



3 common
evaluation fails
and how to prevent them
January 30, 2019

This webinar will begin at 1:00 p.m. EASTERN.



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ATE Survey Data

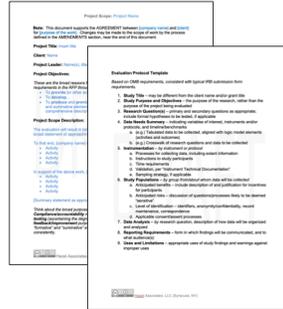
www.evalu-ate.org



Materials



Slides



Resources



Recording

Introductions



Mike
Lesiecki



Kirk
Knestis



Lori
Wingate



Behind the Scenes



Emma Perk

Lyssa Wilson Becho

Mike Rudibaugh

Cynthia Williams

Janet Pinhorn

Shannon Payne



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Any opinions, findings, and conclusions or recommendations expressed in this material are those of the presenters and do not necessarily reflect the views of NSF.



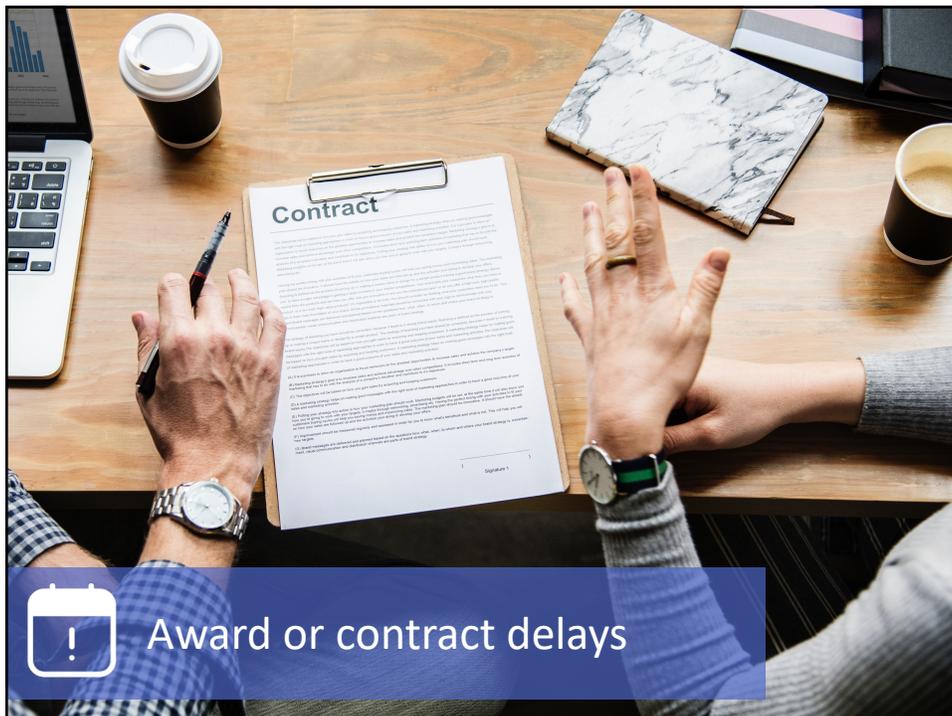
Three Common Challenges

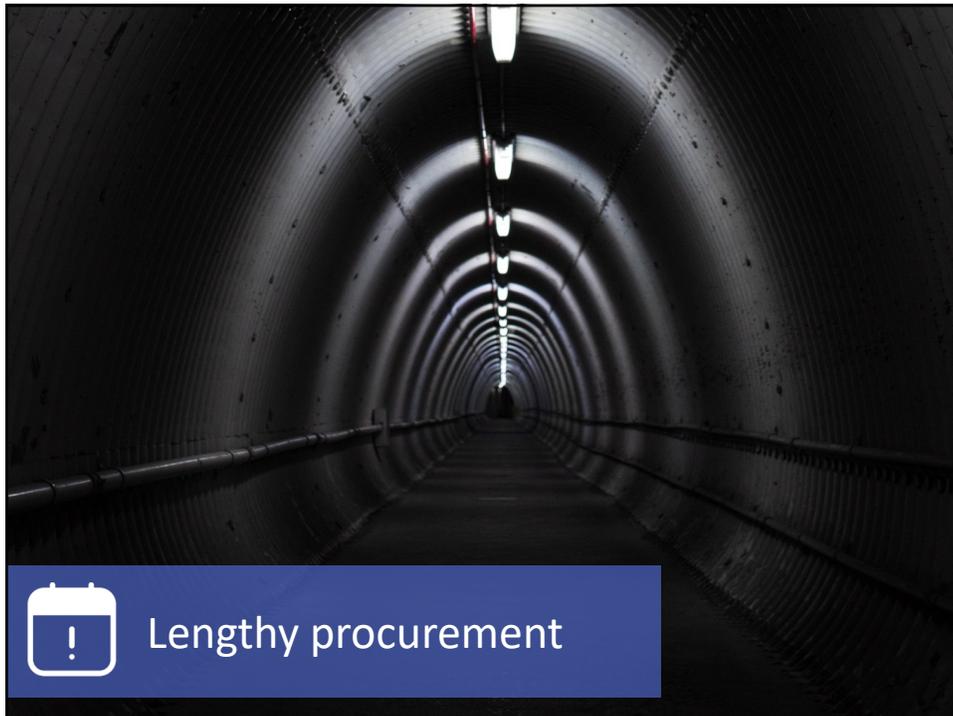
		
Project Implementation Delays	Evaluation Scope Creep	Project Changes



Implementation Delays

When the program or other innovation being evaluated is not implemented on the planned timeline





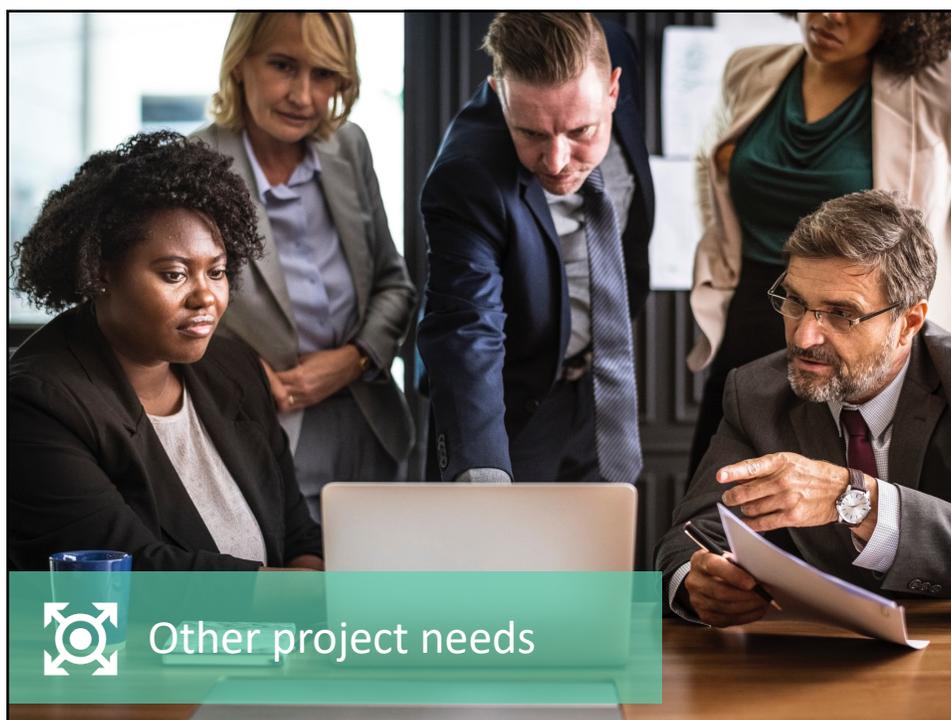




Scope Creep

When the client needs something more or different than was planned for the evaluation, increasing the time and cost of the evaluation

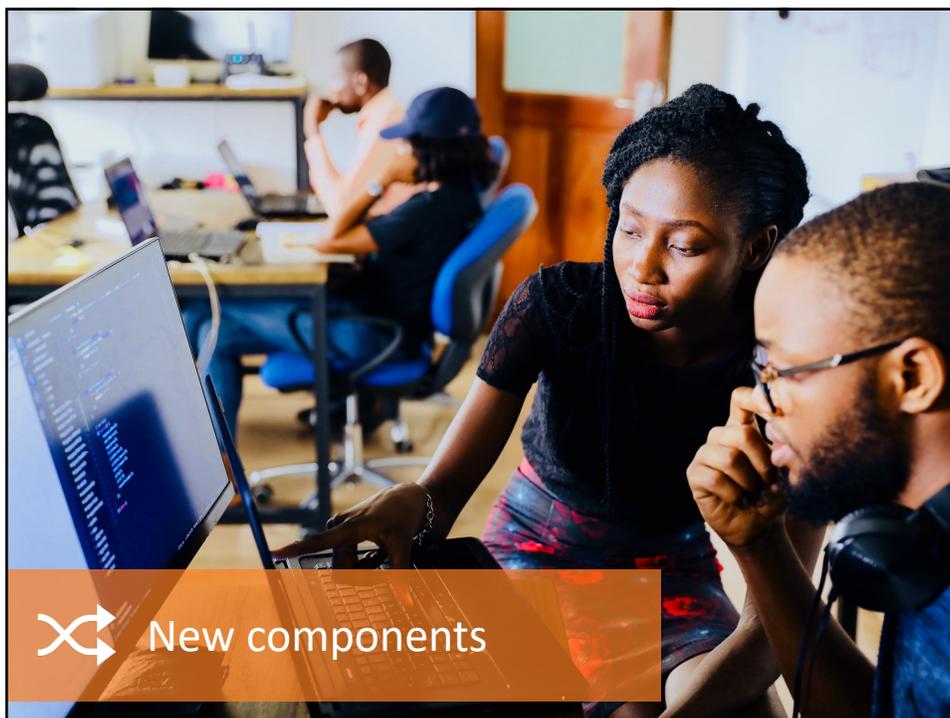


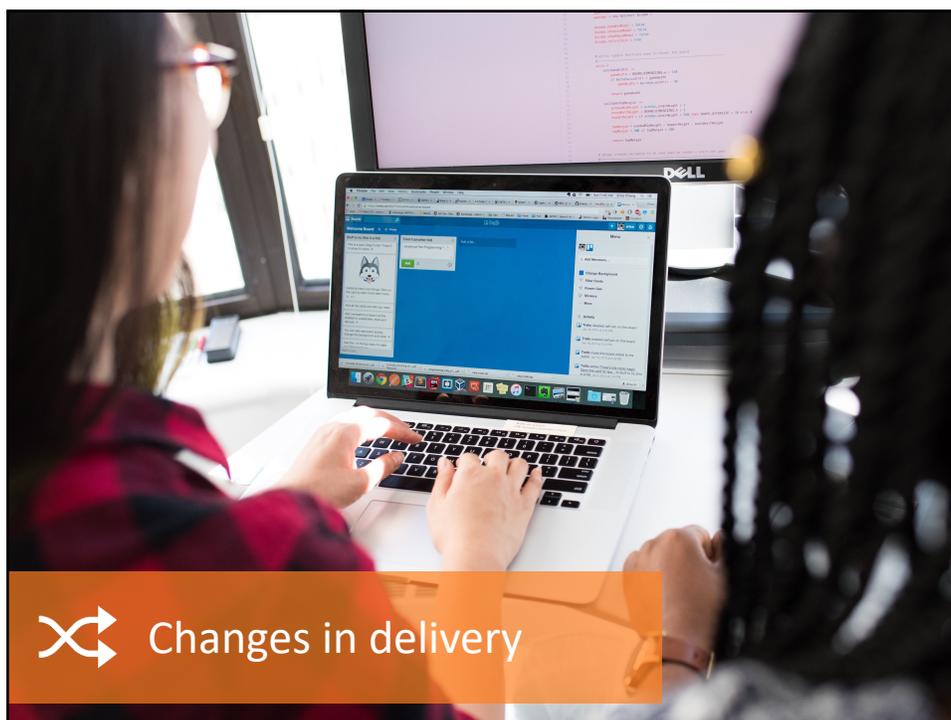


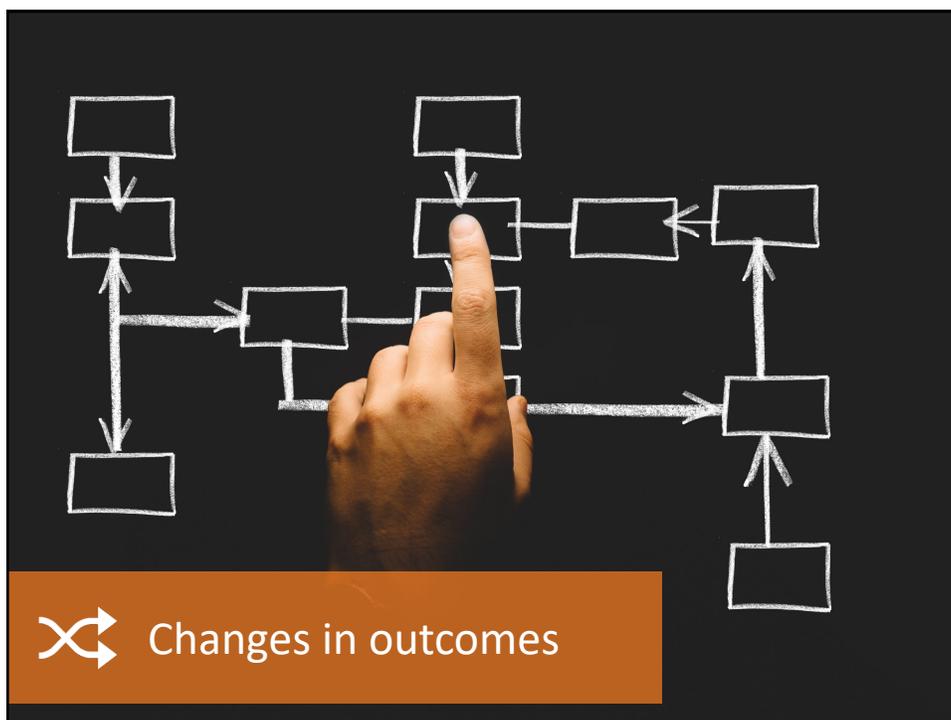


Project Changes

When the PI or project team makes decisions to change the project's audience, activities, objectives, or theory of action (logic model)







CHAT

What challenges have you faced that threatened your evaluation?



Evaluation is MESSY



Complex programs



Complicated and changing contexts



Difficulties navigating organizations



Competing pressures

POLL

Which is the most effective option to prevent challenges from becoming fails?

EVALUATION PLAN

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Legal Contract



Scope of Work



Study Protocol



Legal Contract

A binding commitment agreeing to an evaluation, committing the parties to specific obligations using lawyer language



Legal Contract



General statement
of work



Period of
performance



Price and invoicing
details



Specific terms
and conditions



Scope of Work

Description of evaluation services and deliverables in sufficient detail to avoid confusion over the life of the work



Scope of Work



Evaluation purpose



Breakout of activities



Timeline



Deliverables, notably reporting



Study Protocol

Technical details of the evaluation study
(or studies) at the center of the scope of
work



Study Protocol



Study design



Instrumentation



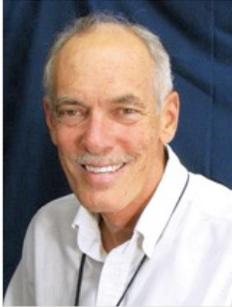
Data collection



Analysis



Questions?



Mike

Kirk

Dealing with Common Challenges

an evaluation drama in three short acts



Act 1:
Project
Implementation
Delays



Act 2:
Evaluation Scope
Creep



Act 3:
Project
Changes



ACT 1: The Delay

Kirk
Evaluator

Lori
Client

Example: Scope of Work

Key Activities and Timeline

Year 1	Month	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Calendar Year		2018		2019									
Project kick-off													
IRB, data sharing													
Logic modeling													
Informal update calls													
Development													
Study protocol													
Develop observation				✓									
Develop student questionnaire					✓								
Finalize student assessment tools												✓	
Implementation interviews, PI et al.													
Document review													
Observe instructor PD													
Instruction													
Student questionnaire, pre													
Lab observation													
Secure extant student data													
Formative summary					✓				✓				✓



Example: Contract

Phone: (410) 366-1779
Contact: Kirk Knestis, Ph.D.
E-mail: kirk@inciter.io

FEIN: 56-2357461

Acting as an independent contractor (hereinafter Inciter) states that:

Inciter is duly qualified and willing to perform the services set forth as an independent contractor. CRC is registered to do business in the state of Maryland and can provide evidence of this registration through an employer identification number and/or appropriate licenses.

- I. **Contractor Duties:** Inciter will provide an evaluation of the college's NSF-funded expansion of additive manufacturing certificate program coursework and teaching labs. A detailed description of the services and deliverables to be provided is described in the Scope of Work and Study Protocol documents supporting this agreement.
- II. **Period of the Contract:** This contract shall be effective on **October 1, 2018** or upon such date as it is duly executed and shall remain in effect until **September 30, 2019** or until all obligations set forth in this contract have been satisfactorily fulfilled. This is anticipated to be the initial year-to-year contract for a 3-year engagement ending in June, 2021.
- III. **Terms of Payment:** The total price of 2018-2019 evaluation services will be **\$28,000**.





Example: Study Protocol

Evaluation Protocol Template
Based on OMB requirements, consistent with typical IRB submission form requirements.

- Study Title** – may be different from the client name and/or grant title
- Study Purpose and Objectives** – the purpose of the research, rather than the purpose of the project being evaluated
- Research Question(s)** – primary and secondary questions as appropriate; include formal hypotheses to be tested, if applicable
- Data Needs Summary** – indicating variables of interest, instruments and/or protocols, and timeline/benchmarks
 - (e.g.) Tabulated data to be collected, aligned with logic model elements (activities and outcomes)
 - (e.g.) Crosswalk of research questions and data to be collected
- Instrumentation** – *by instrument or protocol*
 - Processes for collecting data, including extant information
 - Instructions to study participants
 - Time requirements
 - Validation, per "Instrument Technical Documentation"
 - Sampling strategy, if applicable
- Study Populations** – *by group from/about whom data will be collected*
 - Anticipated benefits – include description of and justification for incentives for participants
 - Anticipated risks – discussion of questions/processes likely to be deemed "sensitive"
 - Level of identification – identifiers, anonymity/confidentiality, record maintenance, correspondence
 - Applicable consent/assent processes
- Data Analysis** – *by research question*, description of how data will be organized and analyzed

 **Example: Scope of Work**

Service and Deliverable Activity	Example Tasks	Direct Costs	CEO	Sen Cons	Res Assoc	Res Asst	Cont	Labor Cost
	Rates		\$205	\$150	\$121	\$84	\$137	
Project Management	Tasks related to managing communications and work, e.g., phone calls with the client, in-person meetings, billing, etc. Includes IRB and data sharing agreements.		2	9	5	5	8	\$3,881
Study Design	Changes to existing logic model and indicator grid, study design updates and documentation		2	8	2	20	0	\$3,532
Instrument Development	Develop course and lab observation protocols, student questionnaire, PI/staff interview protocol, coordinate w/instructors and developer to finalize student assessment tools (e.g., project rubrics)		3	6	8	24	0	\$4,499
Data Collection	Student questionnaire (pre only), lab observation (fall), secure extant student data from IR		0	4	8	36	0	\$4,592
Data Management and Analysis	Coordination and quality control of data collected, descriptive analyses for reporting		2	8	8	16	0	\$3,922
Reporting	Quarterly formative summaries		0	6	12	60	0	\$7,392
Direct Costs	Site visit travel (\$600), conference travel and per diem (\$3000)	\$3,600						
	TOTALS		9	41	43	161	8	\$27,818





Contract, Scope and Protocol

Phone: (407) 966-1779
Contact: Kirk Kestis, Ph.D.
E-mail: kkestis@kncs.com

TEIN: 56-2359461

Acting as an independent contractor (hereinafter Inquirer) states that:

Inquirer is a duly qualified and willing to perform the services set forth in an independent contract. Client is required to be honest in the state of their fact and can provide evidence of this information through an employee identification number and/or appropriate licenses.

I. **Contractor Details:** Inquirer will provide an evaluation of the college's NCF. Detailed responses of address manufacturing certificate program, oversight, and tracking data. A detailed description of the services and deliverables to be provided is described in the Scope of Work and Study Protocol documents appended to this agreement.

II. **Period of the Contract:** This contract shall be effective on October 1, 2018 or upon such date as it is duly executed and shall remain in effect until September 30, 2019 or until all obligations set forth in this contract have been satisfactorily fulfilled. This is anticipated to be the final year to the contract for a 3-year engagement ending in June, 2021.

III. **Terms of Payment:** The total price of 2018-2019 evaluation services will be \$25,000.

Year	Month	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct
2018	2019												
Project kick-off													
Site visit planning													
Logic modeling													
Internal stakeholder													
Development													
Study protocol													
Design observation													
Develop protocol													
Authorizations													
Process element													
Implementation													
Interviews (Formal)													
Document review													
On-site interviews (FD)													
On-site													
Questionnaires (pre)													
Lab observation													
Secure external student data													
Formative summary													

Evaluation Protocol Template

Based on OMB requirements, consistent with typical IRB submission & requirements:

- Study Title** – may be different from the client name and/or grant title
- Study Purpose and Objectives** – the purpose of the research, *rather than* the purpose of the project being evaluated
- Research Question(s)** – primary and secondary questions as appropriate, include former questions to be tested, if applicable
- Data Needs Summary** – including variables of interest, instruments and/or protocols, and measurement methods
 - a. (or a) Detailed data to be collected, aligned with logic model elements (activities and outcomes)
 - b. (or a) Checklist of research questions and data to be collected
- Interventions** – by instrument or protocol
 - a. Processes for collecting data, including extent information
 - b. Instructions for study participants
 - c. Time requirements
 - d. Validations (see “Statement Technical Documentation”)
 - e. Sampling strategy, if applicable
- Study Population** – if general, non-sensitized data will be collected
 - a. Anticipated benefits – include description of and justification for incentives for participants
 - b. Anticipated risks – discussion of questionnaires/processes likely to be deemed “sensitive”





Questions?



Mike

Kirk

**BASIC
PRINCIPLES**

**OF SURVEY QUESTION
DEVELOPMENT**

February 20
1 – 2 p.m. Eastern

Please take the

FEEDBACK SURVEY

