

EDLD 8200
**Assessment and
Evaluation in Learning
Organizations**

Spring 2011
All classes will be online

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Mondays 7 – 10pm Online
By Appointment – call, text, or email to
set up an appointment

EFLT
College of Education

COLLEGE OF EDUCATION



Competent

equipped with the knowledge, skills
and technological expertise to help
all individuals learn and develop

Committed

dedicated to the ethical practices and collaboration
that serve as the foundation of a diverse
and intellectually vibrant society

Reflective

devoted to analyzing their own past practices
in ways that fuel ongoing learning
and improve future practices

A Keystone in Building a Better Future for All



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EDLD 8200
Assessment and Evaluation in Learning Organizations
Auburn University - College of Education
Educational Foundations, Leadership, and Technology Department
Spring 2011

Class Time: This class is being offered as an online course. We will not meet face-to-face for this course.

Location: Online only

Instructor: Dr. Lisa Kensler

4002 Haley Center

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Fax: 334-844-3072

E-Mail: lisakensler@auburn.edu

Office Hours: **Monday 7 – 10pm in the Bb Chat Room** or by appointment – call, text, or email to set up an appointment.

1. **Course Number:** EDLD 8200

Course Title: Assessment and Evaluation in Learning Organizations

Credit Hours: 3 semester hours

Prerequisites: Admission to AESG or ASCG Doctoral Program

2. **Syllabus Revised:** January 2011

3. **Texts:**

Russ-Eft, D. & Preskill, H. (2009). Evaluation in organizations: A systematic approach to enhancing learning, performance, and change. New York: Basic Books.

W. K. Kellogg Foundation Handbook.

<http://www.wkkf.org/Pubs/Tools/Evaluation/Pub770.pdf>

Blackboard materials, handouts, class exercises, and other supplementary reading citations/materials provided via the class Blackboard site.

4. **Course Description:** This is an introductory course that offers an overview of program evaluation. The course will provide students with the background and experience in designing a program evaluation. Students will learn the historical, theoretical, and practical issues related to program evaluation and will learn to plan, implement, and communicate the results of a program evaluation.
5. **Course Objectives:** Upon completion of this course, students will be able to:
 - Describe how organizations are changing and what that means for assessment and evaluation practices
 - Apply a systems approach to assessing school culture and programs
 - Discuss what it means to learn at the individual, team, and organizational level
 - Describe the multiple roles that leaders play within learning organizations and their responsibilities related to program evaluation
 - Describe the purposes of and differences between standardized assessments and “authentic” assessments
 - Analyze a variety of types of data useful for school decision-making
 - Apply needs assessment and gap analysis strategies in a situation to identify areas for improvement in teaching/learning processes
 - Apply learning processes that facilitate evaluative inquiry
 - Understand the key concepts and definitions related to program evaluation, including:
 - evolution of program evaluation
 - differences between research and evaluation
 - purposes of evaluation
 - The American Evaluation Association Guiding Principles for Evaluation
 - Develop the key components of an evaluation plan, including:
 - Rationale
 - Purpose
 - Key questions
 - Evaluation design
 - Understand core issues, including:
 - the role of stakeholders
 - the driving political and ethical issues
 - the impediments and facilitators of program evaluation
 - the role of program evaluation in building organizational learning capacity

- **Course Content and Schedule:**

Week	Week Beginning...	Content and Assignments Due
1	Jan 10	Introduction DUE: Post possible evaluation project ideas to Bb Discussion Board by Thursday, Jan 13
2	Jan 17	Deciding to Evaluate DUE: Read Russ-Eft & Preskill (RE&P) Chs 1-3 Part I: Identification of the Evaluand (Post to Bb by 8:00AM Jan 20)
3	Jan 24	Building a Logic Model DUE: Read Kellogg Fdn Hdbk, ch 4
4	Jan 31	Focusing the Evaluation DUE: Read RE&P, chs 5-6 Part II: Logic Model (Post to Bb by 8:00AM Feb 3)
5	Feb 7	Engaging the Organization DUE: Read RE&P, ch 4, 17 Read RE&P, Appendix A
6	Feb 14	Data Collection DUE: Read RE&P, ch 7, 9, 10 Part III: Organizational Description (Post to Bb by 8:00AM Feb 17)
7	Feb 21	Instrumentation and Interview Protocols DUE: Read RE&P, ch 11 Part IV: Evaluation Design (Post to Bb by 8:00AM Feb 24)
8	Feb 28	Sampling Strategies DUE: Read RE&P, ch 12 Part V: Survey or Interview Protocols (Post to Bb by 8:00AM Mar 3)
9	Mar 7	Data Analysis DUE: Read RE&P, ch 13

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10	Mar 21	Reviewing Evaluation Designs DUE: Part VI: Data Analysis Plan (Post to Bb by 8:00AM Mar 24)
11	Mar 28	Reporting and Implementation Plan DUE: Read RE&P, ch 14
12	Apr 4	Resource Allocation DUE: Read RE&P, ch 15
13	Apr 11	Evaluating the Evaluation DUE: Read RE&P, ch 16
14	Apr 18	Peer Review DUE: Post Near-Final Evaluation Plans for Peer Review
15	Apr 25	Peer Reviews of Evaluation Plans DUE: Post Bb Peer Reviews by 8AM, Monday, April 25
16	May 2 Final Posting DUE!!!	DUE: Part VII: Final Evaluation Plan (Post to Bb by 8:00AM MONDAY, May 2)

Distance course management –

When you have a question related to the course, please do not email me individually. Please post your question/comments/concerns to the Discussion Board in Blackboard. This way everyone will benefit from knowing what questions are asked and how they are answered... Lets try to keep our Discussion Board organized ☺ I have started a few categories and topics. Feel free to add, as needed.

Check our course Blackboard regularly! You are responsible for knowing what is happening online. I will not necessarily email you outside of Bb every time I post new information. I will check our Bb site every morning and respond to posted questions, etc.

8. Course Requirements/Assignments

Evaluation Plan (Part I – VII – see below)

This cumulative assignment asks you to develop, in multiple stages, the core dimensions of a standard program evaluation plan for a program, activity, process, or other *evaluand* in your own or another organization. I have divided this evaluation plan into several segments, so that you can prepare each section as the course progresses and build on your developing understanding of evaluation work. You will receive detailed feedback from me for each assignment. For your final assignment, you will submit a full evaluation plan that incorporates all the individual elements that you will have worked on over the course of the semester.

Please note: in order to unpack the assignment and focus more deeply on certain critical aspects of the evaluation development, the assignments will not fully parallel the organization of the final plan you submit. I will provide a recommended order for this final evaluation plan later in the course.

Part I: Identification of the Evaluand –

What do you want to know about in your own or another organization? In this first assignment, describe the evaluand you intend to evaluate. Please answer the following questions:

- 1) What is the evaluand?
- 2) What do you want to know – i.e., what is the *purpose* of the proposed evaluation?
- 3) What are your proposed evaluation questions?
- 4) Why do you want to know about it – i.e., what is your *intended use*?
- 5) Why do these questions and issues matter?
- 6) What are the anticipated challenges?
- 7) Is this a feasible evaluation? Why or why not?
- 8) Are there any important timing issues to consider?
- 9) What is your role in the organization

Part II: Evaluation Logic Model –

On what assumptions does your evaluand work? In other words, what is the underlying theory that explains what resources and activities yield which outcomes or accomplishments? For this assignment, construct a table that addresses the following components:

- 1) Core assumptions about program
- 2) Resources required to support program goals
- 3) Activities implemented to support program goals
- 4) Outputs
- 5) Short-term outcomes
- 6) Long-term outcomes

In addition, prepare a one-page model that illustrates the logic model of your program.

Part III: Organizational Description –

This document provides critical information about the organization's history, context, and readiness for evaluation. Please include the following sections:

- 1) Organizational background (context and brief history)
- 2) Evaluation description (what, why, why now, etc.)
- 3) Stakeholders (please use table to indicate stakeholder/group, stakeholder level, core interests and questions, readiness, and political and ethical considerations)
- 4) Evaluation purpose
- 5) Evaluation questions
- 6) Intended use of findings
- 7) Anticipated challenges or considerations
- 8) Assessment of organizational readiness for evaluation

Part IV: Evaluation Design –

- 1) Purpose statement
- 2) Evaluation questions
- 3) Role of evaluator
- 4) How will this evaluation be undertaken using an *organizational learning approach* that engages stakeholders and builds organizational capacity?
- 5) Evaluation team
- 6) Evaluation design (organize by question in a table format):
 - a. Question
 - b. Source(s) of information
 - c. Data collection methods
 - d. Sample
- 7) Rationale for selected evaluation design
- 8) Limitations of design

Part V: Survey or Interview Protocols –

This is the survey or interview protocol you would use to collect data to address your evaluation question(s) *if* you were conducting your evaluation. *Please note:* I do *not* expect you to collect data and do a formal analysis. I will, however, expect you to pilot the survey to a small group.

Part VI: Data Analysis Plan –

Expanding the table you used previously in Part Four (evaluation design), add a section that describes how you will analyze and interpret the qualitative and/or quantitative data your evaluation proposes to collect.

Peer Review: Near-Final Evaluation Plan –

Post your near final Evaluation Plan for peer review, review two peers' plans, and then use your peers' feedback to improve your final plan. Details related to the peer review process will be posted on Bb.

Part VII: Final Evaluation Plan –

The final plan will incorporate all the sections previously described *as well as* a preliminary proposed evaluation budget and a reporting and implementation plan (both of which we will work on in class this semester). I will distribute later in the semester an outline for all the elements that should be included in this final plan.

9. **Grading**

Assignment	Points Possible	Due Date
Discussion Board Postings	10	ongoing
Part I: Identification of Evaluand	10	Jan 20, 8AM
Part II: Evaluation Logic Model	10	Feb 3, 8AM
Part III: Organizational Description	10	Feb 17, 8AM
Part IV: Evaluation Design	10	Feb 24, 8AM
Part V: Survey/Interview Protocol	10	Mar 3, 8AM
Part VI: Data Analysis Plan	10	Mar 24, 8AM
Peer Review	10	April 25, 8AM
Part VII: Final Evaluation Plan	20	May 2, 8AM
TOTAL POINTS	100	

Grading Scale:

A = 90-100

B = 80-89

C = 70-79

D = 69-60

F = Below 60 Points

10. **Class Policy Statements:**

A. Class Attendance/Absences: This course will be delivered asynchronously online. Although weekly attendance is not required, students are expected to engage in the learning material and be an active presence on the Blackboard discussion board. Students must meet the assignment deadlines described in the syllabus.

B. Excused absences: Students are granted excused absences (In an asynchronous distance course, absences may translate into submitting late assignment/s to Blackboard). Late assignment submission may be excused for the following reasons: illness of the student or serious illness of a member of the student's immediate family, the death of a member of the student's immediate family, trips for student organizations sponsored by an academic unit, trips for university classes, trips for participation in intercollegiate athletic events, subpoena for a court appearance, and religious holidays. Students who wish to have an excused absence (submit late work) for any other reason must contact the instructor in advance of the absence to request permission. The instructor will weigh the merits of the request and render a decision. When feasible, the student must notify the instructor prior to the occurrence of any excused absences, but in no case shall such notification occur more than one week after the absence. Appropriate documentation for all excused absences is required. Please see the *Tiger Cub* for more information on excused absences (<http://education.auburn.edu/files/file1610.pdf>).

D. Late work: Work for this class should be turned in on time. Without prior permission from the instructor to turn an assignment in late and/or a university approved excuse, no credit will be given for late work. With permission to submit late work (granted on very rare occasions), up to five points per day late may be deducted from the total points for that assignment. Your final project/paper must be turned in on time, as I have a limited time period to complete grading and submit final grades. Submitting your final project/paper late without contacting me first is like not showing up for your final exam and may result in a zero for your final project/paper.

E. Disability Accommodations: Students who need accommodations are asked to arrange a meeting during office hours the first week of classes, or as soon as possible if accommodations are needed immediately. If you have a conflict with my office hours, an alternative time can be arranged. To set up this meeting, please contact me by e-mail at lisakensler@auburn.edu . Bring a copy of your Accommodation Memo and an Instructor Verification Form to the meeting. If you do not have an Accommodation Memo but need accommodations, make an appointment with the Program for Students with Disabilities at 1244 Haley Center, 844-2096 (V/TT).

F. Honesty Code: All portions of the Auburn University Honesty Code and the *Tiger Cub* Rules and Regulations pertaining to Cheating will apply to this class. I will report all academic honesty violations or alleged violations to the Office of the Provost, which will then refer the case to the Academic Honesty Committee. *Please note that copying and/or pasting other individuals' work and then presenting it as your own (intentional or unintentional) is considered plagiarism and is in direct violation of the Honesty Code. Violations of the Honesty Code may result in a zero for the assignment, a failing grade for the course, suspension and/or expulsion from the university.*

Please note: I expect you to produce original work for this class. You may not submit work for this class that you have previously completed for a different class. If you have

any questions, please see me prior to submitting your assignment. You may receive a zero for work that is reflective of another course's work – even if it is your own work.

Please see <http://www.auburn.edu/academic/provost/story.html?1149111436000133> and <http://www.auburn.edu/tigercub/handbook.html> for additional information for which you are responsible.

G. Professionalism: As faculty, staff and students interact in professional settings; they are expected to demonstrate professional behaviors as defined in the College's conceptual framework. These professional commitments or dispositions are listed below:

- Engage in responsible and ethical professional practices
- Contribute to collaborative learning communities
- Demonstrate a commitment to diversity
- Model and nurture intellectual vitality

Evaluation References and Resources

- Brinkerhoff, R.O. (2003). The success case method: Find out quickly what's working and what's not. San Francisco: Berrett-Koehler.
- Bouchard, T.J. (1976) Unobtrusive measures: An inventory of uses. Sociological Methods and Research, 4, 267-300.
- Dillman, D.A. (1999). Mail and internet surveys: The tailored design method (2nd edition). New York: John Wiley & Sons.
- Fink, A. (1995). How to ask survey questions. Thousand Oaks, CA: Sage.
- Fink, A. (1995). The survey handbook. Thousand Oaks, CA: Sage.
- Fink, A. (2003). The survey kit (2nd edition). Thousand Oaks, CA: Sage.
- Fitzpatrick, J.L., Sanders, J.R., & Worthen, B.R. (2004). Program evaluation: Alternative approaches and practical guidelines (Third ed.). Boston: Pearson.
- Herman, J.L. (Ed.). (1987). Program evaluation kit (Second ed.). Newbury Park, CA: Sage Publications.
- Jaeger, R. M. (Ed.). (1992). The program evaluation guides for schools. Newbury Park, CA: Sage/Corwin Press.
- Jason, M.H. (2003). Evaluating programs to increase student achievement. Glenview, IL: Skylight Professional Development.
- Newman, D. L., & Brown, R. D. (1996). Applied ethics for program evaluation. Thousand Oaks, CA: Sage.
- Patton, M.Q. (2001). Qualitative research and evaluation methods (3rd edition). Thousand Oaks, CA: Sage
- Patton, M. Q. (1997). Utilization-focused evaluation: The new century text (3rd ed.). Thousand Oaks, CA: Sage.
- Preskill, H. & Torres, R.T. (1999). Evaluative inquiry for learning in organizations. Thousand Oaks, CA: Sage publications.
- Rossi, P.H., Freeman, H.E., & Lipsey, M.W. (2003). *Evaluation: A systematic approach* (7th edition). Thousand Oaks, CA: Sage.

Sanders, J.R. & Sullins, C.D. (2006). Evaluating school programs: An educator's guide (Third ed.). Thousand Oaks, CA: Corwin Press.

Shadish, W. R., Jr., Cook, T. D., & Leviton, L. C. (1991). Foundations of program evaluation: Theories of practice. Newbury Park, CA: Sage Publications.

Stufflebeam, D.L. (2001). Evaluation models: New directions for evaluation, No. 89. San Francisco: Jossey Bass.

Torres, R.T., Preskill, H. & Piontek, M. (2005). Evaluation strategies for communicating and reporting: Enhancing learning in organizations (2nd edition). Thousand Oaks, CA: Sage.

Weiss, C.H. (1998). Evaluation: Methods for studying programs and policies (Second ed.). Upper Saddle River, NJ: Prentice Hall.

Online Resources

American Evaluation Association: <http://www.eval.org>

American Evaluation Association Guiding Principles for Evaluators. (Available at <http://www.eval.org>).

American Institutes for Research for US Department of Education. Educator's guide to evaluating the Use of Technology in Schools and Classrooms. <http://www.ed.gov/pubs/EdTechGuide/>. Washington, DC: author.

American Journal of Evaluation (Available at <http://www.eval.org>)

Evaluation Center at Western Michigan University. <http://www.wmich.edu/evalctr>.

Learning Technology Dissemination Initiative, Heriot Watt University (199). Evaluation Cookbook. <http://www.icbl.hw.ac.uk/ltidi/cookbook/contents.html>. Edinburgh, Scotland: author.

New Directions for Evaluation (Available at <http://www.eval.org>)

W.K. Kellogg Foundation (October, 2000). Logic Model Development Guide. Battle Creek, MI. <http://www.wkkf.org>.