North Park University - *School of Business & Nonprofit Management*

SBNM 5780 A2 - Measuring Outcomes and Assessment
Spring 2014, Tues. 6:30-9:50pm

Instructor: Gianfranco Farruggia, Ph.D.; Professor of Nonprofit Management
Phone: 773.244.5209; e-mail: gfarruggia@northpark.edu
Office Hours: Mondays & Tuesdays 1:00-5:00; other times by appointment
Office Location: SBNM (2nd Flr.), 5043 N. Spaulding (mailing address - 3225 W. Foster, Box 27); Chicago, IL 60625

Introductory Comments: Research, program design, and evaluation are critical functions in the nonprofit sector. Leaders and managers of nonprofit organizations are continually challenged to monitor community needs, select and develop services and programs that respond to those needs, and to evaluate and modify the services they provide. This recurrent process is the foundation of quality nonprofit programs.

"In the beginning, God created the heaven and the earth. And God saw everything that He made. "Behold," God said, "it is very good." And the evening and the morning were the 6th day. And on the 7th day God rested from all his work. His archangel came then unto Him asking, "God how do you know that what you have created is 'very good'? What are your criteria? On what data do you base your judgment? Just exactly what results were you expecting to attain? And aren't you a little close to the situation to make a fair and unbiased evaluation?" God thought about these questions all that day and His rest was greatly disturbed. On the 8th day God said, "Lucifer, go to hell." Thus was evaluation born in a blaze of glory …"

(From Halcolm's *The Real Story of Paradise Lost* as cited by Michael Quinn Patton, 1997)

Course Catalog Description: This course examines the assessment of effectiveness against service delivery objectives. The course uses the logic model and other theoretical models to better understand the outcomes and assessment process. Case studies will highlight evaluation issues for improved organizational performance.

Student Learning Objectives:
By the completion of this course, students will:

A. Know the evaluation process
    1. Comprehend, analyze & evaluate evaluation process
B. Gain perspectives on evaluation theories
    1. Assess evaluation benefits and pitfalls of various theories
C. Understand and assess the major approaches for conducting program evaluations
    1. Know what data needs to be collected and how data needs to be analyzed
    2. Know how to analyze, synthesize and report findings
D. Master knowledge of procedural guidelines for applying evaluation approaches
    1. Demonstrate learned theories, processes, and tools

Required Textbook: J. Wholey, H. Hatry, & K. Newcomer (Ed.s), (2010). *Handbook of Practical Program Evaluation, 3rd ed.* San Francisco, CA: Jossey-Bass. [ISBN: 978-0-470-52247-9]

Course Teaching and Learning Methods: Because this course is being taught in intensive format, it is very important for students to keep up with readings, assignments and discussions.

Student Responsibilities:

1. Attendance, presence, and full participation are required for this class. You cannot successfully complete this course without completing the weekly readings and assignments. This is a graduate-level course and all students are fully expected to actively participate on a weekly basis while this course is underway.
2. Although I strongly suggest that all issues, questions, and problems be dealt with in class, you can feel free to call or e-mail me regarding issues at any time, noting the office hours I am available.
3. Please understand that it is school policy to request that you drop the class if you miss 3 class sessions; this avenue does permit you to re-take the class when it is offered again.

Instructor Responsibilities:

1. Design the course and learning modules in such a way that students have the opportunity to achieve the learning objectives.
2. Provide reactions to student responses and discussion as appropriate in order to clarify important ideas and concepts.
3. Provide opportunities for group work that will include discussion as well as hands-on exercises.
4. Provide updated information on relevant resources for the various topics of interest.
5. Read and critically assess students' assignments and provide feedback.

Course Outline

Week 1 Overview & History of MOA

Student Learning Objectives: Know course overview and requirements; know about program evaluation, its history and feasibility, and evaluation process; and understand use of Logic Models.
Required Readings: Chs. 1, 3
Organization: Lecture; Discussion; Group formation & discussion
Assignment: Group paper ("What's MOA?") due no later than Week 2 session at 6:30pm

Week 2 Designing Evaluations

Student Learning Objectives: Know various evaluation designs and analyze and evaluate their benefits and pitfalls.
Required Readings: Chs. 2, 4, 5, 6, 7, 9
Organization: Lecture, Discussion
Assignment: Individual paper (Logic Model) due no later than Week 3 session at 6:30pm

Week 3 Budgeting Evaluations and Collecting Evaluative Information & Data

Student Learning Objectives: Know what data needs to be collected and how to go about the process; learn how to analyze, synthesize and report findings.
Required Readings: Chs.11, 12, 13, 14, 16, 17; NCLB Act of 2001
Organization: Lecture, Discussion, Group formation & discussion of Federal Act
Assignment: Group paper ("What data is collected for NCLB") due no later than Week 4 session at 6:30pm

Week 4 Analyzing & Synthesizing Information & Data

Student Learning Objective: Know how data needs to be analyzed.

Required Readings: Chs. 19, 20, 21, 22
Organization: Lecture, Discussion, Group discussion of Opposing group's paper
Assignment: Opposing Group assessment paper ("What data did opposing group collect?") due no later than Week 5 session at 6:30pm

Week 5 Communicating Evaluation Findings & Outcomes
Student Learning Objective: Know how evaluation findings should be communicated to various stakeholder groups and interested constituencies.
Required Readings: Chs. 24, 25, Utilization-Focused Evaluation (M.Q. Patton)
Organization: Lecture, Discussion
Assignment: Individual assignment (U-FE Checklist) due no later than Week 6 session at 6:30pm

Week 6 Evaluating Evaluations
Student Learning Objective: Understand a major perspective of assessing Evaluations.
Required Readings: Chs. 23, 28
Organization: Lecture, Discussion
Assignment: None

Week 7 Student Presentations
Student Learning Objective: Demonstrate what has been learned by presenting an evaluation.
Required Reading: None
Organization: Student PP presentations
Assignment: Student PP Presentations of Evaluation proposal

Final Paper due no later than 3/10/14 at 5:00 p.m.

Assignments: A final grade for this course will be computed according to your successful completion of the following assignments.

Participation **70 maximum points**
Weekly points:
- Week 1: 10 points
- Week 2: 10 points
- Week 3: 10 points
- Week 4: 10 points
- Week 5: 10 points
- Week 6: 10 points
- Week 7: 10 points

Skill Building **310 maximum points**
Assignment points:
- Week 1: Team assignment (Paper) = 20 points
- Week 2: Individual assignment (Paper) = 50 points
- Week 3: Team case-study report (Paper) = 20 points
- Week 4: Opposing Team assessment (Paper) = 20 points
- Week 6: UFE checklist assignment (Non-paper) = 50 points
- Week 7: Student presentation = 10 points
- Final paper = 140 points

Maximum points = 380

Please note late submission of any assignment is accepted for good reason, but will cost 10% of the total assignment points for each day or portion of a day late.

Grading: At the completion of this course, you will receive a letter grade reflecting your performance in this course. Letter grades will be awarded according to the existing policies of the School of Business and Nonprofit Management. The final course grade will be computed according to the total number of points earned for all assignments as shown by percentage of points earned:

Percentage Range Earned	Final Grade
100-95%	A
90-94%	A-
89-85%	B+
80-84%	B
79-75%	B-
70-74%	C+
69-65%	C
60-64%	C-
59% & below	F

Academic Honesty: In keeping with our Christian heritage and commitment, North Park University and the SBNM are committed to the highest possible ethical and moral standards. Just as we will constantly strive to live up to these high standards, we expect our students to do the same. To that end, cheating of any sort will not be tolerated. Students who are discovered cheating are subject to discipline up to and including failure of a course and expulsion.

Our definition of cheating includes but is not limited to:

1. Plagiarism – the use of another's work (including your own past work) as one's own without giving credit to the individual. This includes using materials from the Internet.
2. Copying another's answers on an examination.
3. Deliberately allowing another to copy one's answers or work.
4. Signing an attendance roster for another who is not present.

In the special instance of group work, the instructor will make clear his/her expectations with respect to individual vs. collaborative work. A violation of these expectations may be considered cheating as well. For further information on this subject you may refer to the Academic Dishonesty section of the University's Catalog (available at www.northpark.edu). In conclusion, it is North Park's mission to prepare you for a life of significance and service. Honesty and ethical behavior are the foundation upon which such lives are built. We therefore expect the highest standards of each student in this regard.

Attendance Policy: The graduate courses in the SBNM are all 7 weeks in length. Missing one class session is allowed without penalty as long as all readings are made up by the student within the following week. Missing a second class session is allowed only in unusual circumstances by prior arrangement with the instructor. Since this represents 28.6% of the engagement time for the course, the student runs the risk of receiving a significantly lower grade for the class. Faculty are encouraged to drop the course grade by a full letter grade in this situation. A student who misses three classes will automatically fail the course, unless the student drops the course before the 7th week of class. Students who drop a course will be held responsible for tuition, based upon the current North Park University policy outlined in the University Catalog (www.northpark.edu).

Disabilities: Students with disabilities who believe that they may need accommodations in this class are encouraged to contact the SBNM program office (773-244-6270). Please do so as soon as possible to better ensure that such accommodations are implemented in a timely manner. For further information please review the following website: http://www.northpark.edu/Campus-Life-and-Services/Disability-Resources.

Use of *APA Publication Manual*: The School of Business and Nonprofit Management (SBNM) has adopted the *Publication Manual of the American Psychological Association* (APA, 2010) as the standard and **required** format for **all** written assignments in SBNM courses.

SBNM's goal in adopting the *APA Manual* is to enhance student learning by:

1. Improving student's writing skills.
2. Standardizing the required format of all written assignments in all SBNM courses.
3. Emphasizing the importance of paper mechanics, grammatical constructs and the necessity of proper citations and referencing.
4. Holding students accountable for high quality written work.

If you are unfamiliar with the requirements of the *APA Publication Manual*, we recommend that you purchase the reference manual and/or that you consult one or more of the suggested resources as listed on the Student Resources section of the SBNM website. ***It is your responsibility to learn and ensure that all written work is formatted according to the standards of the APA Manual*** (you should consider purchasing the manual)**.**