

**PAUS 8521 – Evaluation and Research
Fall Semester 2005
General Classroom Building 321
4:30 p.m. – 7:00 p.m.**

Instructor

John Bare

Vice President, Strategic Planning and Evaluation
Arthur M. Blank Family Foundation / Atlanta Falcons Youth Foundation
3223 Howell Mill Road
Atlanta, Ga. 30327
jbare@ambfo.com

Syllabus

The course syllabus provides a general plan for the course. Deviations may be necessary.

Academic Honesty

University policies regarding academic honesty and plagiarism apply.

Attendance

The instructor will record attendance at each class.

Office Hours

By appointment, anytime. Available from 3:30 – 4:30 on days of class.

Course Objectives

To increase expertise in evaluation and strategic planning, in both practice and theory.

Grades

1/3 of final grade determined by final project, 1/3 by mid-term, 1/3 by contributions to learning in class

Make-up Exam Policy

The mid-term and final will be project based. There is no make-up exam needed.

Required Texts

Evaluation: An Integrated Framework for Understanding, Guiding, and Improving Policies and Programs, by Mel Mark, Gary Henry, George Julnes, Published by Jossey-Bass (2000)

“Teaching Evaluation Using the Case Method,” *New Directions for Evaluation* Spring 2005, Eds. Michael Quinn Patton and Patricia Patrizi, Jossey-Bass (2005)

Key Dates

(Monday, Aug. 22 – First day of semester classes)

Week 1. Tuesday, Aug. 23

- Discussion:
- Evaluation and Strategy in Everyday Life
 - Role of Evaluators
 - Evaluation Projects

Week 2. Tuesday, Aug. 30

- Discussion:
- Uses and Users of Evaluation
 - Simple, Complicated and Complex Systems
 - Fighting Back case study
- Reading: Ch. 1 & 2 (New Directions for Evaluation, Spring 2005)

Week 3. Tuesday, Sept. 6

- Discussion:
- Risk Analysis and Evaluation
 - Mid-term Assignment
- Reading: Ch. 1 & 2 (Mark, Henry, Julnes)

Week 4. Tuesday, Sept. 13

- Discussion:
- Uses and Users of Evaluation
- Reading: Ch. 3 (Mark, Henry, Julnes)
Ch. 5 (New Directions for Evaluation, Spring 2005)

Week 5. Tuesday, Sept. 20

- Discussion:
- Alternatives to Traditional Planning
- Reading: Ch. 4 (Mark, Henry, Julnes)

Week 6. Tuesday, Sept. 27

- Discussion:
- Aligning Outcomes and Values
- Reading: Ch. 5 & 10 (Mark, Henry, Julnes)

Week 7. Tuesday, Oct. 4

- Discussion:
- IQ and EQ in Evaluation
- Reading: Ch. 6 (Mark, Henry, Julnes)

Mid-term exam assignment due

Week 8. Tuesday, Oct. 11

- Discussion:
- Delusional Optimism
 - Packard Foundation case study
- Reading: Ch. 4 (New Directions for Evaluation, Spring 2005)

(Oct. 14 is semester midpoint, last day to withdraw)

Week 9. Tuesday, Oct. 18

Discussion: • Evidence
• Central Valley Partnership case Study
Reading: Ch. 3 (New Directions for Evaluation, Spring 2005)

Week 10. Tuesday, Oct. 25

Discussion: • Evidence
Reading: Ch. 7 & 9 (Mark, Henry, Julnes)

Week 11. Tuesday, Nov. 1

Discussion: • Diffusion Networks and Social Change

Week 12. Tuesday, Nov. 8

Discussion: • Evaluation and the Arts

Week 13. Tuesday, Nov. 15

Discussion: • Modeling Evaluation as a Communications Function

Week 14. Tuesday, Nov. 22 – Thanksgiving Holiday

Week 15. Tuesday, Nov. 29

Discussion: • Project Reports

Week 16. Tuesday, Dec. 6

Discussion: • Project Reports

(Friday, Dec. 9 – Last day of semester classes)

(Exam Period – Dec. 10-16, 2005)

Supplemental Reading

- Reading 1: “Moral Values and Private Philanthropy,” *Social Philosophy and Policy*, Spring 1987, Michael Hooker
- Reading 2: *Utilization-Focused Evaluation* (Sage), Ch. 1, Michael Quinn Patton
- Reading 3: “Delusions of Success: How Optimism Undermines Executives’ Decisions,” *Harvard Business Review*, Dan Lovallo and Daniel Kahneman, July 2003
- Reading 4: “Predictable Surprises: The Disasters You Should Have Seen Coming,” *Harvard Business Review*, Michael D. Watkins and Max H. Bazerman, April 2003.
- Reading 5: Risk Analysis Chapters, Bare
- Reading 6: “Sense and Reliability: A Conversation with Celebrated Psychologist Karl We. Weick,” Diana L. Coutu, *Harvard Business Review*, April 2003
- Reading 7: “Make Your Values Mean Something,” *Harvard Business Review*, Patrick M. Lencioni, July 2002
- Reading 8: “Values Make the Company: An Interview with Robert Haas,” *Harvard Business Review*, September-October 1990
- Reading 9: The Sacred Bundle article, Bare
- Reading 10: “On Evaluation and Philanthropy: Evaluation in a New Gilded Age,” *The Evaluation Exchange*, Winter 2003/2004, Bare
- Reading 11: “What Makes a Leader?” *Harvard Business Review*, Daniel Goleman, November-December 1998
- Reading 12: “Managing Oneself,” *Harvard Business Review*, Peter F. Drucker, March-April 1999
- Reading 13: “Motivating Individuals in Organizational Settings,” by Nadler and Lawler, in *Perspectives on Behavior in Organizations*, ed. Hackman/Lawler/Porter, 1977
- Reading 14: *Communications for Social Good*, Susan Nall Bales and Franklin D. Gilliam Jr., for Practice Matters Series, 2003
- Reading 15: “Diffusion Networks,” (Ch. 8 of *Diffusion of Innovations*), Everett Rogers, 2003

- Reading 16: *How to Calculate Word-of-Mouth,*” Advertising Age Hillary Chura, July 26, 2004
- Reading 17: *Initiators & Responders: A New Way to View Orchestra Audiences,* Magic of Music Issue Brief #4, Alan Brown, Knight Foundation, 2004
- Reading 18: Carol Weiss article on theory of change in *New Approaches to Evaluating Community Initiatives,* The Aspen Institute, Washington, D.C., 1995
- Reading 19: Michael Quinn Patton article on “high-quality” lessons learned
- Reading 20: 21st Century Schools evaluation articles from Harvard Family Research Project