**Effective Web Telecommunications - Design for Effectiveness (Part II)**
**October 15, 2015**

**Introduction**
Michael Lesiecki – Good day everyone, we’re now at the start of our webinar titled: Effective Web Telecommunications Part II, talking about webinars themselves. My name is Mike Lesiecki; it’s my pleasure to be with you. I’m joined by my colleague, Marilyn Barger; she will introduce herself in just a moment.

**Webinar Details**
Michael Lesiecki – Some of the details of the webinar today, for this webinar you’re going to be in listen-only mode using your computer or your phone and you can use the question window. We hope you’ll ask questions of us and this webinar is being recorded. Everyone always wants to know is the webinar being recorded, the answer is “yes.” I, actually, remembered to start the recording today, that’s good, and you’ll be sent a recording link.

**Brought To You By**
Michael Lesiecki – This webinar is brought to you by the Centers Collaborative for Technical Assistance with additional support from an NSF funded ATE Project. Marilyn, welcome to the webinar today, why don’t you come on and tell us a little bit about this CCTA.

Marilyn Barger – Alright, thank you, thank you, Mike. And I think you are going to progress the slides for me. Is that right?

Michael Lesiecki – I am. And your audio sounds good.

Marilyn Barger – Okay, awesome.

**The CCTA is Led By**
Marilyn Barger - Alright, a CCTA (laugh), of course we have to have an acronym, is a collaborative centers for technical assistance. It’s a group of five NSF ATE centers you can see them listed here: the National Center for Convergence Technology; I’ll let you read where they’re from and look at their nice, these nice logos; the South Carolina ATE National Resource Center; my own center, the Florida Advance Technological Education Center, Bio-Link; and lastly Networks, which is hosting us today as a webinar host and that’s...

Michael Lesiecki – The famous.

Marilyn Barger – Hey Mike?

Michael Lesiecki – The famous Networks Center
Marilyn Barger – The famous, oh yeah, the famous.

Michael Lesiecki – Go ahead.

**CCTA Purpose**
Marilyn Barger – Okay, so what about this CCTA and what is it all about; what are we working on together? What happened was, the Department of Labor, the group that’s in charge of, or overseeing the TAACCCT grants, approached NSF to have some of the ATE centers provide technical assistance to the TAACCCT grantees and some of the areas that we’ve been practicing in the ATE communities for over 20 years now and as you all know or most of you know that the TAACCCT grants are relatively new compared to that. So we do have a lot of experience and some of the same objectives and activities that the TAACCCT grantees would be engaging in and they wanted a formal way for us to be able to offer technical assistance that was the Department of Labor. Okay next. *I tricked you Mike.*

**CCTA Activities are Relevant for**
Marilyn Barger – Okay so what, how we’re going to do this? We, or who could, actually, sorry, that’s not the objectives. Who’s it relevant for? Who’s it good for? So not only the Department of Labor grantees, but, also, other national science foundation projects and centers; any collaborative group that engages the number of partners from, especially from different areas; and any workforce-oriented program. Alright, next.

**Deliverables**
Marilyn Barger – Our deliverables, what we’re expected to do, is produce topical webinars and teleconferences, like this one today, on existing and new solutions. And of course, as Mike said they will all be recorded and available. They will be archived on the ATE central site and they’re, also, available now on the ATE Center’s website, reach them on our own website, our own web pages. There will be some other online media including videos and video transcripts. Alright, next.

**Deliverables Continued**
Marilyn Barger – There will be some convening, which some gatherings so we can share some of the best practices, lessons learned, the good, the bad, the ugly of some of the activities and things that we’ve done and tried. We will have some documented best practices as opposed to this media presentation there will be actual documents that, I was going to say document, document these practices or capture them in a text form. And then, there will be some regional disciplines, specific conferences or convening. Alright, Mike.

**About the Presenters**
Marilyn Barger – Oh, and there we are. So as I said, I am the Executive Director of the Florida Advance Technological Education Center in Florida. We are housed at Hillsborough Community
College in Tampa. And we are very focus on advance technology that supports manufacturing education for the technicians in our state. We’ve been around for a little over 10 years and still going strong, engaging more and more companies and colleges across our state.

Michael Lesiecki – And Marilyn, you’re in the TAACCCT world too?

Marilyn Barger – I am in the TAACCCT world. We are, I’m a member of or a part of, we’re not the host college, but we’re member of the Florida Trade TAACCCT award, it’s around to award focus on, also, on manufacturing so we work closely with that TAACCCT grant.

Michael Lesiecki – I, also, wanted to congratulate you on recently being elected to the Board of the NCATC, the Advance Technology Center, so congratulations on that.

Marilyn Barger – Thank you, Mike.

Michael Lesiecki – Now everyone, I’m Mike Lesiecki, you see my picture there; I’m the PI & Director of MATEC, the Maricopa Advanced Technological Education Center here at the Maricopa Community Colleges. My claim to fame on the TAACCCT grant is that we didn’t get the Round 1 grant, remember Marilyn, we worked on that one. Sometimes I’m happy that we didn’t get that, Marilyn, but in some ways. We’ve, also, supported our colleges here in our district on Round’s 2, 3 and 4 so we have some experience there on both sides.

Stats
Michael Lesiecki – Now I have some statistics, Marilyn that I just dug up, I thought their impressive. MATEC Networks does a lot of webinars, we’ve produced over 250 webinars since 2009 and I think the number is significantly over 10,000 registered participants and I just copied this little image from our professional growth page. So today...

Web Telecommunications
Marilyn Barger – Mike?

Michael Lesiecki – Yeah, go ahead Marilyn.

Marilyn Barger – I think I was on one of those very first webinars and at that time, you were trying to charge I believe, might have had to pay for it. I can’t remember...

Michael Lesiecki – We did.

Marilyn Barger – …that was a long time ago.
Michael Lesiecki – We did actually try that. Boy, Marilyn, we did not know, we didn’t have the faintest idea of what we were doing back then. It’s sort of amazing to, to look back on it. But today, what does telecommunications mean? Well, its exchange of information over significant distances by the web, that sounds okay.

**Purpose**
Michael Lesiecki – Today, I want to con or, excuse me, I want to tell you about our purpose. We want to, obviously, use, more effectively, web telecommunications. We want to manage our projects better and disseminate information. Today we’re focused on that latter, how to disseminate information through webinars.

**In Part I We Considered**
Michael Lesiecki – This is a Part II of a ll Part series. Part I, about three weeks ago, we talk about web base team meetings, typically up to six people and then larger group meetings. We talked about how to manage them; how to structure them; the problems associated with them.

**Part II – Today: Webinars**
Michael Lesiecki – Today in part II, it’s all about webinars. Now, Marilyn, I thought we would start with talking about planning and then, how do you design content for the webinar? It’s a, it’s quite a different format. Number 3, how to manage things like presenters and manage those pesky attendees, I’m just teasing about that. And then, finally, how do you orchestrate and execute the live event? Now, Marilyn, this is a live event, right. You and I are, we’re actually live here and you know, we’re, there can things can go wrong, things can go right during these live events. And finally, some of you might be interested in producing your own webinars. We’ll talk a little bit about that.

**Caution**
Michael Lesiecki – Here’s a major caution: Don’t think of a webinar as a recycled PowerPoint that you’ve given to a live audience. So here’s a picture of a live audience presentation. You’re standing in front of the group; they see your body language, your clues. It’s a different environment. If you simply take your PowerPoint from this format and put into webinar, it’s not the best. Let’s look at that final bullet, think of this: A webinar is a talk-show, an audio talk-show with pictures. So that’s my comment there.

**It Starts With the Motivation**
Michael Lesiecki – Marilyn, let’s start with talking about webinars with motivation. You and I collaborated on a webinar about mechatronics. What was your motivation for actually starting that webinar?

Michael Lesiecki – Don’t forget to, to do your, unmute your thing, Marilyn.
Marilyn Barger – Sorry about that.

Michael Lesiecki – There you go.

Marilyn Barger – This particular topic for a webinar was a result of one of the HI-TEC conferences where did some presentations and a pre-conference workshop on a mechatronics topic. And I don’t remember if you were in that, in that particular session, Mike, but there were, like, 110 people crammed into the room for this panel that we had put together. We had no idea it had so much interest.

Michael Lesiecki – Yes.

Marilyn Barger – And subsequent fallout was just a lot of email questions came to me and I said, “Wow, we got to get this, got to get this under control.” May be this is a good topic to, to put on a webinar with Mike and then, I reached out to you and we talked about it.

**Audience**

Michael Lesiecki – Okay so that was a pretty strong motivation. What sort of, what’s the audience that you imagined for this webinar? And, and how did you use the information about that audience?

Marilyn Barger – Well now, I presume the audience for the webinar, once it kind of gelled that yes, we would do this, would be would reflect the people I was getting questions from. Which, in this particular case, questions came from industry, industry partners of some of the attendees at the session that I was referring to and the educators, themselves, from all across the country. It was just, kind of a barrage of emails, probably not so many from industry, but we did get some from industries trying to figure out what this kind of curriculum look like and if this was the right person they were looking for, for their, for employment in their facilities. So very much mirrored the requests I was getting for information.

Michael Lesiecki – That makes sense. Do you know, I looked back for today’s presentation, I looked back at that webinar, you had over, well let’s see, exactly 160 registrants, one of our biggest ones. And they were represented through 32 different states around the United States and seven other countries. Pretty impressive.

Marilyn Barger – Wow, wow!

**Define the Objectives (Sample)**

Michael Lesiecki – Alright, So, so we talked about audience, I remember we kicked this back and forth, right, the objectives. How did these, how did having these objectives help you? What, what did you do with these things. You don’t have to read them all.

Marilyn Barger – Yeah right, I think, I think we had objectives because the people who run MATEC Networks suggested to them it’s to publish on their website when their marketing their
webinar. But much of this was, again, generated by the questions that I was fielding in email and phone calls. So people were looking for, what is this? What is Mechatronics different from what we’re doing now; Industry was trying to define skill sets they needed. And so trying to decide what, what all those were objectives and crystalizing those into some particular bullets, helped us, actually, to go to the next step, which was defining some people who would be able to speak to those points.

**Recruiting Presenters**

Michael Lesiecki – You know that’s true. Recruiting the, the right people that’s my next slide, right, recruiting presenters. You know, Marilyn we’ve found that not everyone, you might assume everyone has presented a webinar a presenter, that’s not the case; many people haven’t done that. And it takes some discussion to make sure that they understand that this is different. See that second bullet there it says, “Set expectations.” I mean, you’ll hear me go on and on today about rehearsing. You got to set that expectation with your presenters that there’s going to be a full-out dress rehearsal and timing is important. It’s a little bit different I think here, but I remember you worked hard with your presenters. You had a bunch them in that, in that webinar of structuring and making it happen.

Marilyn Barger – Yes, yes we did. That was a few years ago and it was pretty new to many of us who were presenting.

**Marketing (email)**

Michael Lesiecki – Okay. Alright, so let’s turn. Now we’ve got our presenters; we’ve got our audience; we’ve, found out about our objectives. Now it’s time to market the webinar today. By the way folks, we’re not really talking about Mechatronics today, we’re just using it as an example, but we do like that topic. So, a marketing email, many of you have gotten our marketing emails from MATEC Networks. And we like to use a very brief description, that’s cause people simply will not read down the page in emails today. But I think this is an important message that you could convey, “As a result of attending this webinar you will...” let’s start with that, either you’ll, you’ll gain knowledge or you’ll be able to apply that knowledge or whatever. Give them a sense of what they will be able to do. And then, make your final thing; “Hey register now,” make sure registration is very clear. This is just a little, you know, note from the trenches. If you do this over time, you’re going to develop a contact list of people that you work with, Marilyn; you’ve done that for your Mechatronics contact list. Boy, if you maintain that list, it’s like gold. Don’t you think Marilyn? Because you’re using it over and over and if you keep it current, it’s really a good idea.

Marilyn Barger – Yes, it’s really quiet valuable. It makes your future communication much easier to keep that current, to drop people who are moving on into different areas and all those kind of, keeping, housekeeping stuff that needs to be done.

Michael Lesiecki – We have a student worker that just maintains this, these list of things and works in making sure it’s clean. So, it’s been very effective for us. You can see the, the announcement in for this webinar a few weeks ago.
Registration
Michael Lesiecki – Registration, most webinar system today come with built in registration systems. So if you’re involved in producing your own webinar you’ll, you’ll find their pretty easy to use. Or you can use your own. Eventbrite, I don’t know if you, those of you online are familiar with that. It works pretty well, there’s no cost associated with it. I’ve use it myself, but from registration you can do that.

Poll
Michael Lesiecki – Alright, it’s time for a poll. Marilyn let me see if I can remember how to pull up the polls. Let’s see if we can do that and I got to select the poll. Okay and I’m going to now launch the poll. So everyone you’ll see on the screen, here’s the question for you, what fraction of registrants actually come to your webinar? So, please go ahead and click on the polling buttons. I can see that people are logging in quickly. Do you think it’s a high number like 92% or a low number like 59 or somewhere in between? So I’m saying if 100 people register, how many show up? That’s the question. Marilyn, you can’t, you don’t see the poll as an option for you, I don’t think, so you can’t respond.

Marilyn Barger – I see the poll, but I cannot do anything.

Michael Lesiecki – Okay. Well, that’s good; we’re not going to let you respond. Okay, so now, everyone thanks. Everyone’s answered. So let’s go ahead and close. And then, share the results of the poll. So Marilyn, look at that, the majority of the people thought it was around 73 percent. Oh no, I’m reading it, the color stood me up there. The majority chose the last number. Fifty percent of our respondents at 59 percent, Marilyn, do you know, they’re exactly right. Overtime, we’ve, we’ve measured this number in a lot of different ways. We typically get between 57 and 63 percent of those who register attempt, nothing wrong with that. That’s not only true for our webinars, but it’s true across the country from other organizations that we talk to. Many people register knowing their going to get that recorded link and they’ll do that automatically. So thank you folks for responding there.

Webinar Marketing and Registration
Michael Lesiecki – Marilyn lets go ahead and talk a little bit more about marketing. This wouldn’t surprise anyone, right, when you send them a marketing email, they’re going to lose it; they might lose your second email; if their registered, they might lose their confirmation. You advise them to test their system for compatibility, and they forget. This is me too, it’s just not everybody. Marilyn, people tend to panic ten minutes, because they can’t find the email, their saying, “Oh my God, where’s my registration email.” Has that ever happen to you Marilyn or do you know automatically...

Marilyn Barger – Yeah.

Michael Lesiecki – ...what happens?

Marilyn Barger – Certainly happens to me.
Michael Lesiecki – Alright so...

Marilyn Barger – We’re getting better about posting them in calendars. So I think that’s a good trick.

**Give a Call-In or Log-In**
Michael Lesiecki – Yeah, yeah, we have starting doing that, yep. So, you know, there are strategies you can use. Things like, we always like to send a reminder just within the hour of start of the webinar. Therefore it appears at the top of your email string and, and that’s good. You know today, I use think everyone in the world would want to use voice or IP, that’s not true, people often want to listen via phone and so, give them both options. Here’s one comment, “If you got a webinar with 95 people in it, you have to mute everyone’s audio, you cannot open that audio stream to that number of people.” Small comment there.

**Good Practices**
Michael Lesiecki – So here’s my good practices, we got a bunch of good practices today, Marilyn. Remind everybody within one day and one hour of the start and do this by email. That’s the way most people are doing it. You think text might work, but that’s not viable today, there’s too many problems with using that so do it within an hour.

**When They Panic Trying to Join**
Michael Lesiecki – Right at the start, Marilyn, we’re still now talking about this expect of the webinar. People might say, “Oh, I can’t get in, I’m having problem,” don’t let this disturb you start on time regardless of what happens. We often add a helpline. We have someone standing by the phone, people call in, their having difficulties so they, we work with them. And by-the-way, you know, if they miss part of the webinar, that’s okay, there’s still a recording. It’s not the end of the world so you can manage that. Today, Marilyn, I would say only a few percent of our attendees, few is 1 or 2 percent, ever have any difficult any more in connecting so it’s pretty seamless. Not really any issues.

Marilyn Barger – I think there’s been a big improvement in the last couple of years with, and, also, people being more experienced with what they have to do to get connected. So that makes a difference.

Michael Lesiecki – Well, I remember, Marilyn, in those early days of webinars, 2009, even earlier, we would ask how many people have ever been on a webinar before? You know that was like our opening poll...

Marilyn Barger – Yeah.

Michael Lesiecki – …We would say like only 1 out of 10 had actually been on a webinar. Its quiet reverse today, the vast majority of people have done this before, so you can take advantage of that, you can do that.
Rehearsal (one week to go)

Michael Lesiecki – Alright, we’ve talked about our audience, our presenters, now we’re getting up to the critical point of the rehearsal. So you’ve, you’ve got to get your people there. I found this picture online from an educational organization and it’s sort of a cool looking picture. Rehearsal are dress rehearsal, you want everything to occur as it’s actually going to be. Marilyn, in your experience, you’ve done webinars with us, but you’ve also produced your own. Why do you think rehearsals are so important? What’s your experience here?

Marilyn Barger – Well, Mike, I find the rehearsal a place where the story actually comes together. And if you don’t, in some cases, if you don’t really know your presenters that well, you may have met them or they were recommended, it’s a good opportunity to get to know them. Especially in the context of the presentation material you’re going to be giving. And in that way you can, you’re all together and you can build your story and really be able to use the strengths of the different presenters as best you can. And it, also, helps with so many other things, certainly the logistics part, the timing, and, people who are not experienced, keeping them to their slides, helping them develop their particular visuals. All of that is important to make the story fit in the timeframe and to tell a good story, make sure that it’s all connected. I think that it’s really important and it’s kind of a fun time, especially, if you’re just coming together for the first time with, you know, nonverbal communication and everybody gets excited about their part and what they can contribute.

Michael Lesiecki – You know, it is a fun time. Oh, I have an interesting story to tell you. We had one gentlemen come on rehearsing with us, and Marilyn, he was, he was so flat there was no animation in his voice and it was just, oh. And I’m thinking to myself, oh man, how is this going to play in the real world. So I, I sent him an email, I said, “Hey, you know, make sure when you come on that you…see when you’re talking to your computer screen like you often are in a webinar, it’s hard to get that animation.” I said, “Just imagine that there’s people out there.” He came on, it was amazing! There was, he was a transformed person. You could just feel the energy during the actual event. So that was interesting to look, to use the rehearsal for things as subtle as that. Your personality can come through your voice in a webinar. So we actually talk about that in rehearsals. It’s funny how that happens.

Marilyn Barger – You know, one other point I want to, would like to make. Is that we, one time we had to schedule an extra rehearsal, because we just weren’t coming together. And would been pretty miserable if we had; oh, you were involved in the Mike...

Michael Lesiecki – Yes.

Marilyn Barger – it would have been pretty miserable, if we had gone right on air without any rehearsal. It would have been a complete flop.

Michael Lesiecki – Yeah, I think as we look back over time, the, the rehearsals has been one of the major contributors to the quality of the things we produce. So that’s, you’ll hear me talk a lot about that today. So make sure you take that message home.
Webinar Management and Roles
Michael Lesiecki – You know, Marilyn, as we talk about these webinar management, really, starting with the rehearsals. There’s different roles to play. There can be the host and that’s often the person that will welcome people as they come on or make announcements, sort of be the, “Welcome to our event today,” but, then, they will turn over to the moderator. And then, of course, there’s the presenters. Sometimes you can think of a presenter, or you might have a panelist. It’s actually like a panel, which you’re using a question and answer format for. But for presenters, Marilyn, let’s talk about that for a second. You and I are co-presenting, today, why do think it’s important to have one, more than one voice or is it important? What’s your sense there?

Marilyn Barger – Oh well, I think it’s important. Well I think it adds a lot to the webinar for two reasons. One, we don’t have to listen to you droning on for hours...

Michael Lesiecki – Well, thank you.

Marilyn Barger – … and, or some other person droning on. You know, that gets tiring to the listener so that’s an important thing to consider when you got this flat screen with no live person in front of you. But I think that the other thing that I like about it, is that it’s more like a, it can be more like a conversation even in a structured panel situation. It’s more like people are talking and what that does, I think, is engage the audience and the listeners, the participants, a little bit more feeling like their part of the party, or part of the webinar, rather than the talking head in the front of the room, if there’s just kind of one person there, so. I think it maybe helps bring in more of the participants to the webinar.

Michael Lesiecki – You know, I agree. I, you know, I made that analogy to a talk show for, for the webinar. You know, you’re driving to work in the morning and you got the radio on, if you do, and you’re listening to the Jerry and Mike show or the so and so and so and so show. Radio teams often do that, they’re playing voices against each other. You’re right their drawing you in to your conversation. And it’s amazing to think of webinars as doing that, but you and I are right now drawing people into our conversation about webinars. And it can work, it can keep people engaged; otherwise, they’re going to be off answering their emails during your webinar, right?

Marilyn Barger – Yes, so maybe you and I can have the Mike and Marilyn show or something.

Michael Lesiecki – Oh, now we’re talking.

Key Success Factors with Multiple Presenters
Michael Lesiecki – Hey, let tell you the next slide here. There some other success factors when you got, now, multiple presenters. Look at that first bullet, it says, “Let them know who is talking.” So people don’t always recognize, obviously they’re going to recognize when I’m speaking and you’re speaking today, they’ve got that figured out now. But if you have four presenters, they won’t always be able to distinguish their voices. So we learned this trick from our colleagues at the EvaluATE Center, they’ll put a picture, you can see my picture up in the
upper right corner, as a clue to let your participants know who’s talking. Again, you mentioned, the rehearsal is the time where you talk about timing with rehearse, with your, with your presenters. And how do you transition from one to another. Notice, Marilyn, I’m crazy about this, I have the word “rehearsals” twice in this bulleted list, that’s because I’m just trying to make that point again. This is where you “manage” the flow with your “multiple” rehearsals. Multiple presenters, rather, during the rehearsals. So that’s one of the thoughts there.

**As A Host**
Michael Lesiecki – Let’s talk about the roles here. If I could elaborate a little bit, it’s worth doing this as a team effort, right? So today, actually, I’m actually acting both as host and moderator today. But the host welcomes people; you introduce people to the system like I did, briefly; and then that host moves into the background. They’re managing the background. Our host then turns his or her attention to the test machines. So you can see in this image right there on the left. Oh, the center is our main presentation machine, the left is a PC test machine and on the right is a MAC. We’re seeing what you’re seeing, you participants out there. So something goes awry or maybe a video doesn’t play or something, we can keep an eye on things and make sure that it’s going. That’s important, you wouldn’t think that would be so important, but these are not error free systems.

**As A Moderator**
Michael Lesiecki – Let’s turn to the moderator role. I welcomed you today, Marilyn and I welcomed you. And I gave you an overview; rather Marilyn did, of the CCTA group. And we talked about our objectives for today, and then we introduce the presenters. But as a moderator, its, your key role is to manage the flow, the time and of course the questions and interactives. So, if you try to combine all of these roles into one person, it’s harder to do, you can get distracted. There’s actually multiple roles to use here. So I thought I would make that point.

**Host Good Practices**
Michael Lesiecki – Here some, another set of good practices here, back to the host for a minute. When you’re doing the rehearsal, Marilyn, we talked about this; we often will set up a series of backups. Like, what if you lose audio? Well, you ought to get the presenter’s cell phone number so you can text them quickly, get a hold of them. That’s just an example. At the event, like Marilyn, you checked in today, what was it? Almost forty minutes before hand, because you had changed your, your system and you wanted to make sure your audio was okay, right? It was about thirty?

Marilyn Barger – Right.

Michael Lesiecki – ....It was about thirty minutes, right. That’s worth doing, you know, even though that seem like a long time before you can troubleshoot problems there. We start on time, we try to start within ten seconds of our start time and we try to stop on time too. Again, explain the system you’re using and manage those background effects. So that’s a little summary of the “Host Good Practices.”
Moderator of Good Practices
Michael Lesiecki – Back to the “Moderator of Good Practices” now, the rehearsal is where the moderator really can manage the flow, talk about how the questions will be fed. Marilyn have you ever been hit with a “hanging question?” Do you know what I mean by that, the third bullet?

Marilyn Barger – No, I don’t know what it. What is a hanging question?

Michael Lesiecki – I wasn’t sure if that would make sense when I called it that. Here’s how it works, let’s suppose we had three presenters, you and maybe Brad Jenkins was on with us today. I’m just sort of saying things. So I come to a question period and I say, “Okay, now I have a question for our panelist today, what’s the weather like in Florida?” Now, the problem is, you or Brad doesn’t know who should respond, right? So there’s silence wondering whose going...

Marilyn Barger – …right

Michael Lesiecki – …to respond to this. See, so what I should do is, I should say, “Hey Marilyn, I got a question for you or Brad; I got a question for you.” See so that’s what I mean about avoiding those hanging out there questions.

Marilyn Barger – Got cha, got cha, yep.

Michael Lesiecki – There’s one other thing, and I think you, you might have use this on your own webinars to, Marilyn, you can tell me, “Seeded questions.” So today I want to encourage all of you to use the question window to ask us questions, but sometimes, it takes a little while to get going on that. The, your participants don’t always start putting in questions right away, it takes, takes a little bit to get that going. So we often create a series of questions that will allow us to reinforce our points. So we use those and we have those ready to essentially use as part of the presentation. And then, finally, the timing is, is a key thing here. The moderator can use the question breaks, take a lot of questions, take few questions to adjust the timing. So those are good practices.

QUESTION BREAK
Michael Lesiecki – Marilyn, we’ve got a question break. Do we have any questions?

Marilyn Barger – Have any questions? Well, I have a question...

Michael Lesiecki – Go ahead.

Marilyn Barger – …that I want to ask. You see a lot on, oh, in the emails, I guest, that talk about webcast. So what’s difference between a webcast and a webinar?

Michael Lesiecki – Oh that’s a good question. A webcast versus a webinar. I think you can think of it this way, a webcast is unidirectional, right, so they’re taking a webinar sort of format and
broadcasting it out there. There, there are really is no questions, there’s, that come in from the audience. It’s designed almost for you just simply to watch. There’s little interactivity, little responding to polls, or, or things like that. So it’s a, I think of it as a one to many, there’s just one thing being broadcasted out to many. Sometimes industries will use a webcast if their doing an announcement of a product or something. Or maybe the Department of Labor is announcing a new thing, they’ll essentially do a webcast, where there will be hundreds of people, maybe as many as a thousand, on, listening to the webcast. So it’s very timely, right, it’s not just a recording. It’s done at a certain time. And that’s the distinction between a webinar. Sometimes you got to, we’re talk about this later, you’re going to need more elaborate system to handle the bandwidth of streaming your thing out to large number of people. You’re doing a webinar with a few hundred people; it’s a little bit easier to manage. So that’s the distinction between those two. Is there another question?

Marilyn Barger – Well, that leads me to another question. What about, talked about numbers, what’s a typical size, but not, I guess not size, but is there like a limit to the number of people that you can host on, on your system or that can attend?

Michael Lesiecki – Yeah, that’s a good question. You know today, we’re using Go To Webinar and there’s a seat limit of 500 people. So I would say the largest webinar we’ve ever done is been for around 200. And typically will be somewhere low 20s to as many as 90 or 100, that’s typical numbers for us. And that works pretty well with this system. So I think that’s reasonable. If you’re talking about 1000, I think you need to consider, might have some other considerations.

Marilyn Barger – So it’s the function of the platform you’re using?

Michael Lesiecki – In, in part it is. We moved away, we use to use Blackboard Collaborate, and had a seat limit of 100. That’s just was the nature of the way they marketed the system. So, we tended to move away to, from them, to get a little bit more in that way. Are there any questions, from the, in the question window, Marilyn?

Marilyn Barger – See we have a comment on, “One thing that I noticed is that as participants, we are in a ‘listen only mode,’ this seems smart. Is this a best practice?”

Michael Lesiecki – It is. No, I’m happy to amplify that point, because and all of us have known even if you get on a conference call with 10 people you got background noise, people not muting their phone, things like that. So we deliberately choose the “listen only mode” and actually force the questioning to occur through the chat window. There’s a subtle reason for that, others can often participate in answering those questions. So, I think it is a good practice. And in some ways you have to do it, you got manage that audio background. Otherwise, it will drive you and your other participants crazy.

Marilyn Barger – Using the chat window is, is nice, also, because it, you can capture that, those questions get captured. So if you can’t address them during the time of the webinar, you can go
back and respond to them later, if, cause you know who actually presented the question, and maybe get ideas for what was missing or what was not done well. So it’s a good place to get feedback.

Michael Lesiecki – That’s a good point. Anything... go ahead.

Marilyn Barger – You have time for one more?

Michael Lesiecki – Yeah, one more.

Marilyn Barger – Have webinar’s been used in the development phase of an NSF ATE Center or project that would have a national potential participation?

Michael Lesiecki – Have webinars are used in the development phase? Hmm, You know I, I’m not sure there would be, certainly you use web meetings and webinar like formats to convene a team, lest suppose you have collaborative team from various places, during the development phase you can certainly do that. But I’m not sure I’ve ever seen that work where you’ve opened that up, I’m not sure if that’s really the question here, but whether you open that up to national. I don’t know.

Marilyn Barger – Right.

Michael Lesiecki – I guess I’m not so sure of the answer there.

Marilyn Barger – Maybe more of a venue like we’ve discussed in the last webinar. More of the small group...

Michael Lesiecki – Yeah, right.

Marilyn Barger – Web conference, conference calls that might be used for that kind of a situation.

Michael Lesiecki – I see there’s one more question. Why don’t we hold on that one ‘til the next break?

Marilyn Barger – Okay. All right.

Michael Lesiecki – Thank you.

Planning Content
Michael Lesiecki – Now, okay folks. Now we’ve, we’ve talk about some of these logistics and planning; let’s now move into the content, itself. One of the first things you got do is identify the duration of the webinar. You wouldn’t think that would be so critical, but it is. And then,
you want to customize and organize your content for that webinar format. Let’s see what these two things mean

**60 or 90 Minutes?**
Michael Lesiecki – Marilyn, the question is 60 or 90? Do you tend, which way do you lean, 60 or 90, Marilyn?

Marilyn Barger – I think 60. I think everybody seems so, so busy these days and trying to multitask so much. I think 60 minutes has become a norm, at least in education. Maybe in some other arenas they use 90 minutes. But I’ve seen a shift from the ones that I’ve been involved in and both giving and attending going down from 90’s a few years ago to 90 minutes down to 60 minutes.

Michael Lesiecki – Well, you know, I agree with you. Like today’s webinar is a 60 minute presentation, 60 minute total. And I have seen that trend, also. I’ve seen some people still use the 90 format. Let’s talk about 90 for a minute. If it is a 90 minute webinar look at that bolded 60 minute presentation thing there. I would say you should shoot for 60 minutes of actual presentation time and then you can see there’s 20 minutes set aside for this and 6 minutes for the close and 4 minutes for the intro. So notice how you’re going to structure this.

**60 or 90 Minutes**
Michael Lesiecki – Marilyn, let me click to the next slide and talk about the 60 or... since it’s a bit more common today. So your presenters want to know this, you going to get a hold of a presenter and say, “Will you work with me,” and they’ll say, “Well, how long is this?” You’ll say, “It’s a 60 minute webinar and that means we’re shooting for 40 total presentation minutes, maybe a little bit more.” But you need to set aside some time for the other aspects. So there’s the reality of doing it. I think your comment is right Marilyn that it’s, it’s, today, more of a 60 minute world here. You, also, got keep their attention for a longer period of time too.

**Rule of Thumb**
Michael Lesiecki – Hey, Marilyn, what do you think of this rule of thumb 1 to 1.2 slides per presentation minute? What do you think?

Marilyn Barger – I think that’s just about perfect, even though we probably have more than that on this webinar.

Michael Lesiecki – Yeah, I know at some points I’m going to go faster. Everybody, it’s just a rule of thumb.

Marilyn Barger – Just a rule of thumb.

Michael Lesiecki – Right.
Marilyn Barger – I think, also, for, even for presentation with the PowerPoint or slides, I think that’s a good mode. It can be effective with more, but it gets harder and harder to manage, you got be really good to do that.

Michael Lesiecki – You know we did one webinar on digital badges, had a great presenter. And she had a 150 slides in 45 minutes. And they were it was a different style. It was click, click, click, click, and you just sorted flowed with her through whole presentation. It was very impressive. I don’t do that, maybe I should try it sometime. But anyhow, there’s our rule of thumb for folks.

**Start With 3-5 Objectives**
Michael Lesiecki – We mentioned starting your webinar with objectives, right, as you’re shaping your content. We already talked about that, we used Mechatronics as an example. But also, end with a summary of those objectives. Let know, “Today we’ve talk about...,” you know that old saw, right, tell them what you are going to tell them; tell them and then, tell them what you told them. And by the way, as you’re developing your content, your objectives, of course, will help you shape and create your presentation.

**Question Breaks**
Michael Lesiecki – Now let’s talk about questions breaks here, they are an important part of a presentation. We tend to sprinkle them throughout the presentation, itself. I mentioned using some “canned” or “seeded” questions if time and circumstance permit. But also as I mentioned, as you’re shaping your content, you want to think about the questions and the question break; they’re actually part of your content strategy in a way. As I mentioned, it’s going to help you adjust the pacing.

**The Bane* of Text**
Michael Lesiecki – Now we’re talking about, more about content. I love this word “Bane,” matter-of-fact; I had to look it up. I knew, pretty much, I knew what it meant, but I thought I should look up the, the definition. Marilyn, look, you see it on the bottom, “a cause of great distress or annoyance.” I had to laugh when I saw that. So look at the first bullet folks, text-heavy slides can be dreary and time consuming. And it’s the “Bane” of webinars. Instead talk about key words, main points. They want to hear your voice talking about these things; otherwise, their spend all of their time reading. I got some examples here coming up; let’s talk about the first example where there might be a few too many words.

**The Common Core State Standards Initiative**
Michael Lesiecki – So I took this example from a presentation we did. We work with presenters on “The Common Core State Standards Initiative.” So this, these are the original PowerPoints that came to us. Well, they wanted to talk about what was the common core and its purpose. So all of us can see the density of the text on this slide, I don’t need to elaborate that point. So we went through and said couldn’t we shorten this in a way, could we just focus on the key points. So here’s, here’s a little bit different like what is it and the purpose. So we whittled down the words and we let the presenters talk to these words.
The Common Core State Standards Initiative
Michael Lesiecki – Now in the next slide, I’ve compared, I’ve put them side by side. So visually, you can see the impact there, right? Notice we’ve added a little bit different of a header, change the color scheme a little bit, moved the imagery around a little bit. You can see our colleagues; they help us develop this at Rio Salado College here in, in Arizona. So just an example of the distinction. If you’re standing in front of people, you could use that slide on the left, because you’d, you’d have ways of interacting with your audience.

The Common Core State Standards Initiative
Michael Lesiecki – Okay, let’s go ahead; here’s another thing about The Common Core Standard Initiative. I see, I had, I wanted to give a nod to our EvaluATE colleagues on the previous slide, they do a great job of doing this. Back to The Common Core, we had two slides worth of timeline; they wanted to let everybody know what the timeline was going to be.

Core Standards Time Line
Michael Lesiecki – So we had an idea, our colleagues here working at MATEC recreated this content into this image. Marilyn, what do you think? Is that a, how does that strike you as the way of showing a timeline, you have the flow from left to right, that’s good. Is it still hard to read, do you think? Marilyn are you...

Marilyn Barger – Yes, for me it’s hard to read. I can’t figure out what the message is.

Michael Lesiecki – Yes, some of the language is a little bit...

Marilyn Barger – I said, I can’t really figure out what the message is.

Michael Lesiecki – Well, they’re just trying to, it’s a content thing, right. They want to let you know this went back into 2010. And now, they’re trying to show the progression here. But boy, I think it’s better at least than, than having a list of all those words and dates.

Core Standards Time Line
Michael Lesiecki – So there’s, you know, here again, is the distinction, I have two slides of text versus a single slide of imagery. So that’s a since of what you would like to do on these things.

Quality Images and Graphics
Michael Lesiecki – Here’s my message, again, look at all the words I’m using here. Quality images and graphics, they can help build an interesting presentation, visual illustrations, visual aids and, and sometimes they can be decorative. I’ll just throw in an image because it looks cool and it’s just something to take your eye there. So I think that’s good.

Audience Participation and Interactives
Michael Lesiecki – Let me go head. Marilyn, one of, you and I have always talked about this, right, about using, enhancing audience participation and interactives. They could be anything from raising your hand, answering yes or no, polling; we had a poll today. You could ask
audience members to type into the chat box. You can give them drawing tools; we’re not going to do that today. I was thinking we would, but I don’t think we will do that today. So that your participant can actually draw on the screen. I have an example of that. Marilyn, what do you think? Look for at least 3 to 5 interactives per webinar; have you done things like that?

Marilyn Barger – Yes, yes as a participant and as a presenter, both. It’s always interesting how people like to know what others in the group of participants, which they can see if they’re not in the same room, what their thinking and what their experiences are; and what the cause there’s generally want that kind of a question, that kind of isolate different audience groups. And so I think that’s informative and interesting to people as well as the learning tools. I love the way EvaluATE uses interactive tools, they do it in such an instructive mode, you can’t hardly help but learn something when you’re doing, when you’re at one of their webinars if you’re really participating, because they use those drawing tools and everybody gets to scribble on the screen, and it’s sort of interesting to watch instead of just the poll...

Michael Lesiecki – You know, you’re right. I...

Marilyn Barger – but they, but they use real examples on what to learn, you know, they might say here’s a, what’s wrong with this statement for evaluation and then, they ask you to scribble out words and stuff so I think that’s quite effective for an actually learning tool as well as making it interesting for the participants.

Michael Lesiecki – Keeps me, they keep me on my toes. I think, “Oh my God, they’re going to ask me a question, I better be ready.”

Marilyn Barger – That’s right.

Michael Lesiecki – You know Marilyn, I’m, I’m actually realizing, we’re having so much fun here, I’m a little bit running long on time so I’m go a little bit quicker.

**Reading Strategies the Secondary Classroom**

Michael Lesiecki – Here’s an example, I’m doing a before and after, right, so instead of asking these questions, you can ask people to make Xs and think about how they feel now and how they think they’re going to feel in the future. You can see this develop during the webinar, good example of an interactive.

**How Comfortable Are You in Teaching Your Students Reading?**

Michael Lesiecki – I’ll just do a quick one on, here’s another, how comfortable are you teaching your students reading. Don’t answer Marilyn cause I think you and I are not very comfortable teaching our students reading, but. Here’s, here’s what, here’s what these...

Marilyn Barger – Way down there at the bottom.
BLOG
Michael Lesiecki – Yeah. Here’s what the folks said I’m doing, comparison here, this is an actual shot during the webinar. Most of them were pretty strong about teaching reading. Somebody’s visual way of engaging your audience. Let’s move on from here.

Audience Question
Michael Lesiecki – You can use “yes” or “no.” Oh, we could use emoticons, Marilyn, what do you think?

Marilyn Barger – Not emoticons, I hate those things.

Michael Lesiecki – Sorry, you and I, both, hate those things. Okay, couldn’t do it. Anyhow, but you can use those things.

Marilyn Barger – Inaudible

Webinar Mechanics
Michael Lesiecki – Let’s talk a little bit now...Yes, Let’s talk a little bit now as we’re getting towards the mechanics of the webinar itself and then, we will be wrapping up for today. We want the event to flow. I found this picture, Marilyn, it’s pretty cool, right and I’m just using it as a decorative thing. And oh, by-the-way, people often ask us, “Where do you find these pictures that you can use in a webinar?”

Images You Can Use
Michael Lesiecki – Well, I go to Creative Commons and I search for, for Creative Commons licensable images. So here’s what I did, I did a screen shot, I actually typed in “Flowing Water” and I got that image that we showed just a moment ago and it is free to use under Creative Common license. Just thought I’d throw that on there as a way of adding visual things to your webinar.

Marilyn Barger – Oh great, it’s a great resource.
Michael Lesiecki – Yeah it is, it is and more and more people are posting things there.

Sharing the Presentation – Sharing the Screen
Michael Lesiecki – I’m going to talk a little about some mechanics. Sharing the screen, we’re doing that today, but it can be problematic. Want to be careful that your screen is ready to share and we’re not looking at your desktop.

Using the Chat
Michael Lesiecki – Chat window, the system has both chat and questions, today, depends on how it’s all enabled, but it can work. It’s okay for people to talk to each other in the chat window and share information. One thing I want to make a point, don’t have your present, presenter look at the chat window or the question window it can be very distracting. Like
you’re helping me today, you’re managing the question window. So we’re assigning that moderator role to you and that’s really working today. Just a second here while I go ahead...

**Administering Surveys**

Michael Lesiecki – Let’s talk a little bit about surveys, now. You know, surveys are important for us to demonstrate impact to our sponsors like the National Science Foundation, right? We use to try sending a survey by email after the event was over and we’d get about 10 or 11 percent of the attendees to respond. Then we changed, we started putting the surveys into the webinar itself. And our response rate, Marilyn, went up to about 40 percent so it, it really has helped us doing that. You use surveys on your own webinars, don’t you?

Marilyn Barger – We do? We do. And they’re connected to the webinar platform. So we do it right then.

Michael Lesiecki – Good. We try to keep our surveys short. I don’t know if you folks online have heard this term, the Net Recommender Score. Here’s what it is briefly, you’ve seen our surveys many of you. We ask you, “Would you recommend this webinar to a colleague?” And if you say, “Oh yeah, I really would;” or “I’m not so sure;” or “No, I wouldn’t recommend it to a colleague.” You can tabulate those results, and they allow you to, to make sure your, your webinars are of the quality that your participants would recommend them to others. You know, also, Marilyn, we sometimes ask a question like, “What do you do with this information? Do you intend to update your curriculum; or maybe create a new course; or have a new outreach mechanism?” We ask our participants those questions and then we report that information to the National Science Foundation. So it’s pretty good. Folks, today, as you exit, as you close out of the webinar, automatically, our two question survey will pop up. So please, please take a moment and respond to it today.

**Don’ts**

Michael Lesiecki – I got a couple of “Don’ts,” Marilyn. Don’t try to give a tour of a website, its, you sometimes want to do it, because it’s easy, but bandwidth will make it very jerky and hard to follow. Same thing showing a video. Like Marilyn, suppose you took a video on your own iPhone and then, upload it and showed it to us today. We’d probably see a very jerky screen thing, because of bandwidth restrictions. But it is okay to show YouTube posted videos, cause they specialize in streaming lots of bandwidth to people. And sometimes you will have audio problems. You might have an attendee, who can’t see your video or hear the audio, don’t stress about it, just say, “Okay, it’s not a perfect world. It isn’t perfect yet, it’s gotten a lot better, but it isn’t perfect.”

**Making It Perfect**

Michael Lesiecki – Speaking of perfect. We’re getting into our final slides now, Marilyn. *Making It Perfect*, rehearse your stuff. What does that mean? Rehearse everything you’re doing, that includes your interface that includes your content, includes the way you’re going to pass questions back and forth. And importantly, work on the transitions. During the rehearsals we say, “Okay, I’m going to clue you when I say this word,” that means you take it from there. We
actually do things like that. And if done right, it flows very nicely. Make sure you can see what your attendees see, setup a test machine like I talked about. And Marilyn, we have fun, right. We keep it light, we joke with each other. And why do you, you think that works? I know you and I do that, but I think it does work.

Marilyn Barger – I think it works. Like, again, I think it, it helps brings the participants in especially if they might know one of the presenters or if they know of the presenters. It helps to make it more of a conversation. That’s a good thing.

Michael Lesiecki – I think it just, it just makes people listen more. I don’t know why. It’s not that it’s not serious, it just, you know, it’s okay to have fun doing it. Webinars are ultimately fun, we have fun doing them.

**Recordings Add Value**
Michael Lesiecki – Recordings, *Recordings Add Value*, I was looking back over some of our statistics over the years, Marilyn. And here’s the number, if x people participate, let’s suppose “x” is 100, after 3 months we look at the number of recorded views we’ll see maybe 30 or even a 100 more that is .3 to 1 times as many people will watch the recording who had actually came. That’s a significant number in terms of dissemination, don’t you think?

Marilyn Barger – Yes, 30 percent additional people, that sort of fills in that slot we did from that first poll. Some of those could be the people who registered knowing they wanted to watch, but when you get up to the 100 percent more that’s other people who came to the party that you didn’t know about. It’s a great way to disseminate resources.

Michael Lesiecki – One of our colleagues, you know him, Gordon Snyder; of course, he mentions that by doing this your webinar recording becomes searchable. And so, as people are searching for things, they’re drawn to your resource. And I think that’s pretty cool; you know, thinking about that.

**What is a Good Web Conferencing System?**
Michael Lesiecki – As we wrap up here today, people have asked us, Marilyn, what’s a good web conferencing system? You know if you had to do this. Well I’m going to make a disclaimer, I don’t have stock in Adobe Connect, Blackboard collaborate or GoTo Webinar or any of those places. I’m going to simply tell you, what we’ve found. I’ll do this on the next slide.

**How Much Does It Cost?**
Michael Lesiecki – I mean, might as well talk about money. If you look at an annual license fee for Adobe Connect or GoTo Webinar, remember, we’re using GoTo Webinar today, Black Board Collaborate, Cisco WebEx, many of you are familiar with these, you can see there is a range of cost here. This is for an annual license for 500 seats, so it comes down to that. We actually have two, Marilyn, we, today, we’re using GoTo Webinar. And for another sets of our webinar series we use Adobe Connect. So as crazy as it may seem we actually have two distinct webinar systems. We find GoTo Webinar is better if you have a single presenter or maybe two
presenters like we have today. GoTo Webinar has a little bit less on the interactive side, where as Adobe Connect is better for a larger number of presenters, it’s better at its interactives. And notice that price there, the price is higher and in yet, we paid for it. We did it because we also purchase within that bundle a higher level audio system. We’ve learned over the years to invest in audio quality. Today, I heard a few ins and outs of our bandwidth, you know, our voices have changed pitch and timbre a little bit as we’ve been talking. It hasn’t been perfect. Alright, just fine, I’m just telling you, personally, that Adobe Connect has a better audio interface and better interactivities. But we use both, we have used WebEx and Black Board Collaborate in the pass and to be honest, we just moved away from them towards the upper two they just work slightly better for us. So that’s the message there.

**Summary: Planning**
Michael Lesiecki – Let’s see; good, now we’re at our summary plans. Our timing is perfect. Planning: Identify your motivation; target your audience; recruit presenters; and structure your marketing. Four steps to good webinar planning.

**Summary: Content Development**
Michael Lesiecki – When you’re developing your content, remember less is more. Tell that story with pictures and use interactivity to engage your participants. Pretty good, we got that today. Good messaging for today.

**Summary: Producing the Live Event**
Michael Lesiecki – And finally, *Producing the Live Event*, worry about timing and transitions. Use those polls and interactives. Don’t just throw in questions breaks and say, “Hey is there any questions? Oops, there isn’t any, let’s just move on.” Strategically use them, manage the flow, manage the team that you’re using to do this.

**With a Small Amount of Experience**
Michael Lesiecki – And finally, you know, Marilyn, I think with a little bit of experience and trying this out, you can create a very tightly crafted, engaging event, a live event. You can help your audience focus, you can build in impact measures through your surveys, and you got that recording for dissemination. You can tell I’m pretty excited, I know you are too, about, about using webinars and using them and pushing them to do, to do interesting things with them.

**Questions?**
Michael Lesiecki – So Marilyn, what about questions now? We just got a couple of minutes as we wrap up today. You know we’re, we’re...

Marilyn Barger – We got one additional question. It’s about budgeting to include webinars in a grant proposal, what should I budget to have a third party produce a webinar for me?

Michael Lesiecki – That’s a good question. You know, MATEC Network does produce webinar for third party; we do that as a way of collaborating with people. We charge $500 per webinar. So as you can see, Marilyn, if you going to do more than a few webinars, you’re getting up to
the point where you can afford your own annual license. But if you’re going to put it in a grant, I think the exact question is budgeted at 500 per if you’re going to do a couple of webinars. That should work.

Marilyn Barger – Okay, that sounds good. But it’s a lot less work if you hire someone else to do it so there’s tradeoffs there too.

Michael Lesiecki – Guess that’s true. Okay, let me take us... Do you have any more questions or I can go to our final slide here? We’re perfectly on time.

Marilyn Barger – Yep, I think you better go to our final slide.

Okay good, I’m going to do that.

**Join Us**
Michael Lesiecki – So folks I would like for you to join us on November 19 for the next in the CCTA webinar series: Bridge Learning Communities. You know, Marilyn, it’s the Bio -Link presentation, right, they have now over 7 years of experience doing bridge type of strategies to engage students. They got some data behind them so I’m looking forward to that one. So that’s the next, so next coming up you will see more of our webinars and our recordings on aecenters.org/ccta.

**Q&A and Contacts**
Michael Lesiecki – Marilyn, I, you and I, both know we wouldn’t mind getting an email about these things. There’s Marilyn Barger, @hccfl.edu and Mike Lesiecki @gmail. So please feel free to contact us.

**Effective Web Telecommunications Part II: Webinars**
Michael Lesiecki – Folks that officially ends our webinar today, titled: Effective Web Telecommunications Part II: Webinars. Thank you for attending, I’m looking at the clock, it says 61 minutes. Marilyn, I guess we did okay on our 60 minute webinar presentation for today.

Marilyn Barger – Thank you everyone.

Michael Lesiecki – Marilyn thanks for being a part of this. And everyone thank you. Please do our survey as you sign off today. Thank you, again. Bye Marilyn, I’ll talk to you.

Marilyn Barger – Bye, bye.

Michael Lesiecki – Bye.