



Southeast Evaluation Association Newsletter

P.O. Box 10125 ❖ Tallahassee, FL 32302

August 2008

President: Susan McNamara

Secretary: Constance Berquist

Treasurer: Jennifer Johnson

SEA Makes It to 20 Conference Years

Evaluation and Accountability: A Formula for Success
Southeast Evaluation Association, 20th Annual Conference
February 28-29, 2008
Tallahassee Leon County Civic Center
Daniel Stufflebeam, featured speaker

I am sure you have heard his name in evaluation circles—he is one of the pillars, one of the greats of our field. He founded the national Joint Committee on Standards for Educational Evaluation, chaired it during its first 13 years, and was the principal author of the original Joint Committee Standards for Program Evaluation and Personnel Evaluation.



In addition to his work on standards, he is also famous for his work on evaluation models. He developed one of the first models for systematic evaluation, the CIPP Model for Evaluation (Context, Input, Process, and Product), which

is widely used in education. Recently he co-authored with Anthony



Shinkfield, *Evaluation Theory, Models, and Applications* (2007).

For our pre-conference workshop February 27, Dr. Stufflebeam divided the day into two topics: evaluation models and results. As part of results, he presented “Autopsy of a Failed Evaluation: Examination Against the Program Evaluation Standards.” This was a fascinating look at an evaluation that failed compared

to the “red book” standards. What could have been done? Could the evaluation have been saved?

Dr. Stufflebeam also gave the keynote speech that opened the conference February 28 and led an informal conversation on February 29.

He recently (2007) retired as a Distinguished University Professor from Western Michigan University (WMU). Dan and his wife Carolyn divide time each year among their farm in Kalamazoo, their Lake Michigan house in South Haven, and their house in Lady Lake, Florida.

MESSAGE FROM THE PRESIDENT



By Susan R. McNamara

Welcome to the SEA newsletter, both long-time members and those of you who recently joined our organization, perhaps at the annual conference. This is my first time writing a “message” for the newsletter, although I have written a lot in the past as its Executive Editor. I am happy to say that Sean Little has agreed to take on that post now. Sean is one of our most active members who doesn’t live in Tallahassee. He has

participated in several of our training/brown bag sessions by phone. If you would like to do so as well, or have other ideas how we can expand our member base to be truly southeast, please let me know (susan@bitbrothers.com).

Our volunteers have been very busy. We will be presenting our famed

Essential Skills Series this fall. These are classes meant for people who did not go to college to become evaluators, but suddenly find evaluation part of their job duties. It is great for both beginners and as an update for someone who has heard all the terms but just needs a reminder what they mean and how to use them.

Our 20th Annual Conference, held in February, was wonderful. Dr. Daniel Stufflebeam was a fascinating speaker and a stimulating dinner companion. We heard all about his CIPP (Context, Input, Process, Product) model and various uses. We had a 20th conference celebration, with Betty Serow and Linda Schrader leading a “rap” about our earlier years. Bob O’Lary took lots of pictures, and they are now on the SEA website for you to see.

We are already planning our next conference. If you have ideas for a theme or keynote speaker, please let us know. Are we missing something you’d like to see? Drop us a line!

DANIEL STUFFLEBEAM'S SIX THEMES OF EVALUATION

Stufflebeam, D.L., Shinkfield, A.J. (2007). *Evaluation theory, models, and applications*. San Francisco, CA: Jossey-Bass.



1) The evaluation discipline must have a solid foundation in theory that offers a coherent set of conceptual, hypothetical, pragmatic, and ethical principles to guide the study and practice of evaluation.

2.) Practical imperatives demand that evaluations inform decision making and hold service personnel accountable for the displayed value of their services. As an extension of practicality, the evaluator must plan, develop, and deploy a distinctive evaluation methodology that is technically sound and responsive to clients' needs.

- 3) Evaluators can choose from a defensible range of evaluation approaches.
- 4) Evaluators should employ professional standards to ensure and assess the quality of evaluation approaches and particular evaluations.
- 5) Evaluators should involve stakeholders in the evaluation process to hear and consider their inputs and enhance prospects for their wise use of findings.
- 6) As professionals, evaluators must subject their evaluations to evaluation.



(Available at <http://www.amazon.com/gp/sitbv3/reader?ie=UTF8&p=S001&asin=0787977659>)

Perspective from Conference Attendee

As someone who generally works alone, every year I look forward to the SEA conference for a chance to meet with other evaluators and this year I had even greater anticipation at the opportunity to meet and learn from Dr. Stufflebeam. I was certainly not disappointed.

Dr. Stufflebeam was absolutely delightful as a person and a presenter and I left the conference reinvigorated and excited about applying the concepts I learned to a few of the projects I'm currently working on.



While the AEA annual conference is always fantastic, in many ways I prefer the SEA conference for the opportunity to meet more personally with fellow evaluators in a smaller setting that is not quite so overwhelming and hectic.

SEA manages to strike a wonderful balance between learning from the big names in the field while also being able to interact with those newer to the field.

Dawn Coleman



And for all you Quans out there, the 2008 conference drew 200 attendees, a 33% increase over the 2007 conference.

Workshop threads at the SEA conference that could quickly be summarized in one line or less.



- Logic models and a "social architecture" systems approach
- Measuring 'fun' in a day program for autistic children
- Using NVivo for three different Qualitative Designs (Action research, Emergent Inquiry and Outcome Structured Inquiry)
- Creative tension between funders, administrators, and hands-on staff
- Technique Oriented or Citizen-Oriented Performance Measurement

- Using grounded theory to assess grade inflation
- Application of the CIPP model to an undergraduate program in Nigeria
- Use of Public Health Socio-Ecological Model
- Evaluation of treatment of inmate families by Florida prison system
- Evaluating CBOs – Challenges and Suggestions



Photos of the SEA Conference by Bob O'Lary, 2008

Available at: <http://southeastevaluation.com/conference.php>

BOOK REVIEW

Getting to Maybe: How the World is Changed by Frances Westley, Brenda Zimmerman, and Michael Quinn Patton, Vintage Canada (2007)

By Sean Little

Michael Patton (2006) identified five top trends in evaluation: 1) the development of mixed methodology, 2) the globalization of evaluation, 3) the professionalization of evaluation, 4) the use of theories of change/logic models, and 5) the development of complexity models/systems thinking. Social innovators, not evaluators, form the audience for *Getting to Maybe*, an introduction to complexity models.



GETTING TO MAYBE: THIS BOOK IS FOR THOSE WHO ARE NOT HAPPY WITH THE WAY THINGS ARE AND WOULD LIKE TO MAKE A DIFFERENCE. THIS BOOK IS FOR ORDINARY PEOPLE WHO WANT TO MAKE CONNECTIONS THAT WILL CREATE EXTRAORDINARY OUTCOMES. THIS IS A BOOK ABOUT MAKING THE IMPOSSIBLE HAPPEN. HOW THE WORLD IS CHANGED.

Evaluators from a qualitative or mixed methods background may find complexity models much more congenial than will evaluators from a purely quantitative background. It may help “quantitative evaluators” to think about the exploratory phase of factor or data analysis as a similar quantitative process.

The tripartite model of problems forms a crucial part of complexity theory: 1) simple problems (example baking a cake), 2) complicated problems (example sending a rocket to

the moon), and 3) complex problems (example, raising a child). A simple problem involves simple instructions and has high replicability. A complicated problem requires extensive coordination, and multiple inter-connected instructions. A complex problem is too contextually embedded for standardized instructions to be useful and has no guarantee of replication in another context.

Most social problems, such as the social negatives clustering around

poverty, constitute complex rather than complicated problems. These problems tend to be mutually reinforcing, highly contextual, and constantly changing. Relationships and ambiguities trump content and (illusory) certainty.

When Patton identified the five top trends in evaluation, he later explicitly opposed complexity models/systems thinking to linear logic models, and by implication much of the accountability movement. Complexity theorists argue that rather than laying out what is expected to happen (accountability), one has to be open to capturing the emergent properties of an ever-changing system (emergence).

Patton refers to this as Developmental Evaluation (DE). While appearing similar to formative evaluation, DE does not monitor the implementation of a previously defined program. Instead DE functions more as a feedback loop from which the program emerges, more like neuro-programming than an architectural blueprint.

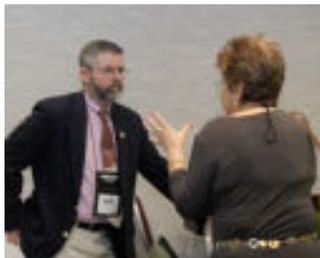
The book’s metaphors (“strange attractor”, “powerful stranger”, etc.) sometimes become terminally fuzzy. Some evaluators will find these labels very off-putting, but they may work with the target audience of social innovators.

A more serious problem/question concerns whether simple, complicated, and complex problems are mutually exclusive or reflect different perspectives. It is unclear that every evaluator would consistently distinguish complicated from complex problems.

The target audience for this book limits its interest for evaluators. According to buzz at San Francisco session of the Evaluator’s Institute last January, the new edition of *Utilization Focused Evaluation* (due out spring 2008) will incorporate Patton’s current thinking on complexity theory and this will target evaluators with the clarity and depth that we have come to expect from Patton.

Patton, M.Q (2006). Foreword: trends and issues as context. *Research in the schools*, 13 (1), page i-ii

Available at: http://www.amazon.com/Getting-Maybe-How-World-Changed/dp/067931444X/ref=sr_1_1?ie=UTF8&s=books&qid=1217181952&sr=8-1



UPCOMING EVENTS

For more current events in the southeast check the SEA website (<http://www.southeastevaluation.com/>). For national and international events check the AEA website (<http://www.eval.org/Training/eventsdir.asp>).

Below is a listing of some (but not all) of the events listed on the AEA upcoming events page.

 **Edward Tufte** regularly gives workshops in how to present graphics and data. See AEA website (<http://www.eval.org/Training/eventsdir.asp>) for specific events.

 July 6-18 2008
Summer Research Training Institute: Cluster Randomized Trials, Evanston, IL, USA. See: http://ies.ed.gov/ncer/whatsnew/conferences/08rct_traininginstitute/index.asp.

 July 14-26, 2008
The Evaluator's Institute, Washington, DC program (<http://www.evaluatorsinstitute.com/>)

 July 18, 2008
IEA Quarterly Meeting, AEA AFFILIATE SPONSORED EVENT, Indianapolis, IN, Indiana Evaluation Association (IEA) <http://www.indianaevaluation.org>

July 28-29, 2008: **Presenting Data and Information**, Madison, WI, <http://www.cew.wisc.edu/summer/Default.aspx>

 July 28-31, 2008
Rural Sociological Association (RSA) 2008 Annual Conference, Manchester, NH, Rural Sociological Association, <http://ruralsociology.org/annual-meeting/2008/index.html>

 July 31-August 1, 2008
Grants 101: Professional Grant Proposal Writing Workshop, Honolulu, HI, <http://www.thegrantinstitute.com>

 August 1-4, 2008
American Sociological Association 2008 Annual Conference: Worlds of Work, Boston, MA, http://www.asanet.org/cs/root/leftnav/meetings/2008_preliminary_program

August 3-7, 2008
 **American Statistical Association: 2008 Joint Statistical Meetings**, Denver, CO, <http://www.amstat.org/meetings/jsm/2008/index.cfm>

August 4-8, 2008: **DATIC 2008** Workshops on Dyadic Analysis, Storrs, CT

August 4-8, 2008: **Evaluation, Assessment, and Policy Connections (EvAP) Evaluation Institute**, Wrightsville Beach, NC

August 4-8 2008: **Quasi-Experimental Design and Analysis in Education**, Evanston, IL

August 9-14 2008: **6th Annual Qualitative Research Summer Intensive**, Long Island, NY

 August 11-15 2008
Quasi-Experimental Design and Analysis in Education. Evanston, IL, USA: <http://www.northwestern.edu/ipr/events/workshops/qeworkshop.html>

 August 13-15, 2008
Performance Measurement Workshop, Washington, DC, <http://www.managementconcepts.com/scripts/mcicoursepage.asp?MCICourse=517808>

 August 14-17, 2008
Performance Measurement Workshop, Boston, MA

 August 17-20, 2008
National Association for Welfare Research and Statistics (NAWRS) 2008 Annual Conference, Nashville, TN, <http://www.nawrs.org/Nashville/>

 August 22-27, 2008
Claremont Graduate University Professional Development Workshops (<http://www.cgu.edu/pages/465.asp>)

 September 15-17, 2008
Strategic Planning and Performance Measurement, Washington, DC, <http://www.managementconcepts.com/scripts/mcicoursepage.asp?MCICourse=517808>

 September 23-27, 2008: **National Conference of State Legislatures (NLPES) 2008 Annual Conference**, Madison, WI, <http://www.ncsl.org/programs/nlpes/training/fallconf/confstfu.htm> MCICourse=517808

 October 27-29, 2008
SEA Essential Skills Training, Tallahassee, <http://www.southeastevaluation.com>

BECOME A MEMBER OF SEA

The Southeast Evaluation Association (SEA) is a local chapter of the American Evaluation Association. We represent evaluators and evaluation-related professionals from the state, university, school system (local) and private sectors. Our members come from a variety of backgrounds: policy analysis, program auditing, teaching, program evaluation, and performance measurement.



SEA's annual conference attracts nationally recognized speakers and participants from the entire southeast region. Several agencies use our programs and conferences as low cost training and networking

Objectives of the Southeast Evaluation Association

The objectives of this Association shall be:

- To promote improvement and accountability at all levels of policy and programs.
- To encourage, stimulate and provide training for evaluation personnel.
- To foster and promote program evaluations by providing opportunities to exchange information and ideas relating to evaluation.
- To promote the development of theory and the acquisition of knowledge on which to base professional program evaluations.
- To promote the use of standards in the evaluation profession.

In accomplishing its mission of "Advancing the Profession," SEA encourages the knowledge and use of appropriate evaluation standards by its members. In doing so, the Association recognizes the professional judgment of each member decides which standards are best suited to a particular context.

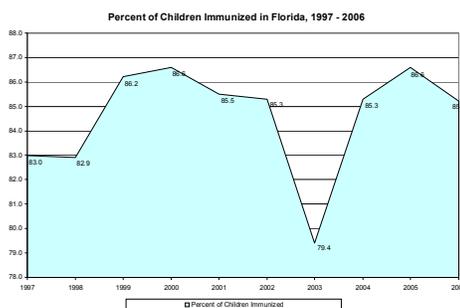
BROWN BAG LUNCH WORKSHOPS

Multilevel Modeling in Health Research, April 11, 2008

As part of SEA's Methods and Measurement Series, a brown bag lunch discussion was held to address the topic of multilevel modeling in health research. The meeting was held in the Prather Building in the Southwood Office Complex in Tallahassee.



In her presentation, Dr. Lisa Jordan introduced techniques in multilevel modeling, including research design, model building, and appropriate software tools. Dr. Jordan provided a demonstration of conducting multilevel modeling with Florida infant health data, and information from Florida CHARTS.



opportunities for their employees.

Annual membership (\$30; \$10 for full-time students) offers reduced registration fees for the Annual Conference, Pre-Conference Workshop, Essential Skills Workshop, and the various training sessions held throughout the year. Members also receive a periodic newsletter throughout the year. The newsletter is a great way to keep up with the SEA activities and innovative research in the field of evaluation.

If you have any questions, please don't hesitate to email us at: seacoordinator@southeastevaluation.com.

SEA information can be obtained via the World Wide Web at: <http://www.southeastevaluation.com>

Want to get involved in SEA?

Well, here's how:

Contact SEA at seacoordinator@southeastevaluation.com. There are numerous opportunities for members to help out... No contribution is too small!

WANTED: SEA Historian:

The historian will collect documents, information, photos, etc., from all the years of SEA and assemble it into a historical document and/or website for the ongoing use and reference of SEA members.

Thanks to everyone who helped with this newsletter:

Sean Little, Bernadette Howard, Bob O'Lary, Christopher Sullivan, Dawn Coleman, Dr. Mary Kay Falconer, and Susan McNamara. Next issues will come out in the fall of 2008.



Brown bag lunch methods and measurement series

Volunteers Needed!

We are asking members of SEA for assistance in continuing the Methods and Measurement Series (Brown Bag Lunch Discussions) by choosing a topic, leading the discussion and identifying a preferred location. The methods and measurement topics can relate to a project at your place of employment or a topic of interest you would just like to share and discuss with others.

SEA will announce the topic, the facilitator, and the location at least 2 weeks prior to each session. There might be a short technical reference shared prior to the session and follow-up among those who have a heightened interest after the session.

If you have a suggestion or would like to volunteer for one of these brown-bag sessions, please e-mail your name, the topic, and the preferred location of the session to Mary Kay Falconer at mfalconer@ounce.org.

Thank you



SAVE THE DATE: ESSENTIAL SKILLS WORKSHOP

The Southeast Evaluation Association Essential Skills Training

The continuous upgrading of skills forms the cornerstone of job security and growth in the 21st century, particularly for knowledge workers. From October 27 through October 29, SEA will present its Essential Skills training in Tallahassee. This training targets all levels from the neophyte to the experienced. Sometimes discussing the same methodology without a looming deadline can bring out a new perspective.

Day one focuses on an overview of evaluation; Day 2 on Monitoring, Process and Outcome Evaluation; and Day 3, on Data Collection Techniques and Utilization of results. Registration is \$100 per day (or \$225 for all three) for SEA members and \$125 per day (\$300 for all three) for non-SEA members. Visit the SEA website (<http://www.southeastevaluation.com/program.php>).

WHEN:

October 27 - 29 (Monday – Wednesday), 9 a.m. – 5 p.m.
Sign up for one, two, or all three days (Registration fees range from \$100 - \$300).

WHO SHOULD ATTEND:

Experienced researchers who want a refresher; new evaluation or program professionals; and those who manage evaluation projects for their organizations.

CONTENT:

DAY 1

Program Evaluation

- Introduction to Program Evaluation
- Types of Evaluation
- Ethical Issues with Human Subjects
- Planning an Evaluation

DAY 2

Monitoring, Process, and Outcome Evaluation

- Introduction to Process Evaluation
- Designing Process Evaluations
- Introduction to Outcome Evaluation
- Designing Outcome Evaluations
- Outcome Monitoring Systems
- Relating Results to Program Costs

DAY 3

Data Collection Techniques and Using Evaluation Results

- Data Collection Techniques - Interviews, Focus groups, and Surveys
- Communicating Evaluation Results
- Evaluation Utilization

INSTRUCTORS:

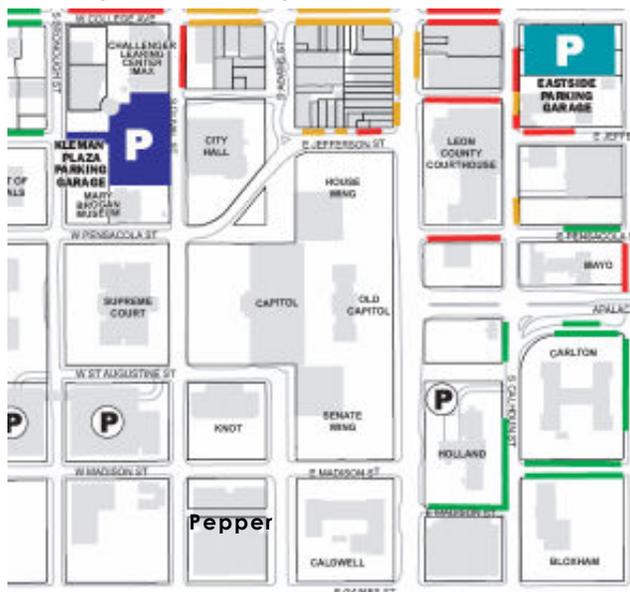
Experts in the field of program evaluation:

- Dr. Fran Berry, Director, Askew School of Public Administration, Florida State University (FSU)
- Dr. Tamara Bertrand-Jones, Office of Research, Division of Student Affairs, FSU
- Byron Brown, Chief Legislative Analyst, Office of Program Policy Analysis and Government Accountability (OPPAGA)
- Dr. Kathleen DelMonte, Senior Legislative Analyst, OPPAGA
- Nancy Dufoe, Chief Legislative Analyst, OPPAGA
- Dr. Mary Kay Falconer, Senior Evaluator, Ounce of Prevention Fund of Florida
- Dr. Steve Harkreader, Methodologist, OPPAGA
- Dr. Linda Schrader, Department of Educational Psychology and Learning Systems, FSU
- Dr. Betty Serow, Office of Health Statistics and Assessment, Florida Department of Health
- Dr. Gary VanLandingham, Director, OPPAGA

LOCATION:

Conference Room #302 of the Pepper Building at 111 West Madison Street in Tallahassee. Parking is available at Kleman Plaza, with an entrance on Duval Street (one-way north) near the Duval and Jefferson Street intersection.

For more information, fees, and the registration form, please go to SEA's website (http://www.southeastevaluation.com/essential_skills_2008.php). Registration is due by October 1, 2008.



See a map of downtown Tallahassee at: <http://www.southeastevaluation.com/SEA%20Meeting%20Directions%20060608.pdf>.

