The University of Oklahoma  
College of Continuing Education  
Advanced Programs – Course Syllabus

Course Title:  
Program Development, Implementation and Evaluation

Course Number:  
HR 5363-101

Course Description:  
This course focuses on the prospects and problems of designing, conducting, and utilizing program evaluations. While the course will not deal with the specific details of program development and implementation (e.g., selecting or designing an intervention, staffing, alternative budgeting systems), it will address how evaluation can inform the development and implementation of social programs. In addition, it will highlight the role of evaluation in the broader policy process. The general public, politicians, and bureaucrats increasing are asking whether or not programs really work -- are they worth anything? Are the funds being spent on social programs commensurate with the results produced? Are there better ways to attack and solve society’s problems? A fundamental tenet of democratic societies holds that agencies and institutions entrusted with public resources and the authority for applying them have a responsibility to render a full accounting of their activities. These expectations also are evident in the nonprofit sector.

The ultimate choices about public programs -- decisions about whether to continue, modify, terminate -- are political choices. Political leaders, public administrators, and the public need as much high quality information as possible in order to make intelligent, informed decisions. Program managers and staff also need information to inform day-to-day management and future programming decisions. This need helped stimulate the development and use of program evaluation.

During this course, students will be introduced to the basic concepts of evaluation, including: various theoretical and philosophical perspectives; issues related to design, measurement, and utilization; and the ethical issues associated with social science research in a real world setting. No student can become an expert in program evaluation through a single course. However, this course will strive to impart a set of basic skills required in the evaluation process; a recognition that program objectives are seldom as clearly stated or agreed upon as would be desirable for evaluative purposes; that no program operates in isolation from other social or economic events; and that data and measurement techniques generally are less adequate than desired. It is the adaptation of theory and the ideal to the actual situation that the would-be practitioner of program evaluation must master.

Class Dates, Location and Hours:  
Dates: May 11-13 & 18-20, 2012  
Location: Bldg. 201 SE, Tinker AFB, Oklahoma.  
Hours: Fri 5:30-9:30 p.m.; Sat 8:30 a.m.-4:30 p.m.; Sun 1:00-5:00 p.m.  
Last day to enroll or drop without penalty: April 12, 2012

This military installation is not open to the general public. In order to take courses at this Installation, students must have a current military or Department of Defense identification card which allows them to access the installation.

Site Director:  
Chris Sartorius. Phone: 405-739-7365 or DSN 339-7365; Fax: 405-739-7365; E-mail: aptinker@ou.edu.
Professor Contact Information:

Course Professor:  Thomas E. James, Jr., Ph.D.
Mailing Address:  Southwest Prevention Center
University of Oklahoma
1639 Cross Center Drive, Rm. 258
Norman, OK  73019
Telephone Number:  (405) 325-6622
Fax Number:   (405) 325-7092
E-mail Address:  tjames@ou.edu
Professor availability:  The professor will be available via e-mail to students before and after the class sessions. On-site office hours are half an hour before and after each class session, or by appointment.

Textbook(s) and Instructional Materials:

Student materials are available at the Follett/AP Bookstore located in the Oklahoma Memorial Union, 900 Asp Ave., Norman, OK. Orders can be placed online at www.oklahomaunion.bkstr.com or by telephone at 866-369-9713 (toll free in the U.S.) or 405-325-5960 (outside the U.S.). E-mail orders may be sent to oklahomaunion@bkstr.com. Representatives are available from 8 a.m. to 6 p.m. CST Monday through Thursday and 8 a.m. to 5 p.m. CST on Friday. Summer hours: 8 a.m. to 4 p.m. CST. Faxed orders may be placed 24 hours a day to 866-223-5607 (toll free in the U.S.) or 405-325-7140 (outside the U.S.).


2. Materials posted on the OU Desire to Learn (D2L) system: Access D2L at http://learn.ou.edu; enter your OU NetID (4+4) and password, and select course to access material. Please contact your local Site Director if you require assistance. Print a copy of all the material under “Exercises” and “Class Handouts” and bring to class. Several articles also are posted under the “Journal Articles/Book Chapters” of the Content section,. These articles are required reading and are referenced at appropriate place in the syllabus.

Note: The Follett/AP Bookstore is the Advanced Programs contractual textbook provider. Should text changes become necessary after publication of the course syllabus, Advanced Programs will facilitate text returns/refunds only for texts purchased through the Follett/AP Bookstore.

Course Objectives:

The student will be able to demonstrate:

- increased awareness and understanding of the issues and questions -- both normative and empirical -- that serve to define the scope of evaluation research;
- increased working knowledge of the methodologies and techniques associated with the design and implementation of evaluation studies;
- increased understanding of the factors that operate to facilitate and inhibit the utilization of evaluation findings; and
- enhanced competence as consumers of evaluation studies, that is, the ability to read and understand evaluation studies, to question study assumptions and implementation, and to critically assess the findings.

Course Outline:

I. Overview of Program Evaluation
   a. What is Program Evaluation?
   b. Evaluation in the Policy Process
   c. Relationship of Evaluation to Program Planning and Implementation
   d. Historical Context
   e. Obstacles to Conducting Evaluations in a Real World Setting
f. Readings:
   i. Rossi, et al., Ch. 1, Ch. 12 (370-373, 393-410)

II. Key Questions to Begin
   a. Who are the Audiences/Users?
   b. For What Purpose(s) is the Evaluation Being Done?
   c. What are the Foci of the Evaluation?
   d. Readings:
      i. Rossi, et al., Ch. 2, Ch. 3 (68-93), Ch. 12 (373-388, 393-400)

III. What Are We Evaluating: Program Needs, Theory, Goals, and Objectives (Or the Lack of Them)
   b. The Goal Clarification Process
   c. Prioritizing Goals
   d. Readings:
      i. Rossi, et al., Ch. 3 (93-99), Ch. 5, Ch. 7 (204-213)

IV. Data Characteristics and Data Sources
   a. Readings:
      i. Rossi, et al., Ch. 7 (213-231)

V. Assessing Program Implementation
   a. Documentation and Monitoring
   b. Assessing Treatment Conditions
   c. Implementation as a Context for Outcome Analysis
   d. Readings:
      i. Rossi, et al., Ch. 6

VI. Design and Measurement for Assessing Outcomes and Impacts
   a. The Concept of “Control”
      i. Experimental Variance
      ii. Extraneous Variance
      iii. Error Variance
   b. Internal and External Validity
   c. Basic Designs
      i. Non-Experimental
      ii. Quasi-Experimental
      iii. Experimental
   d. Randomization
      i. The Logic of Randomized Experiments
      ii. How To Do It
      iii. Limitations and What It Will Not Do For You
   e. Readings:
      i. Rossi, et al., Ch. 8, Ch. 9
VII. Data Analysis: Methodological and Conceptual Issues
   a. Readings:
      i. Rossi, et al., Ch. 10, Chap. 12 (388-393)

VIII. What Does It Cost and Is It Worth It?
   a. Cost-Benefit
   b. Cost-Effectiveness
   c. Cost-Efficiency
   d. Readings:
      i. Rossi, et al., Ch. 11

IX. Planning For Utilization -- Do It First, Not Last
   a. Definitions of Utilization
   b. Useable Reports
   c. Barriers to Utilization
   d. Strategies for Facilitating Utilization
   e. Readings:
      i. Rossi, et al., Ch. 12 (pp. 411-421)

X. Who Will Conduct the Evaluation?
   a. Self
   b. Internal
   c. External
   d. Readings:
      i. Rossi, et al., Ch. 12 (401-403)

Assignments, Grading and Due Dates:

Pre-Class Assignment
Your pre-assignment requires you to write a paper (approximately 10-12 double-spaced pages) that you have been asked to present at a meeting of state, local, and nonprofit social service providers. In your presentation, you will discuss responses to key questions that you believe help to define what program evaluation is all about. You will need to complete the assigned readings in order to respond to the assignment. Further guidelines for the assignment are posted under “Pre-Class Assignment” in the Course Content section of the class webpage (D2L). The paper is due at the beginning of the first class meeting, 20% of course grade

Class Participation
If the course is to function smoothly, each student must read the assigned material before coming to class and contribute as much as possible to the discussions in class. You are likely to find considerable benefit in the exchange of ideas, doubts, questions, and criticisms during the class. Much of the value of a graduate class is in the sharing of the knowledge and perspectives that each participant brings to the sessions, 10% of course grade.

Final Examination
All students will take a final exam to be administered on the last scheduled day of class. You will not be able to use your texts or any notes during the exam. Further information about the exam content and format will be provided during the first class meeting, 50% of the course grade.
Post-Class Assignment

Your post-class assignment is to complete a review/methodological critique of an evaluation article. The review will focus on a critical assessment of the article in terms of the concepts and methodologies discussed in class and in the assigned readings. Typical length is about 10 double-spaced pages. Additional guidelines and the article to critique are posted under “Post-Class Assignment” in the Course Content section of the class webpage (D2L). The critique is due in my email (tjames@ou.edu) no later than 5:00 p.m. Sunday, May 27, 2012 in either WordPerfect or Word format, 20% of the course grade:

Each student is expected to prepare the pre-class and post-seminar assignments without consultation or help from other students.

Grading:

This is a letter-graded course: A, B, C, D, or F.

NOTICE: Failure to meet assignment due dates could result in a grade of I (Incomplete) and may adversely impact Tuition Assistance and/or Financial Aid.
POLICIES AND NOTICES

Attendance/Grade Policy

Attendance and participation in interaction, individual assignments, group exercises, simulations, role playing, etc. are valuable aspects of any course because much of the learning comes from discussions in class with other students. It is expected that you attend all classes and be on time except for excused emergencies.

Excused absences are given for professor mandated activities or legally required activities such as emergencies or military assignments. Unavoidable personal emergencies, including (but not limited to) serious illness; delays in getting to class because of accidents, etc.; deaths and funerals, and hazardous road conditions will be excused.

If you are obtaining financial assistance (TA, STAP, FA, VA, Scholarship, etc.) to pay all or part of your tuition cost, you must follow your funding agency/institution’s policy regarding “I” (Incomplete) grades unless the timeline is longer than what the University policy allows then you must adhere to the University policy.

Students who receive Financial Aid must resolve/complete any “I” (Incomplete) grades by the end of the term or he/she may be placed on “financial aid probation.” If the “I” grade is not resolved/completed by the end of the following term, the student’s Financial Aid may be suspended make the student ineligible for further Financial Aid.

Students are responsible for meeting the guidelines of Tuition Assistance and Veterans Assistance. See the education counselor at your local education center for a complete description of your TA or VA requirements.

Academic Honesty

Honesty is a fundamental precept in all academic activities and … [you] have a special obligation to observe the highest standards of honesty. Academic misconduct in any form is inimical to the purposes and functions of the University and is therefore unacceptable and is rigorously proscribed. Academic misconduct includes:

- cheating (using unauthorized materials, information, or study aids in any academic exercise), plagiarism, falsification of records, unauthorized possession of examinations, intimidation, and any and all other actions that may improperly affect the evaluation of a student’s academic performance or achievement; assisting others in any such act; or attempting to engage in such acts.

All acts of academic misconduct will be reported and adjudicated as prescribed by the student code of the University of Oklahoma. All students should review the “Student’s Guide to Academic Integrity” found at http://www.ou.edu/provost/integrity

Accommodation Statement

The College of Continuing Education [Advanced Programs] is committed to making its activities as accessible as possible. For accommodations on the basis of disability, please contact your OU Site Director.

Course Policies

Advanced Programs policy is to order books in paperback if available. Courses, dates, and professors are subject to change. Please check with your OU Site Director. Students should retain a copy of any assignments that are mailed to the professor for the course. Advanced Programs does not provide duplicating services or office supplies.

Copyright

Any and all course materials, syllabus, lessons, lectures, etc. are the property of professor teaching the course and the Board of Regents of the University of Oklahoma and are protected under applicable copyright.

For more information about Advanced Programs, visit our website at: http://www.goou.ou.edu/
INSTRUCTOR VITA
Thomas E. James, Ph.D.

Education
1976 Ph.D. in Political Science, Ohio State University

Current Positions
- Professor Emeritus, University of Oklahoma, Department of Political Science
- Principal Research Scientist, Education Development Center, Inc., Newton, MA/Lead Evaluator, Southwest Center for the Application of Prevention Technologies

Frequently Taught Advanced Programs Courses
HR 5363 Program Development, Implementation, and Evaluation

Major Areas of Teaching and Research Interest
- Policy analysis and program evaluation
- Knowledge dissemination and utilization
- Social science methods
- Social Policy

Representative Publications and Presentations
- “Oklahoma Seat Belt Observation Study” and “Statewide Child Restraint Observation Study,” Prepared for the Oklahoma Department of Transportation, Highway Safety Office, July 2010 (with Kathy Hall).
Major Professional Affiliations

- Academy of Criminal Justice Sciences
- American Evaluation Association
- American Society for Public Administration
- Association for Public Policy Analysis and Management
- Policy Studies Association