



CENTER FOR
NONPROFIT
SUCCESS

Program Evaluation 201

Using Evaluation Data to Set Direction,
Expand Impact and Maintain Accountability

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Presenters

- Adam Gaynor, Consultant, The Whelan Group; Scholar-in-Residence, NYU School of Law
- Anne Lawrence, Program Officer, The Robert Bowne Foundation
- Lisette Nieves, Social Entrepreneur in Residence (former Executive Director), Blue Ridge Foundation; Belle Zeller Distinguished Visiting Professor at CUNY
- Dr. Robin Reenstra-Bryant, Manager, Rutherford Downtown Partnership and President of Brystra Corporation



Agenda

- I. Welcome, introductions and overview**
- II. Developing a common language**
- III. Evaluation Assessment (Pre-Evaluation Planning)**

Break

IV. A framework for evaluation – panel

- What are you trying to evaluate?
- Why?
- For whom? (weighing and integrating client, community, staff, and funder perspectives)

V. Case Study

- In small groups, develop an evaluation plan to measure one or two questions, an anticipated outcome and quality output

VI. Whole group discussion

Break

VII. Developing an evaluation plan for your own program

VIII. Wrap up discussion with final questions/thoughts

Developing a Common Language

Mission Statement

- 1) One sentence that represents your distinctiveness, uniqueness, and sets you apart from everyone else.
- 2) Focuses the organization's attention and concentrates energies on a common purpose.
- 3) Can be clearly paraphrased; motivates officers and clients.

The mission of _____ is to [purpose] by [function].

Goals: Goals are statements of expected outcomes. They provide programmatic direction and are...

- 1) related to the problem analysis/needs assessment
- 2) outcome oriented
- 3) realistic, but should stretch the organization
- 4) clearly stated
- 5) refer to the client population
- 6) precise
- 7) positive

The more precise the goal, the more the organization will have to be accountable.

Developing a Common Language

Objectives: Objectives are statements of processes by which goals will be achieved. Objectives...

- 1) are the commitment of the organization to achieve specific, measurable results
- 2) stretch the organization
- 3) are stated in terms of at least two of the following criteria:
 - -time
 - -quality
 - -quantity

Problem Analysis/ Needs Assessment

- 1) What is the nature of the situation or condition?
- 2) How are the terms being defined?
- 3) What are the characteristics of those experiencing the condition?
- 4) What is the scale and distribution of the condition?
- 5) What social values are being threatened by the condition?
- 6) How widely is the condition recognized?
- 7) Who defines the condition as a problem?
- 8) What is the cause of the problem?
- 9) Are their socio-economic/demographic considerations?

Developing a Common Language

Inputs: The resources and raw materials available to implement a program.

Outputs: A program converts resources into tangible products. Those products are called “outputs.”

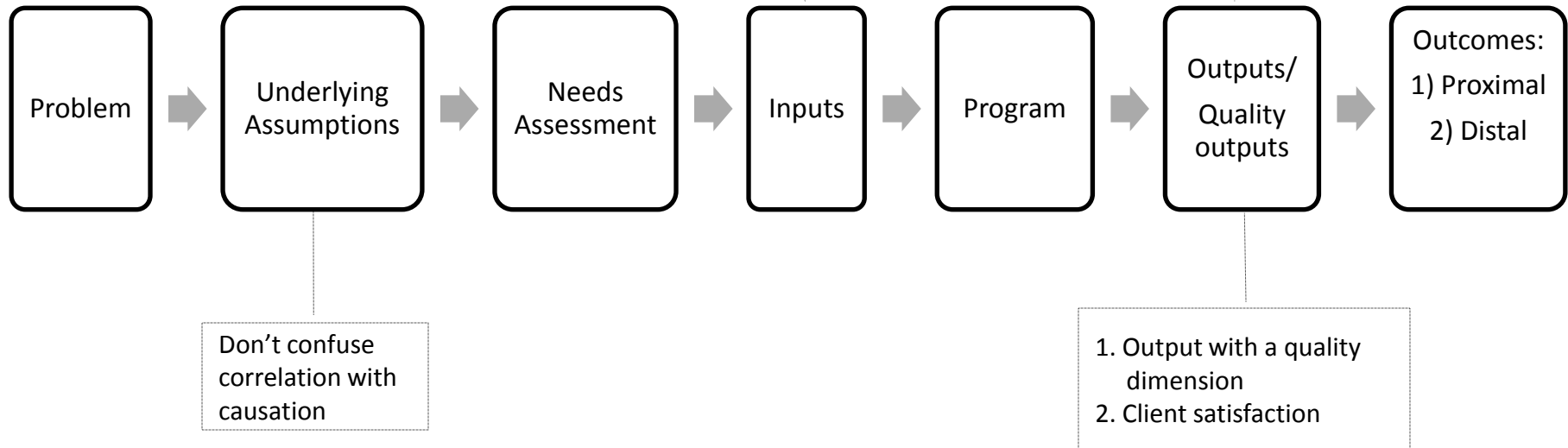
Quality Outputs: Outputs that have a quality dimension and reflect a high level of client satisfaction.

Outcomes: Outcomes are the fulfillment of the program’s original goals. They can be expressed in terms of the immediate impact on clients (proximal) and the long-term impact (distal).

Program Development Framework

Resources:

1. Land—space, buildings
2. Labor—staff, expertise, knowledge, skills, abilities
3. Capital—cash, supplies
4. Information
5. Technology
6. Energy
7. Goodwill—What is more valuable about my org?
8. Network—Who do you know?



Evaluation Assessment (Pre-Evaluation Planning)

- Usually conducted before a commitment to an evaluation study is made
- Usually conducted at the very beginning of a program's implementation, or in sufficient time to be able to collect identified/required info for the evaluation
- Comprehensive enough to provide:
 1. An Updated Program Profile
 2. A General Assessment of the Program Structure and Whether it Appears to Operate as Intended
 3. Evaluation Options
 4. Recommendations as to Appropriate Approaches to Perform an Evaluation.

Developing a Framework: Guiding Questions for Discussion

- What are you trying to evaluate?
- Why?
- For whom? (weighing and integrating client, community, staff, and funder perspectives)





Exercises



Scenario Worksheet

- What are the inputs in this program?
- What are the outputs in this program?
- What might determine a quality output?
- What are the desired outcomes?
- How might you evaluate the program's proximal and distal outcomes? What central question would drive the evaluation, and what methods might you employ?
- Is there a comparison group or comparative data you might utilize in analyzing your data?
- What variables might complicate, and influence, the outcomes in this program?

