Program Evaluation: An Introduction to Methods and Practice
Fall, 2021
15:291:520:90
3 Credits
Online Course at: http://onlinelearning.rutgers.edu/canvas

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Mode of Instruction: Online
Virtual Office Hours: Canvas online only

Overview:
This is an introductory, graduate level course on the history, philosophy, and major approaches commonly used to systematically evaluate educational and social programs. The course topics include the basic uses and purposes behind program evaluation, taxonomy of evaluation models (or approaches), descriptions of several important evaluation approaches, and guidelines for planning, conducting, and using evaluations. In addition, you will learn about the guiding principles for professional evaluators as specified by the American Evaluation Association. You will also learn about the University's guidelines for the use of human subjects in research and evaluation studies.

Course Objectives:
At the completion of the course, students will be able to:
• develop a conceptual understanding of the objectives and methods of program evaluation.
• develop knowledge about the essential elements of a program evaluation.
• assess the adequacy of an evaluation design, or how well a program evaluation met its objectives.
• To gain modest familiarity with SPSS software and Excel spreadsheets. This involves the computation and interpretation of basic descriptive statistics and graphics.

Required Resources:
Required Textbooks
Fitzpatrick, J.L., Sanders, J.R., Worthen, B.R. (2011), Program Evaluation: Alternative approaches and practical guidelines (4rd ed.). Boston: Pearson Education.

Stufflebeam, D. L., & Zhang, G. (2017). The CIPP Evaluation Model: How to Evaluate for Improvement and Accountability. New York, London: The Guilford Press. ISBN-10: 1462529232, ISBN-13: ISBN-13: 978-1462529230.

Technology and Software Requirements
You need very reliable access to the internet to successfully complete this course. Please make sure to have a reliable back-up plan in place (local library, friend's house, coffee shop) in case your primary access is not available when you plan to work on the class. Rutgers has a plethora

of options for access on terminals (libraries, computing centers) and most buildings have wireless access for a laptop.

SPSS and Excel (required). This software is available for use in the GSE computer lab (room 208 of the GSE). We will be conducting some statistical analyses at the introductory level, but the focus of the class is not on statistics. SPSS and Excel are available at a number of University computing labs, see https://oit-nb.rutgers.edu/labs for details.

Office Hours

As this is an online course, I have set-up a discussion area on our Canvas website called "Virtual Office Hours." Rather than email me questions regarding the course, please start a discussion thread and I will answer your questions right online so everyone can benefit from your inquiry. Of course, if your question is personal in nature (e.g., you would like explanation of a specific grade, you have a personal issue) please email me. Please make sure that Canvas has your most updated email address. I frequently use email to communicate with students and pull email addresses directly from the Canvas system each time.

Course Requirements

% of Grade	Assignment Description	Due Date
5%	Syllabus agreement, quick bio	09/03/2021
5%	IRB certification (take the course, the test, and send me your confirmation)	09/10/2021
25%	Class discussions (based on text, assigned readings, and evaluation standards).	See Weekly Schedule below
15%	Project A	9/24/2021
15%	Project B	10/22/2021
15%	Project C	11/12/2021
15%	Project D	12/10/2021
5%	Professionalism Development	

1. **Syllabus agreement.** Please review the syllabus taking note of all details. Assignment: Copy our syllabus into a new word document. Read the blurb I have written at the bottom of the page. Type your name at the bottom of the last page. Save the document and submit it as an assignment in Week 1 (off top navigation bar) on our Canvas web site. I will take this as evidence that you have read and understand the syllabus (and you will also get some practice using the "Submit Assignment" if you have not done so before).

2. **Quick Bio**. It is important for instructors to know students and learn what you bring to the class from previous experiences. Assignment: In our Canvas class, under the Course Home header you will see a Discussion tab. This is set up as a threaded discussion so please post a short bio (100-200 words).

3. **IRB certification**. An important pre-requisite before conducting any evaluation study or research project is to participate in education regarding the regulation, policies, and ethical standards governing the protection of human subjects. You are required to complete the Human Subjects Certification Program offered online by the Office of Research and Regulatory Affairs. This is available at https://orra.rutgers.edu/citi. Take the online course, and submit a copy of the letter as an assignment to in Week 2 by Friday, September 14.

4. **Class discussions.** As with any graduate level course, discussions are a critical part of your learning experience. You are expected to be an active participant in all discussion threads by bringing issues, questions, concerns, and experiences to all online discussions. Discussions will prompt you to first read some specified material and then ask you to post a single response to a question. Your goal is to demonstrate that you have read and pondered the material. Only use professional language in your discussion posts. For each discussion please contribute at least one original post and answer any follow-ups your original post receives (from me or your classmates). You should spend some time reading and commenting on the posts of your classmates. At the end of each discussion I highly recommend you revisit and read all submissions as the ideas will be of great help to you. You will notice that many of our discussions are directly related to your final paper and the ideas of your classmates will be invaluable as you complete that project. Please be respectful and professional when responding to others.

Important tip I highly recommend composing your posts in a word processing program first, then cutting and pasting on the discussion thread in Canvas. Writing directly to Canvas presents the risk of a technology failure or lock-up.

Each discussion has a deadline for your original post, and this original post is due Wednesday at noon. All substantive comments (by me or your peers) to your original post need to be addressed by Friday at 11:59PM. Late entries are not accepted. After the deadline each discussion should be in a "read only" state so you can review. Each discussion will be graded on a scale of 0-100. Full credit is given for original responses which demonstrate that you have read, studied and pondered the information and topic/question. I search for evidence that you have digested the applicable information. Initial posts should be more than 150 words and all deadlines must be met. Your on time initial post is of 50% the score, and your active discussion is of another 50%. Your classmates and I may pose a question/comment under your original which must be addressed by Friday at 11:59PM. For your initial post, I am searching for evidence that you cite the appropriate reading materials to backup your arguments/claims, and also whether you situate your claims/arguments in a logical context. Try to avoid ONLY expressing big ideas or general statements without evidence. For discussion, DO NOT only agree or disagree with your peers and end the discussion there. You will need to explain why you agree or disagree with your peers' discussion. To receive the full points of the discussion part, I am looking for not only the quantity of the posts, but also the quality.

5. **Evaluation projects A-D**. Four projects will be assigned (include all the major components in an evaluation design); one at week 4, one at week 8, another one at week 11 and one more

at week 15. Each project will be graded on a scale of 0-100. Late submissions are not accepted.

6. **Professionalism Development:** This will be monitored by instructor throughout the semester, worth 5% of the final grade in total. Examples include: submitting deliverables on time, actively participating discussion forums, posting with questions and comments or helping your classmates with regarding to instructional activities on Canvas, showing respect to your peers and instructor, focusing on solving problems and learning instead of airing out complaints.

Weekly Schedule

Each week starts at 12am Monday.

The following will be required each week:
1. Text / article reading and discussion question
2. Homework if assigned
3. Program Evaluation Standards reading, lecture, and discussion

By Wednesday at noon, you must respond to each discussion question (original post due time). Thursday – Friday is time for you to actively participate in discussions responding to classmates and any follow-up questions that may be posted. Final replies to your discussions are due on Friday at 11:59PM.

Projects A-D will be assigned at the week of 4, 8, 11 and 15, you must submit each project by Friday 11:59PM.

Tentative Course Schedule
Please always check Canvas for our weekly plan

Week	Reading Assignments	Other Assignments
Week 1 (9/1-9/3)	• Read Course Syllabus and Announcement on Canvas; • Fitzpatrick, Sanders, & Worthen, Chapter 1	Syllabus agreement and quick bio is due on 09/03.
Week 2 (9/7-9/10)	• Fitzpatrick, Sanders, & Worthen, Chapters 2-3; • Stufflebeam & Zhang, Chapter 1; • CITI online training	IRB certification is due on 9/10; Class discussions.
Week 3 (9/13-9/17)	• Fitzpatrick, Sanders, & Worthen, Chapters 4-5; • Stufflebeam & Zhang, Chapter 2	Class discussions.
Week 4 (9/20-9/24)	• Fitzpatrick, Sanders, & Worthen, Chapters 6-7;	Class discussions; Project A is due on 9/24.

	• Stufflebeam & Zhang, Chapter 3	
Week 5 (9/27-10/1)	• Fitzpatrick, Sanders, & Worthen, Chapters 8-9; • Stufflebeam & Zhang, Chapter 4	Class discussions.
Week 6 (10/4-10/8)	• Fitzpatrick, Sanders, & Worthen, Chapter 10; • Stufflebeam & Zhang, Chapter 5	Class discussions.
Week 7 (10/11-10/15)	• Fitzpatrick, Sanders, & Worthen, Chapters 11-12; • Stufflebeam & Zhang, Chapter 6	Class discussions.
Week 8 (10/18-10/22)	• Fitzpatrick, Sanders, & Worthen, Chapter 13; • Stufflebeam & Zhang, Chapter 7	Project B is due on 10/22.
Week 9 (10/25-10/29)	• Fitzpatrick, Sanders, & Worthen, Chapter 14; • Stufflebeam & Zhang, Chapter 8	Class discussions.
Week 10 (11/1-11/5)	• Fitzpatrick, Sanders, & Worthen, Chapter 15; • Stufflebeam & Zhang, Chapter 9	Class discussions.
Week 11 (11/8-11/12)	• Fitzpatrick, Sanders, & Worthen, Chapter 16; • Stufflebeam & Zhang, Chapter 10	Project C is due on 11/12.
Week 12 (11/15-11/19)	• Fitzpatrick, Sanders, & Worthen, Chapter 17; • Stufflebeam & Zhang, Chapter 11	Class discussions.
Week 13 (11/22-11/26)	No Class	Happy Thanksgiving!
Week 14 (11/29-12/3)	• Fitzpatrick, Sanders, & Worthen, Chapter 18; • Stufflebeam & Zhang, Chapter 12	Class discussions.
Week 15 (12/6-12/10)		Project D is due on 12/10.

Submitting Assignments

Please make sure to only submit assignments in the drop box on our Canvas website. If you submit an assignment in any other manner (another location on our site, via email) it will not be graded. We need a running record of submissions as well as progress.

Submitting assignments at the last minute never goes particularly well.

Should you submit an assignment after the due date, your grade will drop by 25% for each day late. Prior approval for a late assignment to receive full credit needs an acceptable reason: illness (with note from physician), family emergency, or religious holiday. In these cases, arrangements should be made with me as soon as possible for alternative due date. I realize that certain unexpected life situations are stressful, so the sooner I am informed of an unusual circumstance the greater my chances are of helping you navigate the course.

Please follow all directions for both completing and submitting assignments. Send only required information.

Course final grade criteria (no rounding argument):
90.00% and Above -- A;
80.00%-89.99% -- B+;
75.00%-79.99% -- B;
65.00%-74.99% -- C+;
60.00%-64.99% -- C;
Below 60.00% -- F.

All assignments are graded out of 100 and then final grades are computed on Canvas using the weights listed above.

Additional Tips for the Course:
1. What you get out of this course (knowledge and your grade) depends on what you put into it. My best advice to you is to go in seeking knowledge and a good grade will follow.

2. I understand how hard it is to juggle many of life's demands of graduate school and the time you will need to put into our course to be successful. In my experience, students who put in about 15 total hours of work per week (reading, preparing, actively participating in online discussions and completing homework assignments) are the most successful. I make it as easy as possible as all work can be completed on your own time and there are no mandatory check-in times. However, there are deadlines for assignments and discussions.

3. We need to assume that we are all very busy. I understand and can relate to those of you who work (full-time or part-time), have children, are taking other classes, caring for family members (and juggle other things) and have developed the course with that in mind. If your schedule is packed, I suggest developing a master plan of your time.

4. If you find yourself dealing with an unexpected personal situation, please let me know so we can work out a plan for you to complete the class. Please do not disappear for a length of

time. And please do not push it with excuses, "I had too many parties to attend this weekend" or "you have no idea what it is like to be a busy student" will not go well.

5. Please do not wait until the last minute to ask questions if you are confused, find contradictory information, or if you think something is missing. Additionally, do not wait until the last minute to get work completed.

6. You need very reliable access to the internet to successfully complete this course. Please make sure to have a reliable back-up plan in place (local library, friend's house, coffee shop) in case your primary access is not available when you plan to work on the class. Rutgers has a plethora of options for access on terminals (libraries, computing centers) and most buildings have wireless access for a laptop.

7. Please understand that I am not qualified in any way to help you resolve any technical difficulties you may experience with Canvas. It is always best for you to contact the Canvas hotline for assistance (most problems usually occur when students attempt to submit assignments and posts at the last minute).

Students with Special Needs

If you have special needs as addressed by the Americans with Disabilities Act and require academic accommodations or modifications, please notify me immediately. I will make every effort will be made to support your work and success in this class.

Here is the official University policy:

Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation: https://ods.rutgers.edu/students/documentation-guidelines.

If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the ODS web site at: https://ods.rutgers.edu/students/registration-form."

Policy on Academic Integrity

Please refer to the Policy on Academic Integrity for Undergraduate and Graduate Students at https://slwordpress.rutgers.edu/academicintegrity/wp-content/uploads/sites/41/2014/11/AI_Policy_2013.pdf. I will follow this policy without exception. It is your responsibility to be familiar with the terms of this policy. As graduate students you are held to a higher standard than undergraduates. Any unauthorized help on assignments or examinations is a serious violation of academic integrity. I expect that you have

read and will comply with the university's standards on academic integrity. Appropriate action will be taken should you be caught submitting dishonest work. All assignments are to be completed on your own unless specified as a group activity. All references to another's work must be properly cited.

I have read and understand all requirements of the course. I understand it is my responsibility to find reliable internet access and to manage my schedule to accommodate all deadlines.

Signed:_____   Date: _____