

# Evaluation

## A Systematic Approach

Peter H. Rossi, Mark W. Lipsey, and Gary T. Henry

# Chapter 11: Planning an Evaluation

# Evaluation Purpose & Scope

(1 of 6)

- Influence:
  - Individuals
  - Interpersonal behaviors
  - Collective actions

# Evaluation Purpose & Scope

(2 of 6)

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

# Evaluation Purpose & Scope

(3 of 6)

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

<b>1. Assessing overall impacts</b>	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?
<b>2. Assessing subgroup impacts</b>	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?
<b>3. Probing for underlying mechanisms or “active ingredients”</b>	What underlying processes, such as student engagement or academic press, appear to mediate or suppress overall effects and effects on the lowest achieving students?
<b>4. Assessing processes and implementation fidelity</b>	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?

# Evaluation Purpose & Scope

(4 of 6)

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

# Evaluation Purpose & Scope

(5 of 6)

- 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.

# Evaluation Purpose & Scope

(6 of 6)

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



# Data Collection, Acquisition and Management

(1 of 5)

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

# Data Collection, Acquisition and Management

(2 of 5)

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

# Data Collection, Acquisition and Management

(3 of 5)

- 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

# Data Collection, Acquisition and Management

(4 of 5)

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

# Data Collection, Acquisition and Management

(5 of 5)

- 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

(1 of 2)

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

# Communication Plan

(2 of 2)

- 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

# Project Management Plan

(1 of 7)

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

# Project Management Plan

(2 of 7)

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

# Project Management Plan

(3 of 7)

- Study Timeline
  - Includes milestones
  - Aligns with evaluation activities

# Project Management Plan

(4 of 7)

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

(Continued)

# Project Management Plan

(5 of 7)

(Continued)

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

# Project Management Plan

(6 of 7)

Check balance and conduct validity checks	Evaluator						
Report data transferred	Agency						
Pilot and finalize survey	Evaluator		X				
Test and finalize service report coding	Evaluator						
Semiannual Briefing 1	Evaluator		X				
Evaluation advisory committee meeting	Evaluator						
Code and analyze service report data	Evaluator				X		
Site visits	Evaluator					X	

# Project Management Plan

(7 of 7)

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

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