Contents

1	Preface xiii
PART ON	NE • Introduction to Evaluation 1
1	Evaluation's Basic Purpose, Uses, and Conceptual Distinctions 3
	A Brief Definition of Evaluation 4 Informal versus Formal Evaluation 8 Distinguishing between Evaluation's Purposes and Evaluators' Roles and Activities 9 Some Basic Types of Evaluation 16 Evaluation's Importance—and Its Limitations 26
2	Origins and Current Trends in Modern Program Evaluation 30
	The History and Influence of Evaluation in Society 30 Recent Trends Influencing Program Evaluation 44
PART 7	TWO • Alternative Approaches to Program Evaluation 53
3	Alternative Views of Evaluation 57
	Diverse Conceptions of Program Evaluation 58 Origins of Alternative Views of Evaluation 59

Themes among the Variations	67	
A Classification Schema for Evaluation Approaches		

4	Objectives-Oriented	Evaluation Approaches	71
---	---------------------	-----------------------	----

Developers of the Objectives-Oriented Evaluation Approach and Their Contributions 72

How the Objectives-Oriented Evaluation Approach Has Been Used

80

121

Strengths and Limitations of the Objectives-Oriented Evaluation Approach 82

5 Management-Oriented Evaluation Approaches 88

Developers of the Management-Oriented Evaluation Approach and Their Contributions 89

How the Management-Oriented Evaluation Approach Has Been Used 94

Strengths and Limitations of the Management-Oriented Evaluation Approach 95

6 Consumer-Oriented Evaluation Approaches 100

Developers of the Consumer-Oriented Evaluation Approach and Their Contributions 101

How the Consumer-Oriented Evaluation Approach Has Been Used 104

Strengths and Limitations of the Consumer-Oriented Evaluation Approach 108

7 Expertise-Oriented Evaluation Approaches 112

Developers of the Expertise-Oriented Evaluation Approach and Their Contributions 114

How the Expertise-Oriented Evaluation Approach Has Been Used

8	Participant-Oriented Evaluation Approaches 129
	Evolution of Participant-Oriented Evaluation Approaches 130
	Developers of the Participant-Oriented Evaluation Approach and Their Contributions 131
	How Participant-Oriented Evaluation Approaches Have Been Used 145
	Strengths and Limitations of Participant-Oriented Evaluation Approaches 146
9	Alternative Evaluation Approaches: A Summary and Comparative Analysis 152
	Cautions about the Alternative Evaluation Approaches 153
	Contributions of the Alternative Evaluation Approaches 158
	Comparative Analysis of Characteristics of Alternative Evaluation Approaches 159
	Eclectic Uses of the Alternative Evaluation Approaches 163
	Drawing Practical Implications from the Alternative Evaluation Approaches 165
PART T	THREE • Practical Guidelines for Planning Evaluations 16
	Introduction of Case Study 170
10	Clarifying the Evaluation Request and Responsibilities 173
	Understanding the Reasons for Initiating the Evaluation 174
	Conditions under which Evaluation

178

Studies Are Inappropriate

Determining When an Evaluation Is Appropriate: Evaluability Assessment	182
Using an Internal or External Evaluator	r 185
Hiring an Evaluator 189	
How Different Evaluation Approaches C the Evaluation Request and Responsibili	larify tes 192

II Setting Boundaries and Analyzing the Evaluation Context 199

Identifying Intended Audiences for an Evaluation 200
Describing What Is to Be Evaluated: Setting the Boundaries 203
Analyzing the Resources and Capabilities That
Can Be Committed to the Evaluation 212
Analyzing the Political Context for the Evaluation 216
Variations Caused by the Evaluation Approach Used 217
Determining Whether to Proceed with the Evaluation 219

12 Identifying and Selecting the Evaluation Questions and Criteria 232

Identifying Appropriate Sources of Questions and Criteria: The Divergent Phase 234

Selecting the Questions, Criteria, and Issues to Be Addressed: The Convergent Phase 246

Remaining Flexible during the Evaluation: Allowing New Questions, Criteria, and Standards to Emerge 253

Planning How to Conduct the Evaluation 260

Identifying Design and Data Collection Methods

Specifying How the Evaluation Will Be Conducted:
The Management Plan

275

Establishing Evaluation Agreements and Contracts

285

PAF	RT	FOUF	1 • 1	Practi	ical Gi	ıidelines	
for	Co	nduc	ting	and	Using	Evaluations	

301

14 Collecting Evaluation Information: Design, Sampling, and Cost Choices 303

Using Mixed Methods 304

Designs for Collecting Causal and Descriptive Information 307

Sampling 320

Cost Analysis 324

15 Collecting Evaluation Information: Data Sources and Methods, Analysis, and Interpretation 334

Common Sources and Methods for Collecting Information

335

Planning and Organizing the Collection of Information

356

Analysis of Data and Interpretation of Findings 358

16 Reporting and Using Evaluation Information 375

Purposes of Evaluation Reports 376

Important Factors in Planning Evaluation Reports 377

Key Components of a Written Report 382

Suggestions for Presenting Information

in Written Reports 388

Alternative Methods for Reporting: The Adversary Approach 394

Human and Humane Considerations
in Panerting Englustion Findings 30

in Reporting Evaluation Findings 395

Suggestions for Effective Oral Reporting 398

A Checklist for Good Evaluation Reports 400

How Evaluation Information Is Used 400

Establishing and Maintaining Good Communications among Evaluators and Stakeholders 412

Understanding Potential Bias Resulting from the Evaluator's Personal Values and Interpersonal, Financial, and Organizational Relationships with Others 415

Maintaining Ethical Standards: Considerations, Issues, and Responsibilities for Evaluators and Clients 423

Political Pressures and Problems in Evaluation 432

18 Evaluating Evaluations 442

The Concept and Evolution of Metaevaluation 443

The Joint Committee's Standards for Program Evaluation 444

Summary of the Program Evaluation Standards 445

AEA Guiding Principles for Evaluators 449

The Role of Metaevaluator 451

Some General Guidelines for Conducting Metaevaluations 453

A Need for More Metaevaluation 455

PART FIVE • Emerging and Future Settings for Program Evaluation 461

19 Conducting Multiple-Site Evaluation Studies 463

Purposes and Characteristics of Multiple-Site Evaluations 464

Multisite Evaluation (MSE) 466

On-Site Evaluation at Multiple Sites 471

Cluster Evaluation 475

Other Approaches to Multiple-Site Evaluation 481

20 Conducting Evaluation of Organizations' Renewal and Training in Corporate and Nonprofit Settings 485

Evaluation in the Nonprofit Sector 486

Evaluating Corporate Training Programs 491

Personnel Evaluation 495

Other Methods of Organizational Assessment 497

21 The Future of Evaluation 507

The Future of Evaluation 508

Predictions concerning the Profession of Evaluation 508

Predictions concerning the Practice of Evaluation 510

A Vision for Evaluation 513

Conclusion 513

Suggested Readings 514

APPENDIX Evaluation-Related Web Sites 515

References 519

Author Index 543

Subject Index 551