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* (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, and Evaluation and Human Services.

Course requirements
Class preparation and participation are important for this course. Students need to 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 follow.

Midterm Examination
There will be a take-home essay style examination due March 26th.

Program Statement February 26th
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.

Measurement Memo April 9th
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) May 7th
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 May 14th
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.

Relative Weight of Assignments

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

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<th>B-</th>
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<th>B</th>
<th>C+</th>
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<tr>
<td>Score</td>
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<td>78.5 – 82.4</td>
<td>73.5 – 76.4</td>
<td>68.5 – 73.4</td>
<td>88.5 – 94.4</td>
<td>76.5 – 78.4</td>
<td>82.5 – 85.4</td>
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Course Schedule

Part I: Planning and Implementation

Jan 29 Class 1: Introduction to the course and the field of program evaluation; purposes and stakeholders.
- Weiss Chapters 1 & 2

Feb 5 Class 2: Pre-program evaluation activities: needs assessment
- Review Weiss Chapter 2

Feb 12 Class 3: Explicating and assessing program theory
- Weiss Chapter 3

Feb 19 Class 4: Process evaluation, formative evaluation and implementation analysis

Feb 26  
**Class 5: Program Memo Presentations**  
*Program memo due (send electronically)*

Part II:  
**Measuring the Impacts of Programs**

Mar 5  
**Class 6: Outcome/Impact evaluation: design, internal and external validity**  
- Weiss Chapter 8  
- *Program memo returned*

Mar 12  
**Class 7: Outcome/Impact evaluation: randomized experimental design**  
- Weiss Chapter 9  
- *Potential midterm questions handed out*

Mar 19  
**No class – Spring Break!**

Mar 26  
**Class 8: Outcome/Impact evaluation: quasi-experimental designs**  

- *Midterm answers due (send electronically)*

**Apr 2**

**Class 9: Formulating Research Questions and Measurement**

- Weiss, Chapter 6

**Apr 9**

**Class 10: Full coverage and reflexive designs; Sampling**

- Weiss, review Chapter 8 pp. 191-199
- *Measurement memo due (send electronically)*
- *Midterm exams returned*

**Apr 16**

**Class 11: Class cancelled**

- *Measurement memo returned*

**Apr 23**

**Class 12: Participatory Evaluation; Evaluation and Research Ethics**

- Weiss, Chapter 14

**Apr 30**  
**Class 13: Qualitative Methods; Final Presentations**  
- Weiss, Chapter 11

**May 7**  
**Class 14: Final Presentations (continued)**  
- *OPTIONAL Evaluation review memo due (for extra credit)*

**May 14**  
**Final Paper Due**