Course Pre-requisites
All students must have completed (or waived) P11.1011 (Statistical Methods) or a similar course Wagner students must have completed P11.1022 (Introduction to Public Policy). This course builds on these introductory courses and lays the foundation for P11.2875 (Evaluation of Health and Social Programs).

Course Description and Objectives
Program evaluation is a critical component in designing and operating effective programs. Evaluations supply information to program managers and policymakers that can assist them in making decisions about which programs to fund, modify, expand or eliminate. Evaluation can be an accountability tool for program managers and funders. This course serves as an introduction to evaluation methodology and evaluation tools commonly used to assess publicly funded programs. Students will become familiar with the concepts, methods and applications of evaluation research; learn how to read evaluation research critically; understand how to use evaluation results to anticipate or improve program performance; and be able to propose an appropriate evaluation plan to assess the implementation and effectiveness of a program.

Course Structure
The class includes lecture, readings, and discussion. There is no specific policy or sector focus to this course, as evaluation tools are used in all policy areas and by public (government) and private (foundation) funders as well as by public and private sector program managers. Students are encouraged to relate the general material of the course to their specific policy interests.

Readings
The required textbook for this course is:


An optional and recommended text is:


In addition to the required text, you will need to read one chapter from the optional textbook and 20 additional readings, which are mostly articles. All of the articles are available through Bobst and links are provided on the Required Readings document in the Readings folder in the Resources section of NYUClasses. Three readings
are chapters from books are not available for downloading and can be downloaded directly from the course NYUClasses. The full bibliography (also in the Readings folder) includes all required readings plus additional optional readings.

There is a sizable body of literature, which deals with program evaluation and policy analysis. The journal Evaluation Review (previously Evaluation Quarterly) is an especially rich source on the subject, as is the Evaluation Studies Review Annual (Sage, more or less annually). Evaluation Practice, Evaluation and Program Planning, New Directions for Program Evaluation, and Journal of Policy Analysis and Management are also recommended. There are also evaluation journals for specific fields, including Evaluation and the Health Professions, Evaluation in Education, Educational Evaluation and Policy Analysis, and Evaluation and Human Services.

Course requirements
Class preparation and participation are important for this “tool based” course. Students need to read required text and articles and be prepared to participate in class discussion. In addition to class participation, students will write two brief memos, one take-home exam, and write a final paper that is a proposal for an outcome evaluation. Note: the following descriptions are not enough to complete the assignments adequately. More detailed instructions for each assignment are posted in the Assignments section of NYUClasses.

Program Statement
Feb 27
Students will submit a short (1 - 2 pages) description of a selected program, indicating the problem to be addressed by the intervention, the intended beneficiaries or targets of the program, the intended benefits, and the causal model/program theory underlying the program. This memo is a preliminary step in writing the final design paper.

Examination
Apr 3
There will be a take-home essay style examination due in class April 4. Students are encouraged to prepare for the exam with classmates. Students may submit the answers to the exam individually or in groups up to five.

Measurement Memo
Apr 17
Using the program model developed in the first memo, students will specify the research questions, operational definitions, and specific measures they would use in an evaluation of the program. This memo represents a critical step towards the final paper.

OPTIONAL Evaluation Review (for extra credit)
May 12
It is important to become a good consumer of evaluations, if not a good evaluator oneself. Review one of three selected evaluation articles. In 2 - 3 pages, students will summarize the type of evaluation described, its design and methods, and write a critique of the evaluation. The review memo must be submitted individually.

Final Paper: Impact Evaluation Design
May 16
The final paper builds on earlier assignments. Students will design a comprehensive evaluation plan for their chosen programs. The proposal will focus on outcome or impact evaluation but will include a brief section on process evaluation as well. Students are strongly encouraged to work in groups of 2-5. Groups will submit a single final paper as well as a single program statement memo and measurement memo.

Relative Weight of Assignments

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Exam</td>
<td>30%</td>
</tr>
<tr>
<td>Final Paper</td>
<td>40%</td>
</tr>
<tr>
<td>Two memos</td>
<td>10%</td>
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<tr>
<td>Class Participation</td>
<td>5%</td>
</tr>
<tr>
<td>Debate participation</td>
<td>15%</td>
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Course Schedule

Readings are organized by topic. The class date represents the date we will begin a topic, but most topics continue into the following week. We will review specific case studies during the second week of a topic; the date of the class where the article will be discussed is indicated in italics. Slides are available on NYUCLasses.

Part I: Evaluation Activities for Program Development, Planning and Implementation

Jan 23  Topic 1: Introduction to the course and the field of program evaluation; stakeholders.
       Weiss Chapters 1 & 2

Jan 30  Topic 2: Pre-program evaluation activities: needs assessment
       Review Weiss Chapter 2

Feb 6   Topic 3: Explicating and assessing program theory
       Weiss Chapter 3

Feb 13  Topic 4: Process evaluation, program monitoring, and implementation analysis

Feb 20  NO CLASS: PRESIDENTS’ DAY

Part II: Measuring the Impacts of Programs

Feb 27  Topic 5: Outcome/Impact evaluation: design, internal and external validity
       Weiss Chapter 8

       Program memo due

Mar 6   Topic 6: Outcome/Impact evaluation: randomized experimental design
       Weiss Chapter 9

       Program memo returned

       Potential exam questions posted
Mar 13  NO CLASS: SPRING BREAK

Mar 20  Topic 7: Outcome/Impact evaluation: quasi-experimental designs with comparison groups
- RFL Chapter 9 pp 265-286

Mar 27  Topic 7 continued: Outcome/Impact evaluation: quasi-experimental designs with comparison groups

- Time with debate groups

Apr 3  Topic 8: Formulating research questions and measurement
- Weiss, Chapter 6
- Litwin, M.S. (2003). How to Assess and Interpret Survey Psychometrics, Ch 2 & 3
- Kim, M.G. and Kim, J. (2010). Cross-validation of reliability, convergent and discriminant validity for the problematic online game use scale (CS)

- Exam answers due

Apr 10  Topic 8 continued: Formulating research questions and measurement

Apr 17  Topic 9: Strengthening full coverage and reflexive designs
- Weiss, review Chapter 8 pp. 191-199
- RFL Chapter 9 pp. 289-295
- Pettifor, A., Taylor, E., Nku, D., Duvall, S., Tabala, M., Mwandagalirwa, K., Meshnick, S., & Behets, F. (2009). Free distribution of insecticide treated bed nets to pregnant women in Kinshasa: an effective way to achieve 80% use by women and their newborns. (we will review in class 4/24)
- Potter, S.J. (2012) Using a multimedia social marketing campaign to increase active bystanders on the college campus (case study for debate 5/8)

- Measurement memo due

- Exams returned

April 24 Final review of research design

- Measurement memo returned


May 1 Topic 10: Sampling

- Babbie, E. (2012). The Practice of Social Research, Chapter 7


May 8 Topic 11: Evaluation Synthesis

- Weiss, Chapter 14
- Optional: RFL Chapter 12

Topic 12: Ethical Considerations in Program Evaluation

- Weiss Chapter 10, pp 235 – 244

Debate 4 Potter, S.J. (2012) Using a multimedia social marketing campaign to increase active bystanders on the college campus (reflexive design case study)

May 9 Debate team ratings due

May 12 OPTIONAL Evaluation review memo due (for extra credit)

May 16 Final Paper Due