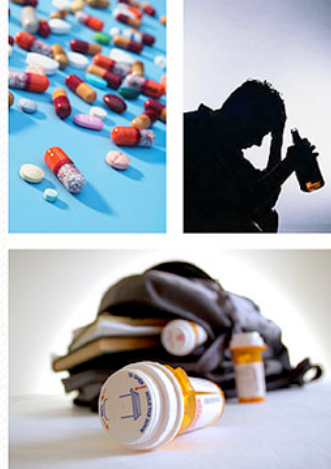
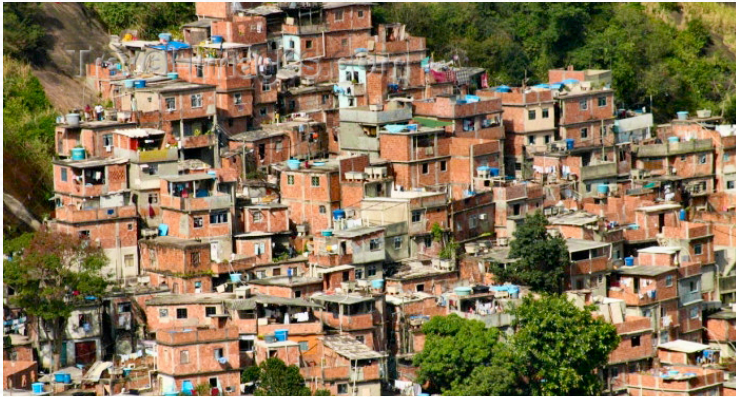


EVALUATION

The Big Picture

(Part 1)

Challenges confronting our society



Our response?

- Create policies, program, products and processes => Evaluation
 - Which programs are working well?
 - Which are failing?
 - What are programs' relative costs and benefits?
 - What can be done to improve a program, process, product?



Examples of Programs/
Products

Stakeholders
Who is impacted?

Elements of a Program

- Planned/implemented activities
- Managed resources
- Specific goals and purposes
- Target participants
- Documentable outputs, outcomes and impacts
- Explicit or implicit systems of beliefs
- Investigable costs and benefits

Stakeholders

- People who have authority over the program (funders, policy makers, advisory boards)
- People who have direct responsibility for the program (program developers, administrators, managers, and staff)
- People who lose funding or are not served because of a program termination



Meaning of “evaluation”

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- Fitzpatrick, J., Sanders, J. & Worthen (2011):
 - “the identification, clarification, and application of **defensible criteria** to determine the evaluation object’s value (worth or merit) in relation to those criteria.” (p.7)



Formal evaluation => systematic procedures and formal collection of evidence/ data.



The Purposes of “evaluation”

The Purposes of “evaluation”

- To assist decision makers
 - Example: to establish the impact of a tobacco cessation program in Iowa
- To assist program improvement
 - Example: to determine the value of a job training program at ISU
- To assist organizations with ongoing progress, adaptation and learning
 - Example: to instill new ways of thinking by participating in an evaluation project



Roles and Activities of Professional Evaluators

Roles and Activities of Professional Evaluators

- Encourage the use of evaluation results
- Critical friend (more of a friend than a judge, but not afraid to offer judgments/recommendations)
- Social-change agent (evaluation as a way to bring out organizational and societal change)
- Inclusive by bringing the voice of all stakeholders, especially the ones more ignored
- Stimulating dialogue among groups
- And....scientific expert!

Roles and Activities of Professional Evaluators

- American Evaluation Association
<http://www.eval.org/>

Evaluation

- The process of making judgments regarding the appropriateness of person, program, process or product for a specific purpose
- Evaluation may involve testing, measurement, or assessment
- Examples:
 - Health program evaluation
 - Course evaluation
 - Web interface usability testing
 - Application to graduate school



Flawless evaluation: myth or reality?