

North Park University - School of Business & Nonprofit Management

SBNM 5780 - Measuring Outcomes and Assessment (Spring 2014, sec. A12, On-line)

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Office Hours: Via e-mail during posted office hours (see **Your Professor**) or other times by appointment

On-line: Tues. & Thurs. (11am–1pm & 7pm–10pm), Sat. (9am–12pm & 7pm–9pm) (I routinely check during off-times also)

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 and higher education (as well as other sectors). Leaders, administrators and managers of nonprofit organizations and institutions of higher learning (as well as business leaders) 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 and higher education programs (as well as business services).

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

Required Text: Wholey, J., 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 taught in an intensive format, it is very important for students to keep up with readings, assignments and online discussions. Questions will be posted by the course instructor on the course site on a weekly basis to stimulate the discussion. Responses need not only be directed to the instructor but can and should be in response to the thoughts and ideas of other students as well. The course instructor expects that each student will provide constructive and timely feedback to other class members on assignments as required. The course instructor will also provide feedback on assignments and , grades for each course assignment will be given privately.

Course Schedule: Course materials availability: At the very latest, course materials will be made available by no later than Monday mornings at 8am (Chicago Time). Expectation of readings to be done: All readings for the week should be completed by Wednesdays at 9pm (Chicago Time).

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 and assignments are completed by the student within a reasonable time period (the following week). Failing to log into an online course site for an entire week is allowed, but a penalty may be applied at the instructor's discretion. Missing a 2nd class session is allowed only in unusual circumstances by prior arrangement with the instructor. Since this represents almost 25% of the engagement time for the course, the student runs the risk of receiving a significantly lower grade for the class. Bear in mind that faculty are encouraged to drop the course grade by a full letter in this situation. A student who misses 3 classes (or the equivalent for an online class) 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 NPU policy outlined in the University Catalog (www.northpark.edu).

Computer Requirements: In order to effectively participate in and successfully complete this course, each participant will need to have access to a computer and a high-speed internet connection. Please visit <http://www.northpark.edu/cs/support/minreq.aspx> for information on computer requirements and <https://www.northpark.edu/cs/support/config.aspx> for network access.

Student responsibilities: 1) 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) Some assignments will be posted on-line for others to see. You will be asked to comment and provide feedback to one another on your work. 3) Although I strongly suggest that all issues, questions, and problems be dealt with online, you can feel free to call or e-mail me regarding these issues at any time, noting the office hours I am available. 4) Use proper "netiquette" (see *A Guide to Netiquette in Course Information folder on-line*). 5) I normally advise participants to plan on spending 10-12 hours a week on course responsibilities (e.g. reading, assignments, online discussion).

Instructor responsibilities: 1) Design course and learning modules in such a way that students have every opportunity to achieve the learning objectives. 2) Provide appropriate reactions to student responses and discussion 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 within 7 days of receipt. 6) Respond to all student e-mails and phone calls within 48 hours of receipt.

Course Outline

Week 1 Introductions and Overview & History of MOA

Student Learning Objectives: Get to know your classmates and instructor. Understand course overview and requirements; know and be able to discuss program evaluation language, its history and feasibility, and evaluation process; and gain an understanding of using Logic Models.

Required Readings: Student-supplied information & see Assignment Section

Organization: On-line Introductions Forum discussion; PP Lecture; Forum discussion; Team assignments, Group Forum discussion & General Forum #5 reporting (only summary of group discussion)

Forum Postings: Original postings due by no later than Wednesday at 10pm (Chicago Time), response postings due within 36 hours of original postings. All on-line discussions end on Sunday at midnight (Chicago Time).

Assignment Due: Post Autobiography, Resume & Digital Photo (or video clip) see Assignment section for due date/time (Chicago time). Team report ("What is MOA?") see Assignment section for due date/time (Chicago time) – One identified member will submit the assignment on behalf of the team.

Week 2 Designing Evaluations

Student Learning Objectives: Know various evaluation designs; analyze and evaluate design benefits and pitfalls.

Required Readings: See Assignment Section

Organization: PP Lecture, On-line Forum discussion

Forum Postings: Original postings due by no later than Wednesday at 10pm (Chicago Time), response postings due within 36 hours of original postings. . All on-line discussions end on Sunday at midnight (Chicago Time).

Assignment Due: Individual assignment (Logic Model application for a program or scenario) see Assignment section for due date/time (Chicago time).

Week 3 Collecting Evaluative Information & Data and Budgeting Evaluations

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: See Assignment Section, The 2001 No Child Left Behind Act

Organization: PP Lecture, On-line Forum discussion, Team assignments, Group Forum discussions of Federal Act & General Forum reporting

Forum Postings: Original postings due by no later than Wednesday at 10pm (Chicago time), response postings due within 36 hours of original postings. . All on-line discussions end on Sunday at midnight (Chicago time).

Assignment Due: Team reports – see Assignment section for due date/time (Chicago time).

Week 4 Analyzing & Synthesizing Information & Data

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

Required Readings: See Assignment Section

Organization: PP Lecture, On-line Forum discussion, Group Forum discussions of opposing Group assessments & General Forum reporting

Forum Postings: Original postings due by no later than Wednesday at 10pm (Chicago time), response postings due within 36 hours of original postings. . All on-line discussions end on Sunday at midnight (Chicago time).

Assignment Due: Opposing Team assessments – see Assignment Section for due date/time (Chicago time)..

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: See Assignment Section

Organization: PP Lecture, On-line Forum discussion

Forum Postings: Original postings due by no later than Wednesday at 10pm (Chicago time), response postings due within 36 hours of original postings. . All on-line discussions end on Sunday at midnight (Chicago time).

Assignment Due: None

Week 6 Evaluating Evaluations

Student Learning Objective: Understanding a major perspective of assessing Evaluations.

Required Readings: See Assignment Section, Utilization-Focused Evaluation (M.Q. Patton)

Organization: PP Lecture, On-line Forum discussion

Forum Postings: Original postings due by no later than Wednesday at 10pm (Chicago time), response postings due within 36 hours of original postings. . All on-line discussions end on Sunday at midnight (Chicago time).

Assignment Due: Individual assignment (M.Q. Patton U-FE Checklist) see Assignment Section for due date/time (Chicago time).

Week 7 Student Presentations

Student Learning Objective: Demonstrate what has been learned.

Required Reading: None

Organization: Student PP presentations, comments and critiques

Assignments Due: Student PP Presentations of Evaluation project

Post your project (presentation only) on this final Forum for review by classmates.

Each student shall review each project and provide **ONE** significant commentary/critique on **each** of your classmates' evaluation proposal.

All on-line discussion will end on Sunday at midnight (Chicago time).

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

Discussion Forums 59 maximum points

Discussion forums will be held during the weeks 1 through 6. You will receive up to a maximum of 42 points for your participation in the forums (see rubric below regarding original and response posts).

Weekly Forum points:

Week 1: Introductions - 6 points, Discussion - 6 points

Week 2: 6 points

Week 3: 6 points

Week 4: 6 points

Week 5: 6 points

Week 6: 6 points

Week 7: 17 points

Skill Building Assignments **300 maximum points**

Weekly Assignment points:

Week 1: Team assignment (group paper) = 20 points

Week 2: Individual assignment (paper) = 50 points

Week 3: Team report (group paper) = 20 points

Week 4: Opposing Team assessment (group paper) = 20 points

Week 6: Individual UFE checklist assignment (assignment) = 50 points

Week 7: Evaluation proposal - (PP presentation) = 10 points, (final paper) = 130 points

Please note that 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.

Final Paper due no later than midnight (see Assignment Section for date/time)

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

Our 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.
- 4) Holding students accountable for high quality written work.

If you are unfamiliar with the requirements of the *APA Manual*, it's recommended that you purchase the reference manual and/or 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).

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:

<u>Percentage Range Earned</u>	<u>Final Grade</u>
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

Criteria for Grading Discussion Forum Participation: Generally, student postings will be graded on a weekly basis according to the following criteria (any point differences will be displayed on the Discussion Forum):

Initial Posting Rubric

3 Points	2 Points	1 Point	-0- Points
Discussion is substantive and relates to key principle(s), point(s) or issue(s) of the assignment.	Reference made to key issue(s) but point(s) is(are) not sufficiently integrated.	Inadequate or no reference to key principle(s); no evidence that student understood the principle(s).	No participation during scheduled week.
Uses relevant example(s).	Example(s) is(are) not integrated effectively into response.	No example(s) provided.	
Posted on time.	Posted on time, but during the last 2 days of discussion.	Not posted by deadline.	No posting during scheduled week.
Syntax is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical.	Terms used inaccurately; organization present but could be improved, writing is generally adequate but exhibits some lack of clarity.	Writing is poor, terminology inaccurately used and lacks organization.	

Response Posting Rubric

3 Points	2 Points	1 Point	-0- Points
Relates to the original posting; reinforces course material or challenges interpretation of material.	Refers to lesson content but not integrated effectively.	Does not refer to key points with no evidence student understands the key points.	No responses during scheduled week.
Responds to the ideas presented in the original post.	Response is loosely related to the ideas of the original post.	Response does not relate to the original post.	
Response is characterized by 3 or 4 of the following: a. supportive b. thought-provoking c. challenging d. reflective e. ties to another course concept	Response is characterized by 1 or 2 of the following: a. supportive b. thought-provoking c. challenging d. reflective e. ties to another course concept	Response is not: a. supportive b. thought-provoking c. challenging d. reflective e. ties to another course concept	

Posted on time.	Posted on time, but during the last 2 days of discussion.	Not posted by deadline.	No response posting during scheduled week.
Organized, concise, clearly written in understandable language.	Writing is adequate but may include inconsistencies or inaccuracies.	Writing is poor, unclear and disorganized.	

Academic Honesty: In keeping with our Christian heritage and commitment, North Park University is 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 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 online catalog.

Support Services: Please see the Course Information button in your course on-line for the Student Support document if you need assistance during your course.

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/ada>.