave
Rochester, NY 14618

Dear [Name],

As you might understand meetings are frequent requirements to the daily activities in the work environment. The Director of the Athletics Department has given permission to have meetings observed and studied that are held in your department. The following interview style survey is designed to study efficiency in these meetings and the use of an agenda.

You have been asked to participate based on your attendance at the bi-weekly meetings held in the Athletic Department. You will be asked to be surveyed on two separate occasions; pre-test and post-test, or once the meeting is observed and studied and once suggestions and recommendations are given and a new meeting is held.

You may at any time decide not to participate in this study. If there are any questions that you are not comfortable answering you may refuse to do so, however keep in mind that all of your responses will be kept confidential. Once the study is complete you will be informed of the results. Your responses will be used for the sole reason of determining efficiency or inefficiency in meetings and the importance of the productive use of agendas.

Your responses are greatly appreciated and will be of great assistance for this study.

Thank you,

Louise Motyka
Appendix B:

Informed Consent Form

Name of researcher: Louise Motyka
Name of participant: __________________________

Purpose of study: The purpose of this study is to determine if inefficient meetings are held in the organization and the importance of a structured agenda.

Place of study: TBA
Length of survey: Half Hour Interview

What are you being asked to do?
I will be asking you a series of questions pertaining to meetings you attend during your work week. Whether you are required to attend or are hosting the meeting I would like your input about how you feel the meetings are run and what makes them efficient or inefficient. I will also be asking a series of questions regarding if an agenda is used and if so the adequacy of it.

Risks: N/A

Benefits:
Your input and discussion may help to improve meetings in the future.

Confidentiality:
Your name will be kept confidential, however your response will be shared in a report with those students in the graduate cohort and Professor, Tim Franz.

Approval of Study:
This study has been reviewed and approved by the St. John Fisher College Institutional review Board (IRB).

For Questions and/or further information:
Louise Motyka
Imotyka@sjfc.edu

A copy of this informed consent form will be given to you to keep for your records.

(Respondent) ______________________________ Date ______________________________

Louise Motyka
Date
Appendix C:

Attendee Survey

1. Do the meetings start on time?
2. In General, how long are these meetings scheduled for?
3. Is the agenda provided before the meeting? If so, do you find that useful? Why?
4. Is everything on the agenda discussed during the meeting?
5. Do you find time is still wasted even with an agenda?
6. Do you feel the agenda is followed?
7. Do you feel that the necessary people are invited to the meetings?
8. Are follow-up items agreed upon before the close of the meeting?
9. Are meeting minutes distributed after the meeting?
10. Is there anything you would change about the format of the meetings you attend?
Appendix D:
Facilitator Survey

1. How often do you facilitate meetings?

2. Do the meetings start on time?

3. In general, how long are these meetings scheduled for?

4. Do they run over or under the allotted time?

5. If the meeting runs over the allotted time, are agenda items carried over to the next meeting?

6. Do you provide the agenda before the meeting? How far in advance?

7. Is the agenda detailed or simplistic?

8. Is the agenda used throughout the meeting in order to keep items to discuss on task?

9. Is everything on the agenda discussed during the meeting?

10. As a facilitator, do you follow the agenda or allow items to carry over allotted time?

11. Do you feel that the necessary people are invited to the meetings?

12. Do you feel the meetings you facilitate accomplished objectives needed?

13. Are action items agreed upon and a follow-up memo of meeting minutes distributed following the meeting?
Structured Agendas and Efficient Meetings in an Organization

A Program Evaluation Study

Application for Exempt Review

St. John Fisher College

Masters in Human Resource Development

Louise Motyka
Introduction

Meetings are a common daily activity within organizations. In these meetings employees gather to discuss future business plans, past issues, or changes that may occur. They may also be held to discuss budget cuts, brainstorming, or to obtain suggestions from employees in order to involve them in future endeavors.

People often complain about the inefficiency in meetings. Each meeting affects the time workers could be spending on other tasks at work; there are day’s employees feel that all they have done all day is attend one meeting after another. Rarely do people experience a meeting that was productive or even necessary, and usually they are considered a huge waste of time (Klein, 2007, Apr). The purpose for this project is to study inefficiency in meetings and the importance of a structured agenda.

Bratkovic (2007) found that ninety-one percent of us who meet on a regular basis admit to daydreaming. Evidently employees do not always feel they are an asset to a meeting or feel that what they have to offer the discussion is relevant, in a sense it was not worth their time to be there. Furthermore when a meeting is unproductive, does not begin promptly, or runs over scheduled time; that is additional time taken from a business.

Inefficient meetings reduce productivity because they can lead to frustrated workers. Frustrated workers leads to yet another problem, having those employees take their frustration back to their jobs. If a meeting is considered a waste of time to
employees or supervisors, even more time is wasted griping and complaining about it (Doyle & Straus, 1988).

One way to improve meetings is through the use of a structured agenda. A structured agenda can be an asset to any meeting, whether working with a large or small group of attendees. Agendas are helpful to keep individuals on task and have an idea of what should be expected; they are a detailed outline of the specific items to be discussed.

According to Kayser (1995), the ideal agenda includes the following:

6. The title, name, and date of the meeting. These are considered the key particulars for the attendees to see and follow.

7. The individuals who will be in attendance.

8. Clarify what topics will be open for discussion versus those topics that are to only inform them employee (information sharing).

9. Batch those items that are open for discussion and cover them first, this helps to get everyone involved and energized. Be sure to give this information sharing a designated block of time.

10. Designate specific time for each additional agenda item to be covered.

11. Address action items to be discussed at the following meeting and if necessary assign tasks to individuals for the following meeting.

The facilitator should circulate the agenda up to five business days before the scheduled meeting in order to give all attendees time to review and properly prepare. As a follow up to the meeting it is suggested that minutes from the meeting be sent out to all attendees for review with the list of action items included (Bell, 1990).
Meetings in the Athletic Department at St. John Fisher College

This study will evaluate the meetings in the Athletic Department at St. John Fisher College and teach members of the department about how to use a structured agenda. The Athletic Department oversees seven men’s sports and six women’s sports; in addition they offer club sports and intramurals. It is a member of the NCAA Division 3 and participates in the Empire 8 Conference. It also offers students summer camps for football, soccer and basketball. Among the 45 part-time staff members and 20 full-time staff members in the Athletic Department there is a strong understanding of the importance of education for the student. The 400 students who participate in athletics at Fisher have a total cumulative grade point average of 3.0 (St. John Fisher College Athletics, 2006).

Purpose

The Athletic Department currently holds meetings on a bi-weekly basis. Approximately twenty people are asked to attend. Those individuals include the Director’s assistant, coaches, intramural coaches and assistant coaches. Information that is covered can be broad that relates to all attendees such as the budget for the year or it may be more focused on games and game schedules.

To assist with the flow of the meetings as well as making sure time management is being utilized the following areas will be focused on:

3. How employees feel about their time being used in the meetings. Efficient or inefficient.

4. Importance of a specific agenda and if it is being utilized.

5. Create an efficient meeting agenda.
Methodology and Sample

The following study will concentrate on qualitative research using members of the Athletic Department as the sample. All members of the department who participate in the study will sign a consent form.

Procedure

I will first observe a meeting of the Athletic Department. After observing the first meeting, I will then interview five to eight individuals plus the meeting facilitator (see appendix B) using a semi-structured interview format. This semi-structured interview will contain survey items that are slightly modified depending on whether a meeting attendee or the facilitator is being interviewed.

Based on the meeting and the interview, I will propose a structured agenda that the meeting facilitator can use for the next meeting. The facilitator will be provided with this structured agenda so that it can be used at the next Athletic Department meeting. Then, post test interviews will be conducted with the same individuals to determine their satisfaction with the changes. The post-test interviews will have the same questions regarding the agenda and what benefits employees felt it did or did not create.

The qualitative interview will be conducted in face-to-face format in half hour intervals. If possible, depending on the schedule of interviewees, I may use small focus group interviews. If this is inconvenient for those assisting with the study, phone interviews may be necessary, though this is not expected.

Questions, (according to the attendee survey) 1-5 focused on how often employees are in meetings, and the amount of time scheduled for the meetings, 6-12 focused on agenda issues, and 13-17 focused on how individuals feel about their time
being used at the meetings they attend. Questions 2, 6, 8, 12, 14, 16, and 17 came specifically from Haynes, *Effective Meeting Skills* (1997).

Before any survey is conducted, those that are being interviewed will be required to review and sign a consent form (see appendix A).

*Dissemination*

Based on the findings two reports will be compiled. One will be for the Director of Athletics (the facilitator) to discuss whether or not an ideal agenda made for a more efficient meeting. The second report will be to fulfill the 590 – Capstone project requirement for the Human Resource Development program. All of the research obtained for this project is used for research purposes only.

*Disposition of Data*

Once the research is collected and the research paper is finalized all research obtained and survey results will be kept in a secure setting in the researchers’ home for three years.

*Conclusion*

To close, the following study will attempt to find how employees in the Athletic Department at St. John Fisher College feel about how their time is spent outside of daily work activities and in meetings. If they find them inefficient why; and if the structure of the meetings were to be changed do they feel more satisfied spending time at them? A best-practices agenda will be implemented to study if one affects the structure and efficiency of these meetings.
Appendix F:
IRB Approval

Dear Ms. Motyka:

Thank you for submitting your research proposal to the Institutional Review Board.

I am pleased to inform you that the Board has approved the proposal entitled, "Structured Agendas and Efficient Meetings in an Organization."

Following federal guidelines, research related records should be maintained in a secure area for three years following the completion of the project at which time they may be destroyed.

Should you have any questions about this process or your responsibilities, please contact me at 385-5262 or by e-mail to emerges@sjfc.edu.

Sincerely,

Eileen M. Merges, Ph.D.
Chair, Institutional Review Board

EM:jlm

Copy: OAA IRB
IRB: Approve exempt.doc
Appendix G:

Letter of Intent

October 23, 2007

Bob Ward
Director of Athletics
St. John Fisher College
3690 East Ave
Rochester, NY 14618

Dear Bob:

I am beginning work on my capstone project in order to complete my Masters Degree in Human Resource Development. For my project I would like to work with your group to improve meeting facilitation and create a model agenda that would create a more efficient meeting.

As you know, meetings are a common in many organizations. These meetings are used to bring employees together to make decisions, inform them of changes to come, or discuss ideas that are being proposed. Meetings may also be held to discuss budget cuts or to brainstorm and receive suggestions from employees in order to involve them in future endeavors. For any number of reasons, meetings are now a daily activity for most employees.

Background

This topic is important to organizations today for a number of reasons. At times employees find themselves in meetings; however they may not be participating as effectively as they should be, are only briefly looking over an agenda, and not preparing for the meeting, or simply listening to what was told to them rather than actively working to improve the team. In all cases, they may leave feeling they have no more knowledge than when they had arrived and that the meeting was wasting time.

In this project, I will study the meetings in your group and work with you to make any changes that may be hindering an efficient meeting with your department. Specifically, I will survey to learn whether attendees find themselves an asset to the meetings. If an agenda is used I will work with meeting facilitators to discuss making any necessary improvements to it; and if one is not used I will help your facilitators to create one for your meetings.

Problem Statement
This study may help the Athletic Department to improve the meetings that are held on a bi-weekly basis. I intend to create a best-practices agenda for the department to aid with facilitating future meetings. This agenda will focus on listing topics to be discussed and time management.

Statement of Goals

The goals for this project are as follows: continue research on meeting facilitation, I will create a time line and schedule with you that will include meetings I will observe in the Athletic Department. I will arrange to interview five to eight attendees, and the facilitator (termed a pre-test) to have an understanding of their satisfaction with the meetings.

With the combination of research, observation, and interviews, I anticipate having suggestions (if necessary) and create an ideal agenda to make the meetings run more smoothly and be more productive. I will survey attendees (termed a post-test) to study their satisfaction with meetings held after my results were submitted to you.

Significance

The results of this project should provide ideas that will help employees feel more productive during their attendance, as well as construct a more accommodating agenda that will create a meeting that is well-organized, time is utilized in a more ideal fashion, and employees feel that their time is being spent wisely.

Method

For this project I will utilize qualitative analysis. From the Athletic Department I will interview five to eight attendees as well as the facilitator.

Work Phases/steps

1. Conduct background investigation into best practices;
2. Gain permission from the Athletic Department;
3. Observe two meetings;
4. Conduct qualitative analysis of employees; five to eight attendees and the meeting facilitator;
5. From observation and research create a model agenda for the facilitator and steps facilitators should take to create a productive meeting;
6. Meet with the facilitator to review the research and proposal for change; and
7. Conduct qualitative analysis of five to eight attendees and the meeting facilitator to evaluate their satisfaction with changes made to the meetings.

Needs/Expenses for client
There are no financial commitments from the Athletic Department for completing this project. However, I will require access to meetings, permission to interview employees, and will need access to several meeting participants and the facilitator to conduct my interviews.
If you agree to participate in this project please sign below.

I look forward to working with you and thank you for your participation.

Regards,

Louise Motyka
Human Resource Development

(Signature with date)
Appendix H:
Annotated Bibliography


Author, Arthur Bell works for a consulting firm that services three dozen of Fortune 500 Companies, he is also a Professional Lecturer in Management of Communication at Georgetown University.

Bell focused this book towards facilitators who would like to host successful meetings. He covers all the bases that one might question. When to circulate an agenda, who should be invited, seating arrangements, and the responsibilities of those in attendance, including the importance of a time keeper and note-taker.

This book focused on many points that are important for my capstone project. The information that I used was that regarding the timing that an agenda should be submitted to attendees and the details the agenda should cover; including but not limited to time, place, attendees, and time to be spent on each item. He also discussed the importance of having notes given to all attendees for review following the meeting.


Author Beth Bratkovic has a Masters degree and is the director of talent development for general Growth Properties.

Bratkovic focused this article on the facilitator. She reminded the reader the importance of asking the employee or attendee what they wished to get out of the meeting that was being held. What achievements were being looked and once that was established, the meeting could begin. Another focus of the article was the importance of establishing ground rules; for example, everyone participates equally, decide how decisions will be made, consensus vs. majority vote vs. executive decision. Another ground rule would be to use a “parking lot,” or list any ideas that do not pertain to discussion but are still important and should be discussed further in the meeting or at the next meeting.

Points used towards the capstone project was the discussion regarding that employees feel their time is wasted in meetings. Many even admit to daydreaming. From this fact the author focused the article on what she felt made a meeting more effective.

Author, Helena Clayton has a MA in Management Learning, and Leadership. She is a facilitation specialist at Roffey Park. Her focus with the company is in leadership, managing, and developing talent.

Clayton emphasizes the importance of being prepared for the meetings that will be held. She discusses how to handle tricky situations such as out spoken attendees, who might take up meeting time vs. those that might not voice an opinion, differences in group dynamics, and group think, and that it's OK to intervene if necessary. She spends a significant amount of time on handling disruptive behavior and what a challenge that can be and sticking to what is necessary to be covered in the meeting. As with my study, she does discuss the importance of a having structure of the meeting and having clear objectives and time table for each item (a.k.a.: best practices agenda).


Author, Michael Doyle is a consultant with more than 30 years experience. He has worked as a strategic planner and change consultant for major organizations. He is specifically interested in innovation, growth strategy, and working with organizations to double their effectiveness.

Doyle and Straus discuss the value of group decisions within a meeting. A group decision can be more significant for the group than an individual's decision. As with other articles read for this project, the authors cover the importance of a clear agenda; including time of the meetings, title of the meeting, and what outcomes are desired when the meeting concludes. Some interesting details that I had not found in other articles as of yet, was how to avoid group think by doing things like encouraging giving everyone opportunity to understand what's happening at the meeting and encouraging discussion between meetings and to bring suggestions back from other individuals. What Doyle and Straus bring to the book that I have not yet cited is that of comparing Japanese meeting facilitation vs. America meeting facilitation. For example, the reader of this book is told of how a few American executives might make important decisions for a company and then additional time is taken selling it to the other employees in the organization. In Japan, there is more personal involvement by each employee a process of group decision making can be a more practical solution for a company. From this book I took the writing about an inefficient meeting can lead to frustrated workers and those workers will bring their frustration back to their jobs interfering with their employees work. One might dwell on a meeting they felt useless the rest of the day rather than spending the time productively, one more reason to be sure your meeting is an efficient one.


Author R.J. Garmston is co-founder for Center for Adaptive Schools and a professional emeritus at California State University, Sacramento's school of Education.
Garmston's focus of this article is to teach the reader that a successful agenda equals a successful meeting. Time frames for agenda items, identifying topics, and note what items will be carried over for the next meeting. He understands that the right agenda will equal productivity. What I found interesting is that they studied a specific group observed their meetings from there they revealed that the majority of time is spent on administrative duties, not on issues that needed to be addressed.


Author Lynn Helmer, MD, MBA, FACP, has been an internist in private practice and is currently president of DRD Consulting, an executive training firm specializing in the Healthcare field, in Haddon Heights, NJ. She was formerly vice president of medical affairs/chief medical officer at Shore Memorial Hospital in Somers Point, NJ, and senior vice president of medical affairs at Riverview Medical Center, Red Bank, NJ.

Helmer focuses on basic rules to keep the meeting you are hosting in order. Following these rules will help run a more effective meeting. She discusses everything from circulating the agenda ahead of time to what kind of problems you may encounter. If there are issues you as the facilitator may come across you have the option of possibly talking to certain participants ahead of time to help with any concerns ahead of time. She also discusses how to make the meeting more effective, starting with beginning the meeting on time and sticking to the agenda. Some of her ideas are basic and to the point, however the article is informative and helpful for any facilitator.


Author, Marion E. Haynes has written 35 articles and 9 books on management and supervisory practices. He also has an interested in retirement and life planning. He has also served on the editorial board for the Society’s journal and was active on the newsletter board.

Taken most from this book was the surveys and questions that were included in the reading. He asks the readers to evaluate their previous meeting experiences; he wants the reader to understand whether their meeting started on time, to time for discussion, to the decision process and size of the group. Different areas of the book ask you to evaluate yourself as an attendee or facilitator.

As with the other citations, there are areas that discuss agendas and what is included in them, handling confrontations in meetings, what kind of feedback you give, different types of room arrangements depending on the type of meeting being held, and how to be a productive participant.

Most helpful were the type of questions to be asked by both attendees and facilitators. Questions in this book were excellent reflection of previous experience as well as thoughtful ideas for future meetings.

Author Thomas A. Kayser is the manager of organizational effectiveness for the office document systems at Xerox Corporation. He helped the Xerox Corporation to achieve the 1989 Malcolm Baldrige National Quality Award. He is also the author of Building Team Power: How to unleash the Collaborative Genius of Work Teams.

This book is a huge asset and a wealth of information to any reader interested in learning more about meeting facilitation. Kayser discusses the monetary loss an organization looses when an employee spends their time in a meeting. Especially if the meeting is wasteful the monetary cost could be enormous. Time spent away from daily activities in a meeting that they do not feel they should be in is a simply a waste of money.

Kayser discusses what the facilitator's position in the meeting is and what their job is when leading the meeting, including being sure that all attendees are giving input and are being a productive asset to the meeting. One important idea that I had not yet read about was sharing the responsibility of facilitation with other attendees. It is everyone's responsibility to make decisions and give input fosters the idea of team work.

As with other readings, choosing the appropriate attendees is important. Inviting an employee from the same department even though the discussion will not have an impact on their work or details of their job is a waste of both the employee's time and the organizations money. Also, determine the amount of people who will be invited, seating arrangement for the group and where it will be held. Be sure the agenda is clear and handed out before the meeting so that it can be reviewed by all those expected to be there. These are all ideas already read in other citations.

Productive ideas not yet cited was the use of flip charts in order to keep track of new ideas that arise (parking lot), how to handle late arrivals (ignore it and be sure to start on time all the time so as to be consistent), use nonverbal cues (eye contact, nod of the head), and provide reinforcement; verbal or non verbal.


Author George David Kieffer is a partner in the national law firm of Manatt, Phelps, Rotenberg & Phillips, and President of the Kieffer Corporation, an investment company. He is also chairman of the board of the Center for the Study of Democratic Institutions, former member of the Board of Regents of the University of California, and former President of the Board of Governors of the California Community Colleges.

"The Strategy of Meetings", similar to "Mining Group Gold" is a fountain of information. Kieffer discusses the importance every meeting can be for your career, the significance of good input, brief meetings vs extended meeting and of course the significance of a good agenda. For this study I focused on his discussion of using agenda as a road map that all attendees need to be able to follow. Although the agenda may become detailed, it should be easy to follow, especially for those who may be running late to the meeting or have to excuse them self and then return. Kieffer also discussed the
importance of circulating the agenda before the meeting. This is not only a courtesy so everyone invited understands what is being discussed, but also in the event that they would like to add something to the agenda or do some research on any or all of the items.


Author, Jeffrey Klein is trained as a lawyer and journalist, is was co-founder and CEO of 101communications. He has spent 15 years in the newspaper industry, as senior exec of the LA Times, and CEO of a Times Mirror newspaper.

Klein discusses some items that regards as rules for meetings. They include but are not limited to things such as the importance of clear communication, keeping meetings to a maximum of an hour, appoint a note taker, reward and listen to ideas, avoid continuous meetings for one purpose. Points that were taken for the capstone project included the idea appointing jobs to individuals for the meeting. Klein mentions the scribe, but there can also be a time keeper and moderator for agenda items to keep everyone on task. One item he mentions that other authors have discouraged or been wary of is that of debates within a meeting. Most agree that it is important to stay on task so as to avoid a second or third meeting over the same topic, and to be sure that other attendees’ time is not wasted on a debate over one issue. Klein however encourages these disagreements, though feels its important not to be disagreeable.


Author Judith A. Kolb is a researcher and author.

Kolb discusses the importance of eh facilitator having an understanding of the importance of their role in the meeting and how this will lead to a successful or unsuccessful meeting. She also believes that the attendees should have some involvement in the choice of facilitator. This is not always the case in organizations with a supervisor for departments, it is usually assumed that this is the person who facilitates, or it is who has called the meeting. They should be considered a neutral party regarding what is being discussed.


Author, John Shetcliffe is managing director of John Shetcliffe Marketing. He has worked for 27 years in senior management, underwriting, and and marketing roles with top British insurers.

Shetcliffe’s article tells the reader that a successful meeting needs to planned and thought out; it needs purposeful intent. He suggests being sure everyone invited has a clear reason why they are there, establish meeting punctuality, the importance of an agenda (and the Latin definition of the word, and define who the leader is. Shetcliffe’s article is an easy read because he lays the article out in brief, important bullet points. It is easy to look over
the article and realize what is most important for a successful, efficient meeting, what is unique about his article, is rather than beginning new ideas that are common issues in any meeting he does it in a question and answer format. For example: How to deal with a show off in the meeting and how to manage a downer or introvert in the meeting. He responds in an interview format so it is more personal for the reader to understand.


Author, T. L. Stanley is a free lance writer with 17 years of management experience. He holds a B.S. and M.S. in Organizational Management form the University of LaVerne ad an M.A. in Organizational Leadership from Chapman University.

Stanley discusses the types of meetings that there can be, reminding the reader that depending on what the focus of the meeting is, can alter the agenda, amount of time that will be spent at the meetings, who will be invited, and how much input would be required from attendees. For example, there is the information meeting, the solving problems meeting, the issuing new instructions or policies meeting, ad the generating new ideas meeting. through out the article t chairperson (or facilitator) is the focus being sure the agenda is circulated before the meeting held, keeping the attendees on task, the meeting running smoothly, and to involve as many participants as possible. While other articles discuss issuing responsibilities to various individuals, Stanley puts most duties on the chairperson. However, he also mentions what attendees should do when invited to a meeting; be a good listener, don’t interrupt the speaker, don’t be rude, and other ideas about being polite and courteous.


This brochure gives the reader fast facts about the Athletics offered at St. John Fisher College. GPA requirements, brief background on the college and students numbers vs. how many are involved in athletics. It also lists the stats for each sport for the 2006 year. This brochure is a helpful highlight into the Athletic Department at Fisher.