Evaluation A Systematic Approach Peter H. Rossi, Mark W. Lipsey, and Gary T. Henry

Chapter 11: Planning an Evaluation

- Influence:
 - Individuals
 - Interpersonal behaviors
 - Collective actions

- Research questions
 - Need to be specific
 - Measures should be specified

Research Questions for the Evaluation of the Transformation of North Carolina's Lowest Performing Schools

1. Assessing overall impacts	What are the effects of North Carolina School Transformation on intermediate outcomes such as teacher mobility and instructional practices and student outcomes, such as achievement and disciplinary incidents?
2. Assessing subgroup impacts	What are the effects of North Carolina School Transformation on the outcomes of the lowest achieving students, defined as those not achieving proficiency on either mathematics or reading tests in the prior year?
3. Probing for underlying mechanisms or "active ingredients"	What underlying processes, such as student engagement or academic press, appear to mediate or suppress overall effects and effects on the lowest achieving students?
4. Assessing processes and implementation fidelity	What is the quality of the implementation of transformation services, including the comprehensive needs assessment, leadership coaching, instructional coaching, and professional development activities in turnaround schools? Are the transformation services implemented with fidelity? What is the amount and quality of comparable services delivered to control group schools during the study period?

- Research questions
 - Identify target population
 - Standards
- Research design
 - Descriptive
 - Causal
 - Case studies

- Sample
 - Describe the units to be selected for the study and how they will be selected.
 - A sample is simply a subset from the target population for an evaluation.

- Measures
 - Explicit and agreed upon valence
 - Measures of program exposure
 - Level of subjectivity

- Primary & secondary sources
- Primary:
 - Observations
 - Interviews
 - Focus groups
 - Surveys
 - Direct assessments

- Primary & secondary sources
- Secondary:
 - Administrative databases
 - Can have missing data

- Quantitative data, qualitative data, & mixed data collection
 - Should be based on the research questions, type of data, amount of time, & other resources.
 - In general, quantitative for policy or large-scale
 - Qualitative for smaller scale

- Administration of data collection: Primary data
 - Develop protocols
 - Obtain permission
 - Train data collectors
 - Turn in all data

- Data acquisition and database construction
 - Requires significant planning
 - Sharing agreement

Data Analysis Plan

- Different for quantitative and qualitative data
- More pre-planning for quantitative
- Less straightforward for qualitative

Communication Plan

- Essential to influence
- Evaluation report
- Need agreement with stakeholders
- Reports
 - Answer research questions
 - Explain data, methods, and processes

Communication Plan

- Reports
- Five components:
 - (a) objectives and research design
 - (b) sample
 - (c) data
 - (d) measures
 - (e) data analysis

Communication

- Briefings and Interactions
 - Describe the findings
 - Aid in interpretation
 - Focus on implications

- Personnel
 - Provides background on evaluation team
 - Focus on skills and experience

- Resources
- Includes:
 - Equipment and facilities
 - Relationships to support the evaluation
 - Resources for original data collection

- Study Timeline
 - Includes milestones
 - Aligns with evaluation activities

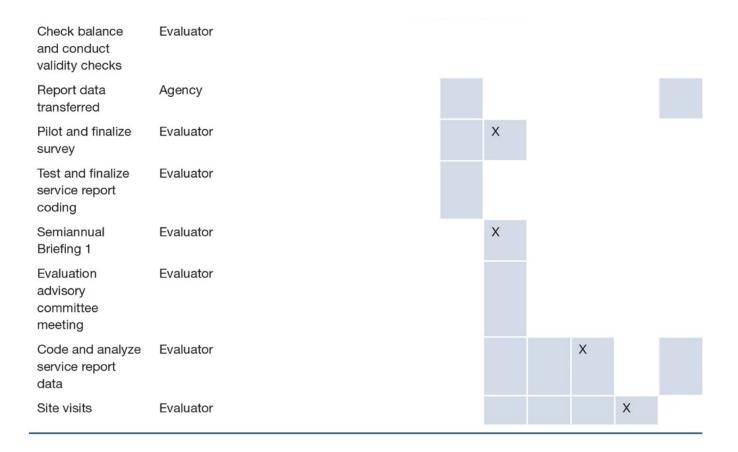
Implementation		Year 1											
and Evaluation Tasks	Lead	8	9	10	11	12	1	2	3	4	5	6	
Program participants identified	Agency		Х										
Plan for services finalized	Agency	Х											
Meetings with agency and evaluation team	Evaluator												
Evaluation procedures finalized	Evaluator	Х											
Develop survey	Evaluator				Х								
Develop implementation fidelity items	Evaluator				Х								

(Continued)

(Continued)

Implementation		Year 1										
and Evaluation Tasks	Lead	8	9	10	11	12	1	2	3	4	5	6
Develop service report coding rubric	Evaluator					Х						
Phase 1 services delivered	Agency											
Site research access agreements	Agency			Х								
Phase 2 services delivered	Agency								Х			
Phase 3 services delivered	Agency											
Administrative data transferred (baseline from prior year)	Agency											
Administrative data preparation	Evaluator						Х					
Update baseline data treatment and control	Evaluator							Х				

Peter H. Rossi and Gary T. Henry, Evaluation: A Systematic Approach 8e. SAGE Publishing, 2019.



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Implementation and Evaluation		Year 1												
Tasks	Lead	8	9	10	11	12	1	2	3	4	5	6		
Administer survey	Evaluator									х				
Preliminary implementation briefing	Evaluator								х					
Clean and analyze survey data	Evaluator											Х		
Annual report preparation and finalize	Evaluator													
Update preliminary briefing	Evaluator											х		
Semiannual Briefing 2	Evaluator											Х		

Note: Gray shading represents the period in which activities are conducted. X marks the completion month for the task.