

**PUBP713-001 — Policy and Program Evaluation**

**SYLLABUS**

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Credit Hours:	3
CRN	73404
Date/Time:	Monday 7:20 pm – 10:00 pm
Classroom:	Arlington Campus, Founders Hall 481
Website:	<a href="http://mymasonportal.gmu.edu">http://mymasonportal.gmu.edu</a>
Instructor:	Katrin B. Anacker, Ph.D.
Office:	Arlington Campus, Founders Hall 673
e-mail:	<a href="mailto:kanacker@gmu.edu">kanacker@gmu.edu</a>
Office Hours:	Monday 6:15 pm – 7:15 pm Tuesday 3:30 pm – 4:25 pm or by appointment ( <a href="mailto:kanacker@gmu.edu">kanacker@gmu.edu</a> )

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**Course Description**

This course introduces students to policy and program evaluation. Topics include tailoring evaluations; identifying issues and formulating questions; assessing the need for a program; expressing and assessing program theory; assessing and monitoring program process; measuring and monitoring program outcomes; assessing program impacts; detecting, interpreting, and analyzing program effects; and measuring efficiency. The final project will be a program evaluation synthesis of a (a) federal, (b) state, (c) county, or (d) municipal program based on the student's choice.

**Learning Outcomes**

At the conclusion of this course, students should

- be knowledgeable about the general fundamental concepts of policy and program evaluation;
- be knowledgeable about and be able to collect select data for policy and program evaluation;
- possess the skills needed to select methods appropriate for policy and program evaluation;
- possess the skills needed to interpret results based on policy and program evaluation; and
- be knowledgeable about and be able to communicate and present evaluation findings to public policy makers and other non-technical audiences in a way understandable to them.

### **Class Website**

This class uses Blackboard in order to enhance the online learning experience of students. This website contains the class syllabus and the class readings. Source:

<https://mymasonportal.gmu.edu/> -> courses

### **Course Materials**

#### **Required Readings:**

James C. McDavid, Irene Huse, and Laura R. L. Hawthorn (2013) *Program Evaluation and Performance Measurement: An Introduction to Practice* (Los Angeles, CA: Sage Publications). 2<sup>nd</sup> edition. ISBN 978-1-4129-7831-6.

Linda G. Morra, Richard J. Light, Richard T. Barnes, Christine A. Fossett, and Penny Picket (1992) *The Evaluation Synthesis* (Washington, DC: United States General Accounting Office). <http://www.gao.gov/special.pubs/pemd1012.pdf>

### **Course Requirements:**

#### **Prerequisite**

Students who have not yet taken PUBP 704 or an equivalent class need permission of the instructor.

### **Class Attendance/Participation/Behavior**

**Students are required to attend class.** Many educational studies have shown a high causation between class attendance and high grades. If students have to miss class for professional, i.e., a time conflict at work, or medical reasons they are expected to notify the instructor in advance and to familiarize themselves with the materials missed in class. Students are expected to participate in class discussions. Many educational studies have shown a high causation between participation in class discussions and high grades. Students are expected to arrive on time.

### **Reading Assignments**

Students are required to familiarize themselves with and understand the class readings before each class. Readings will be discussed during class time.

### **Writing Assignments/Final Paper/Deadlines**

The final project will be a **program evaluation synthesis** of a (a) federal, (b) state, (c) county, or (d) municipal program based on the student's choice. Class grades will be based on

- an abstract (at least 150 words; 10%)
- a final presentation (15 minutes maximum, prezi; 25%);
- **a final paper, i.e., a program evaluation synthesis** (eight evaluations minimum; 10 pages minimum, 12 pt. font, double spaced; excluding a potential technical appendix; 65%).

### **Assignment Submission, Late or Missing Assignments**

An abstract that was submitted after the deadline is considered late. Students will lose 20 (out of 100) points **every 24 hours** after the deadline. On the first day of class a sign up list for the final presentations will be made available. A presentation that was **not** held in person, i.e., in absence, is not considered a presentation. Students will lose 25 (out of 100) points for presentations held in absence. **Final papers are due on the day of the presentation at the beginning of the presentation.** A paper that was handed in after the deadline is considered late. Students will lose 20 (out of 100) points **every 24 hours** after the deadline. After five days assignments will not be evaluated by the instructor (zero grade). Final papers are due as **paper submission to the instructor only**. Students will lose 5 (out of 100) points for **not** submitting the final paper as a paper submission to the instructor at the beginning of the presentation.

**Appeals on the paper grade must be made in writing within 72 hours after commented papers have been made available. Final class grades are non-negotiable.**

### **Academic Accommodation for a Disability**

If you are a student with a disability and you need academic accommodations, please see the instructor and contact the Office of Disability Services. All academic accommodations must be arranged through the Office of Disability Services (<http://ods.gmu.edu/>).

### **GMU/SPGIA Policy on Plagiarism**

The profession of scholarship and the intellectual life of a university as well as the field of public policy inquiry depend fundamentally on a foundation of trust. Thus, any act of plagiarism strikes at the heart of the meaning of the university and the purpose of the School of Policy, Government, and International Affairs. It constitutes a serious breach of professional ethics and it is unacceptable. Plagiarism is the use of another's words or ideas presented as one's own. It includes, among other things, the use of specific words, ideas, or frameworks that are the product of another's work. Honesty and thoroughness in citing sources is essential to professional accountability and personal responsibility. Appropriate citation is necessary so that arguments, evidence, and claims can be critically examined.

Plagiarism is wrong because of the injustice it does to the person whose ideas are stolen. But it is also wrong because it constitutes lying to one's professional colleagues. From a prudential perspective, it is shortsighted and self-defeating, and it can ruin a professional career.

The faculty of the School of the School of Policy, Government, and International Affairs takes plagiarism seriously and has adopted a zero tolerance policy. Any plagiarized assignment will receive an automatic grade of "F." This may lead to failure for the course, resulting in dismissal from the University. This dismissal will be noted on the student's transcript. For international students who are on a university-sponsored visa (e.g., F-1, J-1 or J-2), dismissal also results in the revocation of their visa.

To help enforce the SPGIA policy on plagiarism, all written work submitted in partial fulfillment of course or degree requirements must be available in electronic form so that it can be compared with electronic databases, as well as submitted to commercial services to

which the School subscribes. Faculty may at any time submit student's work without prior permission from the student. Individual instructors may require that written work be submitted in electronic as well as printed form. The SPGIA policy on plagiarism is supplementary to the George Mason University Honor Code; it is not intended to replace it or substitute for it. <http://www.gmu.edu/facstaff/handbook/>

### **Resources:**

GMU Writing Center <http://writingcenter.gmu.edu/>

GMU Libraries <http://library.gmu.edu/>

GMU Counseling and Psychological Services <http://caps.gmu.edu/>

GMU Emergency Preparedness Guides [http://ehs.gmu.edu/guides\\_EP.html](http://ehs.gmu.edu/guides_EP.html)

### **Course Outline**

#### **August 31 Topic: Introduction to Class, Introduction to Policy and Program Evaluation**

##### **Study Assignment for August 31<sup>st</sup>:**

Ralph Hall (2001) "Evaluation." In Jonathan Michie (Ed.). *Reader's Guide to the Social Sciences* (New York, NY: Routledge). np.

<http://literati.credreference.com/content/entry/routsocial/evaluation/0>

Michael Quinn Patton (2008) "Program Evaluation." In Lisa M. Given (Ed.). *The SAGE Encyclopedia of Qualitative Research Methods* (Thousand Oaks, CA: Sage Publications). 684-687.

<http://srmo.sagepub.com/view/sage-encyc-qualitative-research-methods/n341.xml?rskey=hc698A&row=7>

Richard M. Grinnell Jr., Yvonne A. Unrau, and Peter Gabor (2008) "Program Evaluation." In Terry Mizrahi and Larry E. Davis (Eds.). *Encyclopedia of Social Work* (New York, NY: Oxford University Press). np.

<http://www.oxfordreference.com/view/10.1093/acref/9780195306613.001.0001/acref-9780195306613-e-311>

Linda G. Morra, Richard J. Light, Richard T. Barnes, Christine A. Fossett, and Penny Picket (1992) *The Evaluation Synthesis* (Washington, DC: United States General Accounting Office).

<http://www.gao.gov/special.pubs/pemd1012.pdf>.

#### **September 7 Labor Day – University closed**

##### **Assignment (due September 11<sup>th</sup>):**

Think about a (a) federal, (b) state, (c) county, or (d) municipal program to be synthesized for the final project. Be prepared to present your thoughts in class.

**September 11 Topic: Key Concepts and Issues in Program Evaluation and Performance Measurement**

**(Friday! 6pm!)**

**Study Assignments for September 11<sup>th</sup>:**

James C. McDavid, Irene Huse, and Laura R. L. Hawthorn (2013) *Program Evaluation and Performance Measurement: An Introduction to Practice* (Los Angeles, CA: Sage Publications). 2<sup>nd</sup> edition. ISBN 978-1-4129-7831-6. 1-43. (Chapter 1: Key Concepts and Issues in Program Evaluation and Performance Measurement)

Yunju Nam, Youngmi Kim, Margaret Clancy, Robert Zager, and Michael Sherraden (2013) “Do Child Development Accounts Promote Account Holding, Saving, and Asset Accumulation for Children’s Future? Evidence from a Statewide Randomized Experiment” *Journal of Policy Analysis and Management* 32.1, 6-33. [available at GMU Libraries]

**Please bring the worksheet “Nam et al. 2013” to class, available on Blackboard.**

**Assignment (due September 14<sup>th</sup>):**

Think about a (a) federal, (b) state, (c) county, or (d) municipal program to be synthesized for the final project. Be prepared to present your thoughts in class.

**September 14 Topic: Understanding and Applying Program Logic Models**

**Study Assignments for September 14<sup>th</sup>:**

James C. McDavid, Irene Huse, and Laura R. L. Hawthorn (2013) *Program Evaluation and Performance Measurement: An Introduction to Practice* (Los Angeles, CA: Sage Publications). 2<sup>nd</sup> edition. ISBN 978-1-4129-7831-6. 45-88. (Chapter 2: Understanding and Applying Program Logic Models)

Robert R. Weathers II and Michelle Stegman Bailey (2014) “The Impact of Rehabilitation and Counseling Services on the Labor Market Activity of Social Security Disability Insurance (SSDI) Beneficiaries” *Journal of Policy Analysis and Management* 33.3, 623-648. [available at GMU Libraries]

Guest Speaker: Helen McManus, SPP Library Liaison (9p – 10p).

**Please bring a laptop or tablet to class.**

**Please bring the worksheet “Weathers & Bailey 2014” to class, available on Blackboard.**

note: September 16<sup>th</sup> to 20<sup>th</sup> instructor at academic conference of the International Sociological Association (ISA) in Chicago, IL– intermittent access to e-mail – apologies for delay in responding

**Assignment (due September 21<sup>st</sup>):**

Think about a (a) federal, (b) state, (c) county, or (d) municipal program to be synthesized for the final project. Be prepared to present your thoughts in class.

**September 21 Topic: Research Designs for Program Evaluations**

**Study Assignments for September 21<sup>st</sup>:**

James C. McDavid, Irene Huse, and Laura R. L. Hawthorn (2013) *Program Evaluation and Performance Measurement: An Introduction to Practice* (Los Angeles, CA: Sage Publications). 2<sup>nd</sup> edition. ISBN 978-1-4129-7831-6. 89-144. (Chapter 3: Research Designs for Program Evaluations)

William G. Bowen, Matthew M. Chingos, Kelly A. Lack, and Thomas I. Nygren (2014) “Interactive Learning Online at Public Universities: Evidence from a Six-Campus Randomized Trial” *Journal of Policy Analysis and Management* 33.1, 94-111. [available at GMU Libraries]

**Please bring the worksheet “Bowen et al. 2014” to class, available on Blackboard.**

**Assignment (due September 28<sup>th</sup>):**

Think about a (a) federal, (b) state, (c) county, or (d) municipal program to be synthesized for the final project. Be prepared to present your thoughts in class.

**September 28 Topic: Measurement for Program Evaluation and Performance Monitoring**

**Study Assignments for September 28<sup>th</sup>:**

James C. McDavid, Irene Huse, and Laura R. L. Hawthorn (2013) *Program Evaluation and Performance Measurement: An Introduction to Practice* (Los Angeles, CA: Sage Publications). 2<sup>nd</sup> edition. ISBN 978-1-4129-7831-6. 145-185. (Chapter 4: Measurement for Program Evaluation and Performance Monitoring)

Patrick J. Wolf, Brian Kisida, Babette Gutmann, Michael Puma, Nada Eissa and Lou Rizzo (2013) “School Vouchers and Student Outcomes: Experimental Evidence from Washington, DC” *Journal of Policy Analysis and Management* 32.2, 246-270. [available at GMU Libraries]

**Please bring the worksheet “Wolf et al. 2013” to class, available on Blackboard.**

**Assignment (due October 5<sup>th</sup>):**

Prepare an abstract of at least 200 words about a potential program evaluation synthesis for a (a) federal, (b) state, (c) county, or (d) municipal program. Submit this abstract to [kanacker@gmu.edu](mailto:kanacker@gmu.edu).

**October 5    Topic: Applying Qualitative Evaluation Methods  
Study Assignments for October 5<sup>th</sup>:**

James C. McDavid, Irene Huse, and Laura R. L. Hawthorn (2013) *Program Evaluation and Performance Measurement: An Introduction to Practice* (Los Angeles, CA: Sage Publications). 2<sup>nd</sup> edition. ISBN 978-1-4129-7831-6. 187-224. (Chapter 5: Applying Qualitative Evaluation Methods)

Carolyn J. Heinrich, Patricia Burch, Annalee Good, Rudy Acosta, Huiping Cheng, Marcus Dillender, Christi Kirshbaum, Hiren Nisar, and Mary Stewart (2014) “Improving the Implementation and Effectiveness of Out-of-School-Time Tutoring” *Journal of Policy Analysis and Management* 33.2, 471-494. [available at GMU Libraries]

**Please bring the worksheet “Heinrich et al. 2013” to class, available on Blackboard.**

note: October 11<sup>th</sup> to 14<sup>th</sup> instructor at academic conference of the Housing Education and Research Association (HERA) in Springfield, IL– intermittent access to e-mail – apologies for delay in responding

**October 12    Columbus Day recess (Monday classes meet Tuesday. Tuesday classes do not meet this week)**

**October 13    No class – makeup class was held Friday, September 11, 6pm**

**Assignment (due October 19<sup>th</sup>):**

Think about a (a) federal, (b) state, (c) county, or (d) municipal program to be synthesized for the final project. Be prepared to present your thoughts in class.

**October 19    Topic: Needs Assessments for Program Development and Adjustment  
Study Assignments for October 19<sup>th</sup>:**

James C. McDavid, Irene Huse, and Laura R. L. Hawthorn (2013) *Program Evaluation and Performance Measurement: An Introduction to Practice* (Los Angeles, CA: Sage Publications). 2<sup>nd</sup> edition. ISBN 978-1-4129-7831-6. 225-269. (Chapter 6: Needs Assessments for Program Development and Adjustment)

Steven W. Hemelt and Dave E. Marcotte (2013) “High School Exit Exams and Dropout in an Era of Increased Accountability” *Journal of Policy Analysis and Management* 32.2, 323-349. [available at GMU Libraries]

**Please bring the worksheet “Hemelt & Marcotte 2013” to class, available on Blackboard.**

note: October 21<sup>st</sup> to 25<sup>th</sup> instructor at academic conference of the Association of Collegiate Schools of Planning (ACSP) in Houston, TX – intermittent access to e-mail – apologies for delay in responding

**Assignment (due October 26<sup>th</sup>):**

Be prepared to talk about the status of your program evaluation synthesis in class.

**October 26 Topic: Concepts and Issues in Economic Evaluation  
Study Assignments for October 26<sup>th</sup>:**

James C. McDavid, Irene Huse, and Laura R. L. Hawthorn (2013) *Program Evaluation and Performance Measurement: An Introduction to Practice* (Los Angeles, CA: Sage Publications). 2<sup>nd</sup> edition. ISBN 978-1-4129-7831-6. 271-308. (Chapter 7: Concepts and Issues in Economic Evaluation)

Lori S. Bennear, Jonathan M. Lee and Laura O. Taylor (2013) “Municipal Rebate Programs for Environmental Retrofits: An Evaluation of Additionality and Cost-Effectiveness” *Journal of Policy Analysis and Management* 32.2, 350-372. [available at GMU Libraries]

**Please bring the worksheet “Bennear et al. 2013” to class, available on Blackboard.**

**Assignment (due November 2<sup>nd</sup>):**

Be prepared to talk about the status of your program evaluation synthesis in class.

**November 2 Topic: Performance Measurement as an Approach to Evaluation  
Study Assignments for November 2<sup>nd</sup>:**

James C. McDavid, Irene Huse, and Laura R. L. Hawthorn (2013) *Program Evaluation and Performance Measurement: An Introduction to Practice* (Los Angeles, CA: Sage Publications). 2<sup>nd</sup> edition. ISBN 978-1-4129-7831-6. 309-336. (Chapter 8: Performance Measurement as an Approach to Evaluation)



J. Michael Collins and Maximilian D. Schmeiser (2013) “The Effects of Foreclosure Counseling for Distressed Homeowners” *Journal of Policy Analysis and Management* 32.1, 83-106. [available at GMU Libraries]

**Please bring the worksheet “Collins & Schmeiser 2013” to class, available on Blackboard.**

**Assignment (due November 9<sup>th</sup>):**

Be prepared to talk about the status of your program evaluation synthesis in class.

**November 9 Topic: Design and Implementation of Performance Measurement Systems**

**Study Assignments for November 9<sup>th</sup>:**

James C. McDavid, Irene Huse, and Laura R. L. Hawthorn (2013) *Program Evaluation and Performance Measurement: An Introduction to Practice* (Los Angeles, CA: Sage Publications). 2<sup>nd</sup> edition. ISBN 978-1-4129-7831-6. 337-373. (Chapter 9: Design and Implementation of Performance Measurement Systems)

Mary Bryna Sanger (2013) “Does Measuring Performance Lead to Better Performance?” *Journal of Policy Analysis and Management* 32.1, 185-203. [available at GMU Libraries]

**Please bring the worksheet “Sanger 2013” to class, available on Blackboard.**

note: November 11<sup>th</sup> to 14<sup>th</sup> instructor at academic conference of the Association for Public Policy Analysis and Management (APPAM) in Miami, FL – intermittent access to e-mail – apologies for delay in responding

**Assignment (due November 16<sup>th</sup>):**

Be prepared to talk about the status of your program evaluation synthesis in class.

**November 16 Topic: Using Performance Measurement for Accountability and Performance Improvement**

**Study Assignments for November 16<sup>th</sup>:**

James C. McDavid, Irene Huse, and Laura R. L. Hawthorn (2013) *Program Evaluation and Performance Measurement: An Introduction to Practice* (Los Angeles, CA: Sage Publications). 2<sup>nd</sup> edition. ISBN 978-1-4129-7831-6. 375-410. (Chapter 10: Using Performance Measurement for Accountability and Performance Improvement)

Carolyn J. Heinrich and Gerald Marschke (2010) "Incentives and Their Dynamics in Public Sector Performance Management Systems" *Journal of Policy Analysis and Management* 29.1, 183-208. [available at GMU Libraries]

**Please bring the worksheet "Heinrich & Marschke 2010" to class, available on Blackboard.**

**Assignment (due November 23<sup>rd</sup>):**

Be prepared to talk about the status of your program evaluation synthesis in class.

**November 23 Topics: Program Evaluation and Program Management: Joining Theory and Practice; The Nature and Practice of Professional Judgment in Program Evaluation; Study Assignments for November 23<sup>rd</sup>:**

James C. McDavid, Irene Huse, and Laura R. L. Hawthorn (2013) *Program Evaluation and Performance Measurement: An Introduction to Practice* (Los Angeles, CA: Sage Publications). 2<sup>nd</sup> edition. ISBN 978-1-4129-7831-6. 411-478. (Chapter 11: Program Evaluation and Program Management: Joining Theory and Practice; Chapter 12: The Nature and Practice of Professional Judgment in Program Evaluation)

Richard P. Nathan (2009) "Introduction" *Journal of Policy Analysis and Management* 28.3, 496. [available at GMU Libraries]

Dennis C. Smith (2009) "Making Management Count: A Case for Theory- and Evidence-Based Public Management" *Journal of Policy Analysis and Management* 28.3, 497-505. [available at GMU Libraries]

Beryl A. Radin (2009) "What Can We Expect from Performance Measurement Activities?" *Journal of Policy Analysis and Management* 28.3, 505-512. [available at GMU Libraries]

Dennis C. Smith (2009) "What Can We Expect from Performance Measurement Activities That We Cannot Expect from Performance Measurement?" *Journal of Policy Analysis and Management* 28.3, 512-514. [available at GMU Libraries]

Beryl A. Radin (2009) "Response to Dennis Smith" *Journal of Policy Analysis and Management* 28.3, 514-516. [available at GMU Libraries]

**November 30 Topic: In-class presentations of final project**

**December 7 Topic: In-class presentations of final project**

**December 14 Topic: In-class presentations of final project**

**Grades will be posted on patriotweb.gmu.edu after December 16, 10p.**

**Graded finals will be available at the following locations:**

- from Monday, January 4, 2016 to Thursday, June 30, 2016:  
Barbara Hill (Founders Hall 509; [bhill11@gmu.edu](mailto:bhill11@gmu.edu); 703.993.3179)
- from Friday, July 1, 2016 to Friday, June 30, 2017:  
GMU Records Management (please make arrangements with the instructor)
- after Saturday, July 1, 2017 finals will be shredded