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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) |

# Purpose

* 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
* To determine which programs are working well
* To determine which programs are failing
* To determine what are programs’ relative costs and benefits
* To determine what can be done to improve a program, process, product
* To determine who are the stakeholders, who is impacted?
* Encourage the use of evaluation results to reflect positive change or mitigate risk
* Stimulate dialogue
* Make an informed judgment regarding the appropriateness of a person, program, process, or product for a specific purpose
  + Examples: Health program evaluation, course evaluation, web interface usability testing

# Elements of a Program

## Defining Criteria

Defining criteria is a key component of any evaluation. The measurements and methods used to develop an evaluation closely relate to research. Research and evaluation methodology may also differ in critical ways like how an evaluator or researcher determines if their outcome is successful, who determines criteria, and which criteria are targeted.

## Planned/Implemented Activities

## Managed Resources

## Specific Goals and Purposes

## Target Participants

## Documentable Outputs, Outcomes, and Impacts

## 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

# Resources

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10. Kirkpatrick, D. (1998). Evaluating Training Programs: The Four Levels (2nd ed). San Francisco: Berrett-Koehler (pages 19-24). <https://bb.its.iastate.edu/webapps/blackboard/execute/content/file?cmd=view&content_id=_2689437_1&course_id=_48572_1>
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