NEW YORK UNIVERSITY
ROBERT F. WAGNER GRADUATE SCHOOL OF PUBLIC SERVICE
PADM-GP 2171/ GPH-GU 2371 Section 001
Program Analysis and Evaluation
Summer 2018
Wednesday 6:45–8:25pm | 12 Waverly L120
Professor Julia Kohn

NB: This course will meet Wednesday evenings with three additional Monday evening meetings (6/4, 7/9, 8/6). Note that there is no class the week of July 4th.

Contact Information: Email: julia.kohn@nyu.edu
Phone: 646-479-1800
Office hours: by appointment

Course Pre-requisites
Students must have completed (or waived) P11.1011 (Statistical Methods) and P11.1022 (Introduction to Public Policy), as this course builds on these introductory courses.

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:


In addition to the required text, you will have additional readings, which are mostly articles (case studies). All of the articles are available through Bobst electronic journals. There are also additional optional readings, all of which can be downloaded.

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. Evaluation Practice, Evaluation and Program
Planning, 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, and Evaluation and Human Services.

Course requirements
Class preparation and participation are important for this course. Students must read required text and articles in advance and be prepared to participate in class discussion. In addition to class participation, students will write two brief memos (with an optional third for extra credit), complete one take-home midterm exam, and write a final evaluation design paper. Note: the following descriptions are not enough to complete the assignments adequately. More detailed instructions for each assignment will be distributed.

Program Memo  
June 13th
Students will submit a short 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. Teams will give brief presentations on their memos to the class.

Midterm Examination
There will be a take-home essay style examination due June 27th.

Measurement Memo  
July 11th
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.

OPTIONAL Evaluation Review (for extra credit)  
August 6th
It is important to become a good consumer of evaluations, if not a good evaluator oneself. Review one of three selected evaluation articles. In 3 pages, students will summarize the type of evaluation described, its design and methods, and write a critique of the evaluation.

Final Paper: Outcome Evaluation Design  
August 8th
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 will work in groups and will present their proposals to the class before the final paper is due.

Relative Weight of Assignments

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<th>Assignment</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Midterm Exam</td>
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<tr>
<td>Final Paper</td>
<td>40%</td>
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<tr>
<td>Two memos</td>
<td>10%</td>
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<tr>
<td>Class Participation</td>
<td>10%</td>
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Final Grades

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<td>73.5 – 76.4</td>
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<td>C-</td>
<td>68.5 – 73.4</td>
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Revised 5.12.18
Course Schedule

Part I: Planning and Implementation

May 30 Class 1: Introduction to program evaluation; pre-program evaluation activities

- Weiss Chapters 1 & 2

Jun 4 (Mon.) Class 2: Explicating and assessing program theory

- Weiss Chapter 3
- FINALIZE TEAMS

Jun 6 Class 3: Process evaluation, formative evaluation and implementation analysis


Jun 13 Class 4: Program Memo Presentations

- Program memo due by email to julia.kohn@nyu.edu at 5:00pm (ET)
Part II: Measuring the Impacts of Programs

Jun 20

Class 5: Outcome/Impact evaluation: design, validity; randomized experiment
- Weiss Chapter 8 & 9
- *Program memos returned*
- *Midterm questions handed out*

Jun 27

Class 6: Outcome/Impact evaluation: quasi-experimental designs
- *Midterm answers due by email to julia.kohn@nyu.edu at 5:00pm (ET)*

Jul 4

NO CLASS

Jul 9 (Mon.)

Class 7: Formulating Research Questions and Measurement
- Weiss, Chapter 6
- *Midterm exams returned*
Jul 11  Class 8: Full coverage and reflexive designs; Sampling
- Weiss, review Chapter 8 pp. 191–199
- *Measurement memo due by email to julia.kohn@nyu.edu at 5:00pm (ET)*

Jul 18  Class 9: Measurement Working Session
- *Measurement memos returned and feedback session*

Jul 25  Class 10: Qualitative Methods; Participatory Evaluation
- Weiss, Chapter 11

Aug 1  Class 11: Evaluation and Research Ethics & Group Presentations Session 1
- Weiss, Chapter 14
- *Group presentations begin*

Aug 6 (Mon.)  Class 12: Group Presentations Session 2
- Group presentations continued
- OPTIONAL Evaluation review memo due (for extra credit)

Aug 8  FINAL PAPERS DUE (NO CLASS)
- *Final Papers due by email to julia.kohn@nyu.edu at 5:00pm (ET)*