

The Art, Science and Art of Program Evaluation

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1

art

- Articulate Theory of Change
- Build Logic Model
- Define Outcomes and Measures

2

science

- Plan Ahead
- Select Methods
- Collect Data
- Understand Results

3

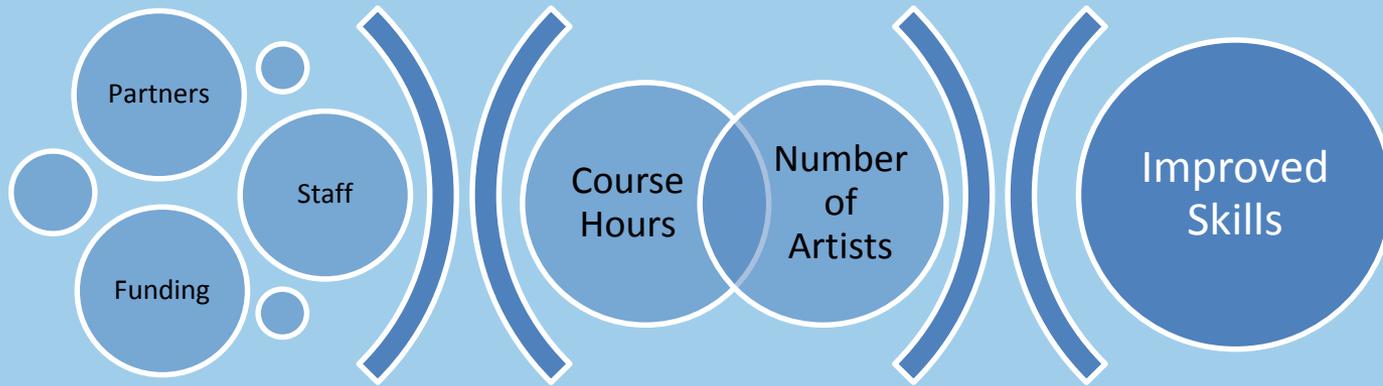
art

- Select Info to Share
- Assemble Quotes and Data
- Write the Story

1

Articulate Your Theory of Change

“This project aims to make art a viable living by teaching artists management practices.”



Inputs

Outputs

Outcomes

Measures

3 Partners
Meeting X/Month

2 Managers &
4 Instructors

\$100,000

20 Artists
(5 new)

15 Course Hours
per Month

5% increase among
participating artists
who “strongly agree”
they intend to make a
living from art

2

Measures Outputs vs Outcomes

- ▶ Outputs | project results
 - ▶ Immediate | Exposure
 - ▶ Attendance
 - ▶ Participation
 - ▶ Website Traffic
 - ▶ App Downloads
 - ▶ Installations
 - ▶ Courses Offered

- ▶ Outcomes | results for people/communities
 - ▶ Short | Learning | Awareness, Skills, Knowledge, Attitudes, Intent
 - ▶ Surveys
 - ▶ Tests
 - ▶ Qualitative Interviews
 - ▶ Medium | Action | Behavior, Decisions
 - ▶ Purchase & Investment
 - ▶ Repeat Attendance
 - ▶ Long | Conditions | Well-being, Economic, Civic
 - ▶ Quality of Life
 - ▶ Jobs
 - ▶ Community Development



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2

Surveys



- ▶ **Sampling**
 - ▶ Frame: Total (hypothetical) list of possible respondents
 - ▶ Randomize: Try to randomize in order to limit bias
 - ▶ Size: As many as you can with as little bias as possible
- ▶ **Questionnaire Design**
 - ▶ Length: Standardize with scales, only ask what you need to
 - ▶ Clarity: Often questions are pretested for interpretation
- ▶ **Collection**
 - ▶ Autonomous: Distribute survey and participants return it (paper/web)
 - ▶ Interview: Can approach participants and verbally ask questions
- ▶ **Analysis**
 - ▶ Nonresponse: Understand how much of the frame responded
 - ▶ Report: Use percentages and means, compare subsamples if possible

Fowler, Floyd J. (2014) Survey Research Methods. Sage Publishing. 5th Edition.

NECN | September 29, 2015

2

Measuring Economic Impacts



- ▶ Gold standard for funders and public officials but *always* challenging
- ▶ Full studies require careful design, data collection, analysis and presentation
 - ▶ Need for careful interpretation and publicizing results
 - ▶ Impact of events vs tourism / placemaking
- ▶ Use existing calculators early on in a project
 - ▶ E.g., Americans for the Arts
- ▶ Early on, identify long term indicators for pre/post analysis

2

Backward Research

- ▶ Begin with the End in Mind
 - ▶ What are the bullet points you want to be able to say at the end?
 - ▶ Will the methods measure the outcomes in your logic model?
- ▶ Timing
 - ▶ How will you incorporate formative data?
 - ▶ Do you need summative data?
- ▶ Keep it Manageable
 - ▶ Outsourcing can lead to misunderstanding
 - ▶ Try to spend more time interpreting the data than collecting it



3

Telling the Story

- ▶ Customized based on the audience: Board, Funder, Staff
 - ▶ What few key points you want to get across?
- ▶ Share enough information to make it believable
 - ▶ Include highlights of the method for collection
 - ▶ What did you learn about what worked?
 - ▶ What did you learn about what didn't work?
 - ▶ Demonstrating learning process
- ▶ Don't forget the people in your projects!
 - ▶ Statistics are necessary to demonstrate the scope of impact
 - ▶ Qualitative quotes, anecdotes, testimonials make it real

