

# Policy Analysis Workshop #4 Handout:

## Step 5

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### Abstract

This handout is crafted for our workshop on education policy analysis, focusing on Step Five: Project the Outcome, as outlined by Eugene Bardach and Eric M. Patashnik in *A Practical Guide for Policy Analysis* (2020). This guide provides comprehensive explanations, practical education-focused examples, and interactive exercises to help you effectively project outcomes for various policy alternatives in your analysis projects.

## 1 Introduction

Projecting outcomes is a critical phase where you forecast the potential impacts of each policy alternative you are considering. This step bridges the gap between theoretical policy options and their real-world implications, ensuring that your analysis remains grounded, realistic, and actionable.

## 2 Step Five: Project the Outcome

Projecting the outcome involves estimating the consequences of each policy alternative. This step is often challenging due to the inherent uncertainties of predicting the future. However, it is essential for making informed decisions and recommendations.

### 2.1 Understanding the Challenges

Projecting outcomes is fraught with both practical and psychological difficulties:

#### 2.1.1 Policy is About the Future

Policies are inherently forward-looking. This means you must make educated guesses about how different policy options will play out over time. Unlike past analyses, you cannot rely solely on historical data; instead, you must anticipate future conditions and trends.

#### 2.1.2 Balancing Realism and Optimism

While it is tempting to remain optimistic about the potential success of a policy, it is crucial to maintain realism. Overly optimistic projections can lead to policies that fail to deliver expected benefits or, worse, cause unintended harm. Striking a balance ensures that your projections are credible and actionable.

### 2.1.3 Avoiding the 51-49 Principle

The “51-49 principle” refers to the tendency to treat a slightly more likely outcome as a certainty. This can lead to misleading conclusions. It’s important to acknowledge the uncertainties and avoid overstating the confidence in your projections.

## 2.2 Leveraging Social Science

Effective policy analysis integrates social science to inform projections:

### 2.2.1 Using Models and Evidence

While models are simplifications of reality, they can provide valuable insights into potential outcomes. Use them to diagnose problems, map trends, and assess whether certain practices are worth replicating.

### 2.2.2 Considering Initial Conditions

Beyond models, consider the current facts on the ground. Understanding the existing conditions helps in making more accurate projections about how policies will interact with the present state of the education system.

## 2.3 Developing Magnitude Estimates

Quantifying the expected impact of policies enhances the clarity and usefulness of your analysis:

- **Be Specific:** Instead of stating that a policy will “improve student performance,” specify by how much, such as “increase average test scores by 10%.”
- **Reduce Misinterpretation:** Clear numerical estimates prevent policymakers from making incorrect assumptions about the policy’s impact.
- **Use Trend Data Wisely:** While past trends can inform projections, be cautious of changes in underlying factors that might affect future outcomes.

## 2.4 Break-Even Analysis

Break-even analysis helps determine whether the benefits of a policy justify its costs:

### 2.4.1 Concept and Steps

1. **Identify Costs and Benefits:** List all the costs associated with implementing the policy and the benefits it is expected to generate.
2. **Determine the Break-Even Point:** Calculate the point at which the benefits equal the costs.
3. **Assess Feasibility:** Evaluate whether the projected benefits are realistic and achievable within the given constraints.

### Exercise: Break-Even Analysis

**Scenario:** A school district is considering implementing a new digital literacy program costing \$500,000 annually. The program is expected to reduce the dropout rate by 2%, translating to an estimated \$300,000 in long-term savings from increased graduation rates.

**Task:** Conduct a break-even analysis to determine if the program is financially justified.

**Steps:**

- a. Calculate the net benefit.
- b. Determine if the benefits exceed the costs.
- c. Discuss any additional factors that should be considered.

**Discussion:**

- Net Benefit = \$300,000 (benefits) - \$500,000 (costs) = -\$200,000
- The program does not break even financially.
- Consider long-term benefits beyond immediate cost savings or seek alternative funding.

## 2.5 Sensitivity Analysis

Sensitivity analysis examines how changes in key assumptions affect your projections:

- **Identify Key Uncertainties:** Determine which variables have the most significant impact on your outcomes.
- **Test Variations:** Adjust these variables within plausible ranges to see how outcomes change.
- **Prioritize Focus Areas:** Concentrate your analysis on the uncertainties that most influence your policy's success.

## 2.6 Scenario Writing

Developing scenarios helps anticipate how different conditions might affect policy outcomes:

- **Create Realistic Scenarios:** Base scenarios on plausible future developments rather than speculative or extreme possibilities.
- **Consider Diverse Outcomes:** Explore best-case, worst-case, and most likely scenarios to understand the range of possible impacts.
- **Engage Imagination and Evidence:** Balance creative thinking with empirical data to ensure scenarios are both imaginative and grounded.

## 2.7 Anticipating Undesirable Side Effects

No policy is without potential negative consequences. Anticipating these helps in designing more effective interventions:

### 2.7.1 Common Side Effects in Education Policy

- **Resource Misallocation:** Redirecting funds to one area may lead to shortages in another, such as increasing technology budgets at the expense of arts programs.
- **Equity Concerns:** Policies aimed at improving outcomes for one group might inadvertently disadvantage another.
- **Administrative Burdens:** Introducing new programs can increase the workload for teachers and administrators.

### 2.7.2 Example: Implementing a Standardized Testing Policy

- **Positive Outcome:** Improved student accountability and standardized assessment of performance.
- **Undesirable Side Effect:** Teaching to the test, which may narrow the curriculum and reduce emphasis on creative subjects.

## 2.8 Constructing an Outcomes Matrix

An outcomes matrix provides a visual representation of how each policy alternative performs against various criteria:

### 2.8.1 Creating the Matrix

1. **List Alternatives:** Down the rows, include all policy options you are considering.
2. **Define Criteria:** Across the columns, list the evaluative criteria relevant to your analysis (e.g., cost, effectiveness, equity).
3. **Populate the Matrix:** For each alternative, estimate the outcome for each criterion.

## 2.8.2 Education-Focused Outcomes Matrix Example

Table 1: Example Outcomes Matrix for Education Policy Alternatives

Policy Scenario	% Improvement from Baseline (Efficacy)	Cost per Student Improved (\$)	Operational (O)	Economic (E)	Political (P)
<b>Existing Programs</b>					
Mentorship Programs	5% to 7%	\$200	High	Medium	High
<b>New Initiatives</b>					
Expanded Financial Aid	10% to 12%	\$500	Medium	High	Medium
Enhanced Curricula	7% to 9%	\$300	High	High	High
Standardized Testing	3% to 4%	\$150	Low	Low	Low
<b>Innovative Approaches</b>					
Technology Integration	8% to 10%	\$250	Medium	High	Medium
Early Childhood Education Expansion	12% to 15%	\$400	Medium	High	High

### Example: Applying Criteria to Education Policy Alternatives

**Policy Problem:** Low graduation rates and high dropout rates in high schools.

#### Alternatives:

- Implementing mentorship programs for at-risk students.
- Expanding financial aid and scholarship opportunities.
- Enhancing curricula to include more STEM and vocational training.
- Introducing standardized testing to monitor student performance.
- Integrating technology in classrooms to facilitate personalized learning.
- Expanding early childhood education programs.

#### Selected Criteria and Metrics:

- **Efficacy:** Percentage improvement in graduation rates.
- **Cost-Effectiveness:** Cost per student improved (\$).
- **Operational Feasibility (O):** Ease of implementing the policy (High, Medium, Low).
- **Economic Impact (E):** Broader economic benefits (High, Medium, Low).
- **Political Acceptability (P):** Level of support from stakeholders and policymakers (High, Medium, Low).

**Application:** Evaluate each alternative against these criteria to determine the most suitable policy option. For instance, while Expanded Financial Aid has a high efficacy and economic impact, its high cost and medium political acceptability might pose challenges compared to Enhanced Curricula, which offers a balanced improvement with high feasibility and acceptability.

### 2.8.3 Using the Matrix

Analyze the matrix to identify which policy alternative offers the best balance of cost, effectiveness, and equity. This visual tool aids in comparing and contrasting the potential outcomes of each option, facilitating more informed decision-making.

#### Exercise: Developing an Outcomes Matrix

**Scenario:** Your school district is facing declining graduation rates and high dropout rates. You are tasked with evaluating three policy alternatives to address this issue.

**Policy Alternatives:**

- a. After-School Tutoring Programs
- b. Teacher Professional Development Workshops
- c. Introduction of Comprehensive Counseling Services

**Task:** Develop an outcomes matrix for these alternatives using the following criteria:

- Efficacy (% Improvement in Graduation Rates)
- Cost per Student Improved (\$)
- Operational Feasibility (High, Medium, Low)
- Economic Impact (High, Medium, Low)
- Political Acceptability (High, Medium, Low)

**Steps:**

- a. Define realistic estimates for each criterion based on available data and research.
- b. Populate the outcomes matrix.
- c. Analyze the matrix to determine which policy offers the best overall benefits.

**Discussion:** Consider how each policy's strengths and weaknesses align with the district's priorities and resource constraints.

## 2.9 Practical Application

To effectively project outcomes, apply the following strategies:

Avoid vague projections. Clearly define what each outcome entails and provide measurable estimates where possible.

### 2.9.1 Example in Education Policy

- **Vague Projection:** "Improve student engagement."

- **Specific Projection:** "Increase student participation in extracurricular activities by 15% over two years."

## 2.10 Use Multiple Methods

Combine quantitative estimates with qualitative insights to create a comprehensive projection of outcomes.

### 2.10.1 Example: Implementing a Teacher Training Program

- **Quantitative Estimate:** "Improve student test scores by an average of 8%."
- **Qualitative Insight:** "Enhance teacher confidence and instructional methods, leading to a more supportive classroom environment."

## 2.11 Engage Stakeholders

Consult with educators, administrators, students, and other stakeholders to gather diverse perspectives and enhance the accuracy of your projections.

### 2.11.1 Example: Introducing Technology in Classrooms

- **Stakeholder Input:** Teachers may express the need for professional development to effectively integrate technology.
- **Incorporated Projection:** "Provide comprehensive training for 90% of teachers, leading to a 10% increase in technology usage in classrooms."

## 3 Tips for Effective Outcome Projection

- **Be Specific:** Clearly define each projected outcome with measurable indicators.
- **Be Comprehensive:** Consider all relevant aspects that could influence the policy's success.
- **Be Objective:** Use data-driven estimates to minimize bias in your projections.
- **Be Transparent:** Document your assumptions and methodologies for projecting outcomes.
- **Consult Stakeholders:** Engage with those affected by the policy to ensure projections are grounded in reality.

## 4 Conclusion

Projecting outcomes is a pivotal step in education policy analysis. By carefully estimating the potential impacts of each policy alternative, maintaining realism, and anticipating uncertainties and side effects, you can provide a robust foundation for making informed policy recommendations. Remember to utilize

both quantitative and qualitative methods, engage with stakeholders, and remain transparent in your projections to enhance the credibility and effectiveness of your analysis.