

PA 775

Program Evaluation

Silverman

[carolsil\(5\)sfsu.edu](mailto:carolsil(5)sfsu.edu)

Office Hours (downtown campus) Friday 5-6/(Main campus 138 HS) Monday, Thursday 5-5:50.

Introduction

Increasingly, funders are moving towards outcome oriented granting strategies. Public and nonprofit administrators are asked to document empirically the value of their programs. Is there a documented need for a program? Is it being provided in a way that is consistent with program theory, does the program have the claimed outcomes or impact? Is there a better or more efficient way to deliver the same program? The request may come from funders, it may come from within the organization, or from elected officials who are concerned that scarce public dollars are wisely spent.

Program evaluation is a structured way of answering these questions. It makes use of the skills you learned in research methodology and analysis, but expands on these skills, by applying them within an organizational and political context.

It is assumed that not everyone will carry out an evaluation themselves, although the ability to do so is a marketable skill. However, public and nonprofit administrators often work with evaluators. Public administrators may further require evaluations of the nonprofits under contract to provide services. This class thus has the following aims:

1. To provide an applied introduction to program evaluation and logic models
2. To talk about how to make an evaluation useful - not something that is done simply to satisfy a funder or public agency
3. To gain the knowledge necessary to evaluate evaluation plans and evaluation reports.
4. To have a better understanding of how to work with an evaluation consultant

The class has a secondary aim. Since grants often require an evaluation component, it will talk about grant development in general - how do you research funders and prepare grant proposals, including a reasonable evaluation plan?

Note there is a link to the website for the American Evaluation Association on ilearn. It makes available a number of resources for those who are not members.

Requirements

Knowledge of evaluation methodology best makes sense when located in the context of real organizations with real needs. For this reason, students should find an agency or subunit within an agency to use as the basis for the assignments. It is fine to use the place where you work, where you have worked or another agency. For those selecting the grant proposal option (see below), you can also develop a proposal for a nonprofit that you would like to start or for an existing agency.

Students have two choices: they can conduct an evaluation resulting in a 20 page paper (can be longer, if the materials require this) or they can create portions of a grant proposal, written to the needs of a particular funder, including an evaluation component. In either case, the paper will be due in sections, throughout the semester, although will be given a final grade at the end. Students who select the evaluation option are free to work in groups, although the expectation is that the final product will reflect the fact that more individuals are involved in it.

More details will be given in the individual paper prompts.

Additionally students will be required to sign up for one class sessions and lead a discussion based upon a topic brought up by the readings (THIS IS ABSOLUTELY NOT TO BE A SUMMARY OF THE READINGS.) Topics might include, but not be limited to: how the information in the readings pertains to the places where the student works, the limitations or advantages of the approach advocated in the reading, a discussion of some of the case material in the reading or of a different case where the approach was utilized. This will be graded, based on its relevance to the presented course material and the extent to which the panel goes beyond the simple readings to demonstrate applications. The presentations will cover materials from the week before.

Finally there will be a take home final, with essay questions requiring synthesis of the materials presented throughout the semester.

Readings:

The main text for the course is Peter H. Rossi, Mark W. Lipsey and Howard Freeman. *Evaluation: A Systematic Approach*. Thousand Oaks, CA: Sage Publications, 2004. There are also readings that can be downloaded from the web, selections from several texts and two handbooks from the Kellogg Foundation. The links and PDF's for all readings that are not in Rossi can be found in the class ILEARN account.

Grading

Paper 60 percent

Final Exam 20 percent

Presentation on readings and class participation 20 percent

College and University Policies

This section is to inform you of the College and University policies that may affect you. Knowledge of these deadlines (viewed at <http://registrar.sfsu.edu/>) and policies will help you to navigate the bureaucracy of the University while helping you succeed and graduate in a timely manner. Policies can be intimidating sometimes, but they ensure an equitable, consistent and reliable process for each student. Please review this information and refer to <http://chss.sfsu.edu/content/petitions-information> for more detail on these policies. Approval of a petition from the instructor and/or Department Chair

does not constitute automatic approval from the Associate Dean so please continue attending class until a decision is made. If you have any questions about how these policies specifically apply to your situation, please contact the Associate Dean's Office at assocdean@sfsu.edu or in HSS 239.

When is the deadline to drop a class?

The last day to drop a class without a W grade is September 13, 2017 by 11:59 PM.

What if I wish to withdraw from a course after the drop deadline?

Withdrawal from a course is allowed from September 14, 2017 until November 17, 2017 only if you have serious and compelling reasons with current, relevant supporting documentation. The following are examples of **non-serious and non-compelling reasons** and would be denied:

- Changing major
- Poor academic performance in class
- Course no longer needed
- Missing pre-requisite(s)
- Instructor forgot to drop
- More time needed for other classes

Unexpected changes in work schedule or serious accident, protracted illness, or family emergencies may be considered serious and compelling if appropriate supporting documentation is attached. The petition must be submitted within a reasonable timeframe (e.g., within 2 weeks of an illness or change in work hours) and must include your unofficial transcripts. From November 18, 2017 until December 12, 2017, you may not withdraw from a class or the University, except only in the case of a **documented** serious illness or verified accident.

Withdrawals cannot be initiated electronically and must be submitted using a paper application. A maximum of 18 units can be withdrawn, and a course can only be repeated once with a failing grade.

How do I take a course for Credit or No Credit (CR/NC) Grade?

Please check the course description in the Bulletin to determine if the class can be taken CR/NC. If it is permitted, then you may change your grading option via your SF State Gateway until October 18, 2017 by 11:59 PM. The Associate Dean will not approve requests for changes if you miss this deadline.

What if I want to add a class after registration closes?

The period to add classes via permission numbers is August 23, 2017 through September 13, 2017 until 11:59 PM. It is your responsibility to obtain a late permission number from your instructor and add the class. Faculty cannot add you into a class. Starting September 14, 2017, a Waiver of College Regulations form must be submitted. This will only be approved if there was an administrative error.

How do I know if any changes in my registration went through?

Always check your registration on your SF State Gateway after making any changes and before deadlines to ensure you are registered properly for your classes. It is always your responsibility to ensure your schedule is correct, even if the instructor indicates they will drop you. All deadlines will be strictly adhered to by the instructor, the Department Chair, and the CHSS Associate Dean.

When are finals?

According to Academic Senate policy F76-12 a time period is set aside at the end of each semester for a formal examination period. All classes are expected to meet during the final examination period whether an examination is given or not. The final examination schedule is:

http://www.sfsu.edu/~acadres/final_exams/final17.htm

What resources are available to me on campus?

Disability Programs and Resource Center: Students with disabilities who need reasonable accommodations are encouraged to contact the instructor. The Disability Programs and Resource Center (DPRC) is available to facilitate the reasonable accommodations process. The DPRC, located in SSB 110, can be reached by telephone at 415-338-2472 (voice/TTY) or by e-mail at dprc@sfsu.edu.

Student Disclosures of Sexual Violence: SF State fosters a campus free of sexual violence including sexual harassment, domestic violence, dating violence, stalking, and/or any form of sex or gender discrimination. If you disclose a personal experience as an SF State student, the course instructor is required to notify the Dean of Students. To disclose any such violence confidentially, contact:

The SAFE Place - (415) 338-2208; http://www.sfsu.edu/~safe_plc/

Counseling and Psychological Services Center - (415) 338-2208; <http://psyservs.sfsu.edu/>

For more information on your rights and available resources: <http://titleix.sfsu.edu>

CHSS Student Resource Center (HSS 254): Provides academic advising and support to all students with a CHSS major. For more information and to book advising appointment: <http://chss.sfsu.edu/src> or call (415)405-3740.

Undergraduate Advising Center (ADM 212): Provides academic advising and support to all students.

For more information: <https://advising.sfsu.edu/>.

Week One 8/25	Introduction to program evaluation and the course. Different understandings of program evaluation. The continuum of evaluation.
Week Two 9/1	Creating an evaluation that has utility to stakeholders. User oriented evaluation Reading: Rossi Chapters 1,2/Bryson and Patten
Week Three 9/8	Forming the evaluation question. Types of evaluation Basic issues to consider Reading: Rossi Chapters 3/Shadish
Week Four 9/15	How to find and cultivate funders /New Trends in Evaluation Reading: The Community Toolbox: Writing a Grant Application for Funding, Patton, Next Gen Evaluations
Week Five 9/22	Introduction to Grant Development Reading: selections from Karsh and Fox
Week Six 9/29	Assessing program theory. Logic modeling Reading: Rossi Chapter 5 Kellogg Logic Modeling Chapter 1,2 FIRST SECTION OF PAPER DUE
Week Seven 10/6	Using Logic Models/Needs Assessment and Feasibility Studies Reading: Rossi Chapter 4/Kellogg Logic Models Chapter 3,4
Week Eight 10/13	Working with an Evaluator Reading: Bell/Kellogg Evaluation Handbook Chapter 5 pp 37-68/Community toolbox: Working with an Evaluator.
Week Nine 10/20	Inside the black box - program monitoring. Review of research methods Reading: Rossi Chapter 6 SECOND SECTION OF PAPER DUE
Week Ten 10/27	Measuring program outputs and outcomes Reading: Rossi Chapter 7

Week
Eleven
11/3

Measuring program impact - experimental design
Reading: Rossi Chapter 8

Week
Twelve
11/17

Measuring program impact - alternative designs
Reading: Rossi Chapter 9
THIRD SECTION OF PAPER DUE

Thanksgiving recess

Week
Thirteen
12/1

Assessing program effects
Reading: Rossi Chapter 10

Week
Fourteen
12/8

Assessing efficiency/ So how do we make this evaluation useful?
Reading: Rossi Chapter 11,12; Trevisan.

Final exam handed out. Final exam and final paper are due by the date of the exam period 12/15