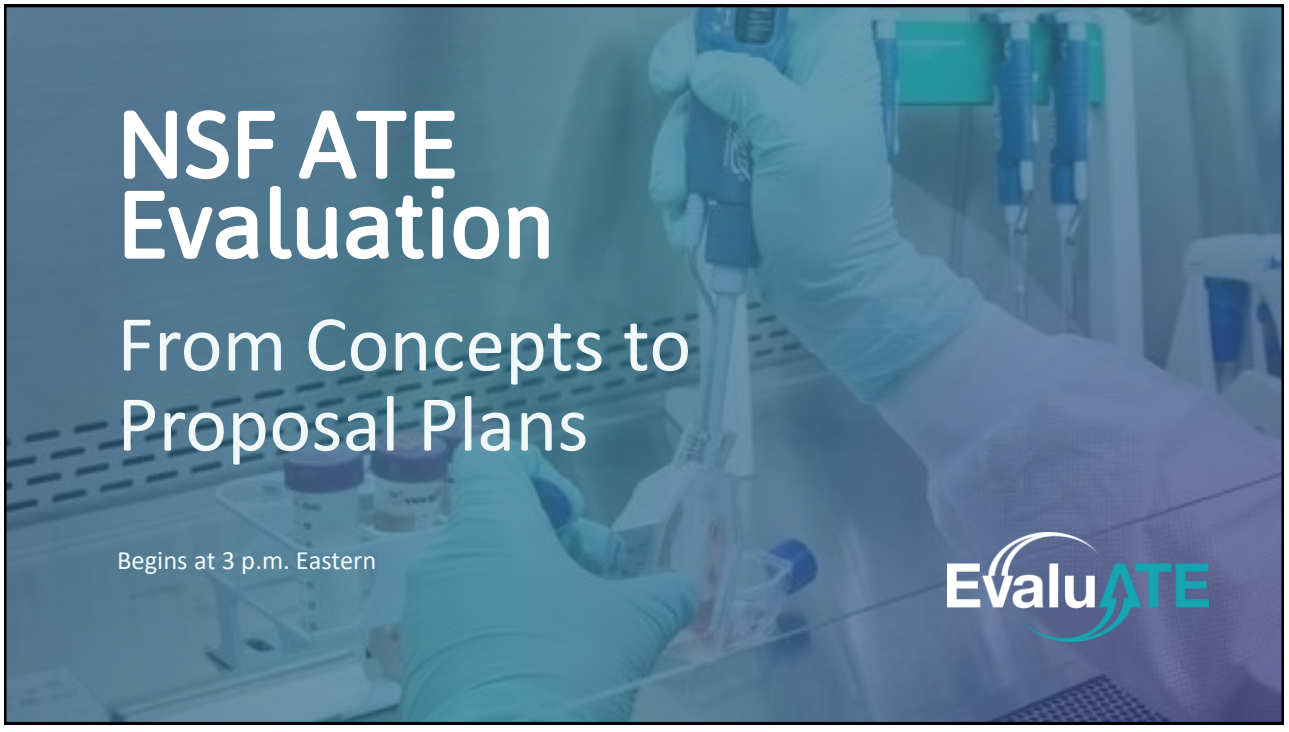

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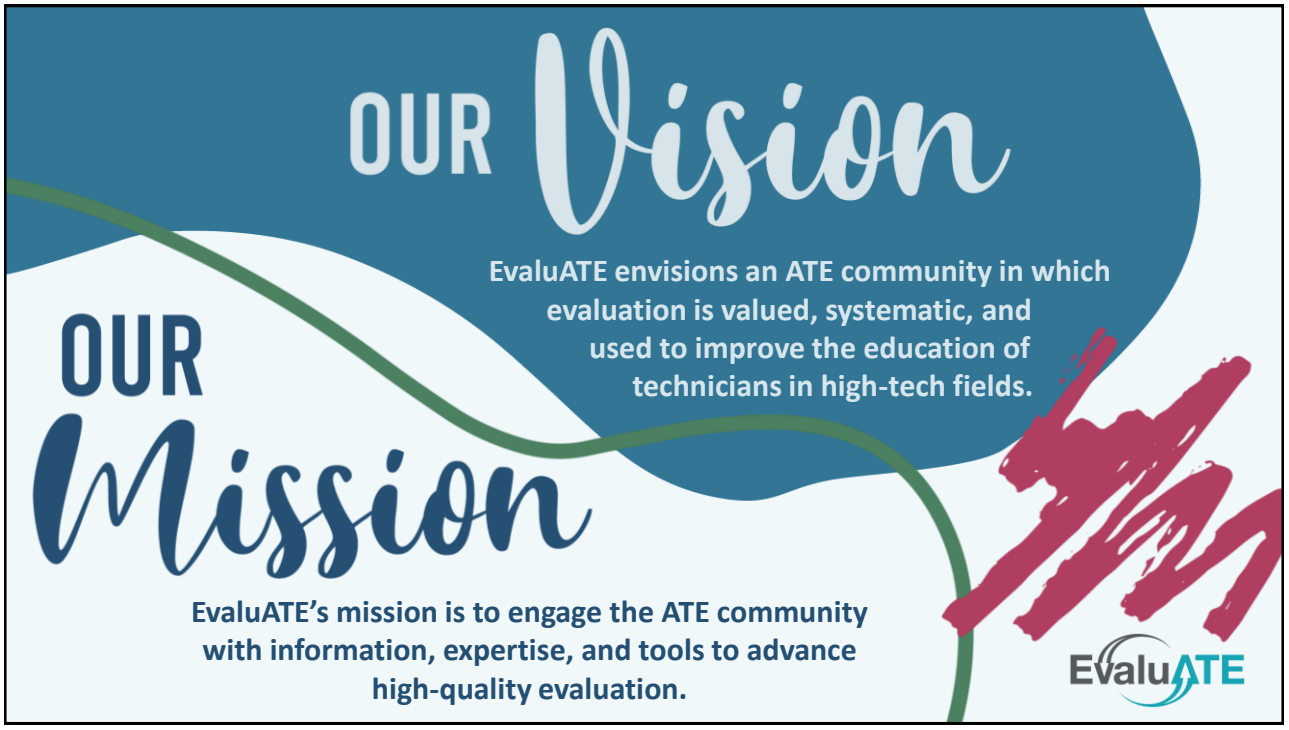

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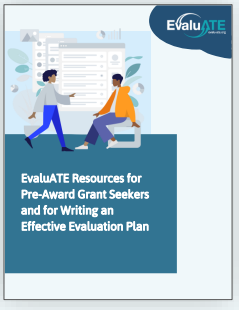
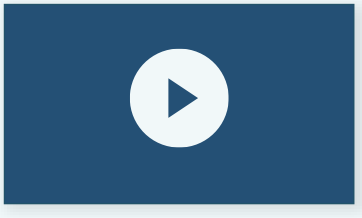
Materials

Slides



Additional Resources



Recording

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Introductions

Samantha
Hooker

Brianna
Hooks Singletary

Lyssa
Wilson Becho

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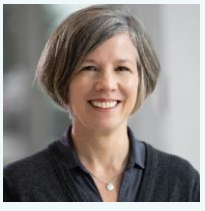
Behind the Scenes & Thank You

Maureen
Green



Lori
Wingate

Carolyn
Williams-Noren

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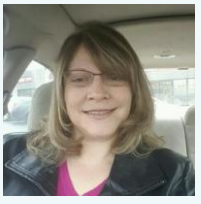
Thank You

Pam Silvers

Emery DeWitt

Elaine Craft

Louis McIntyre



Daphne Lewis

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8

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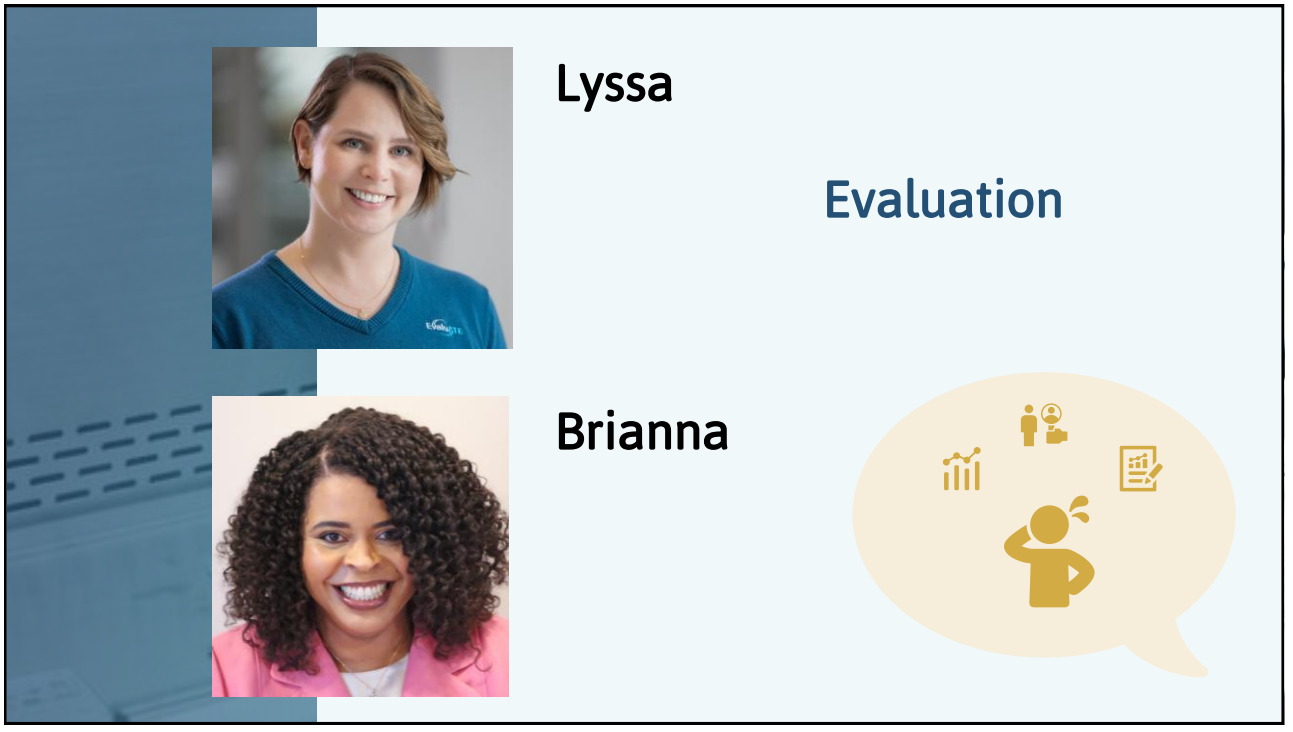

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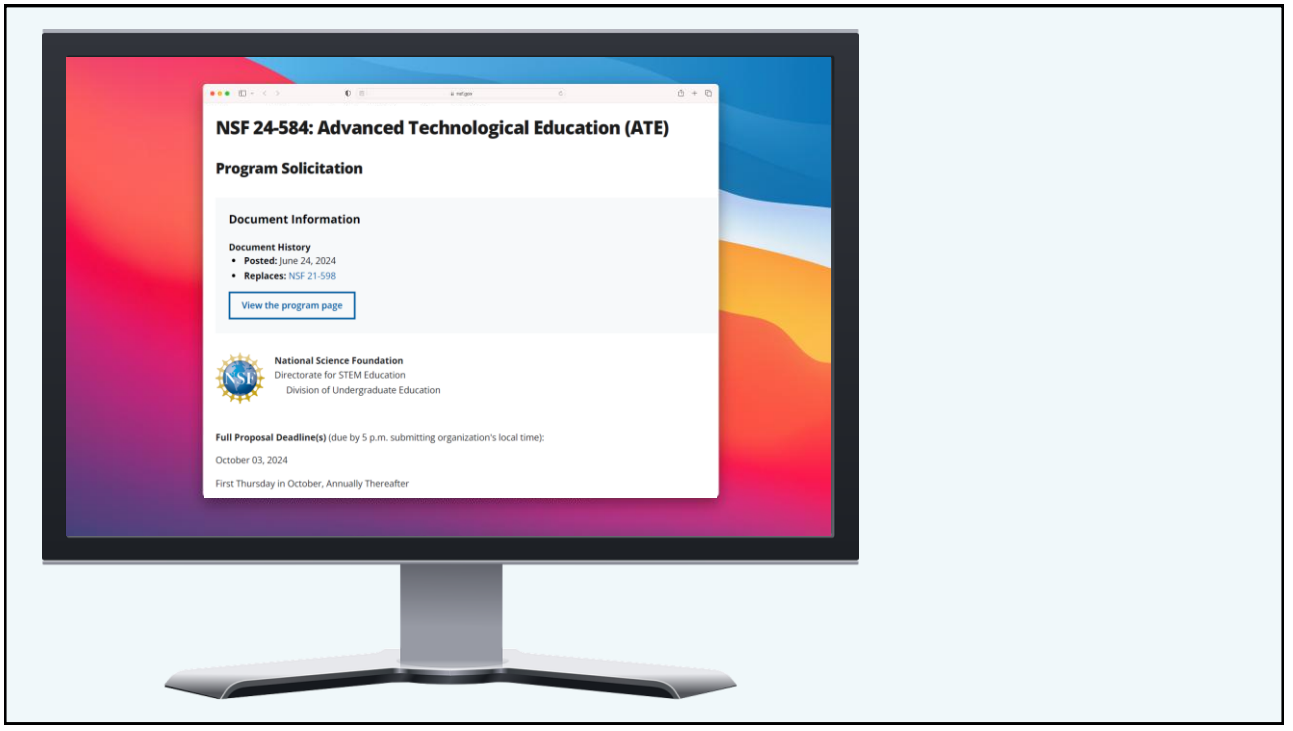

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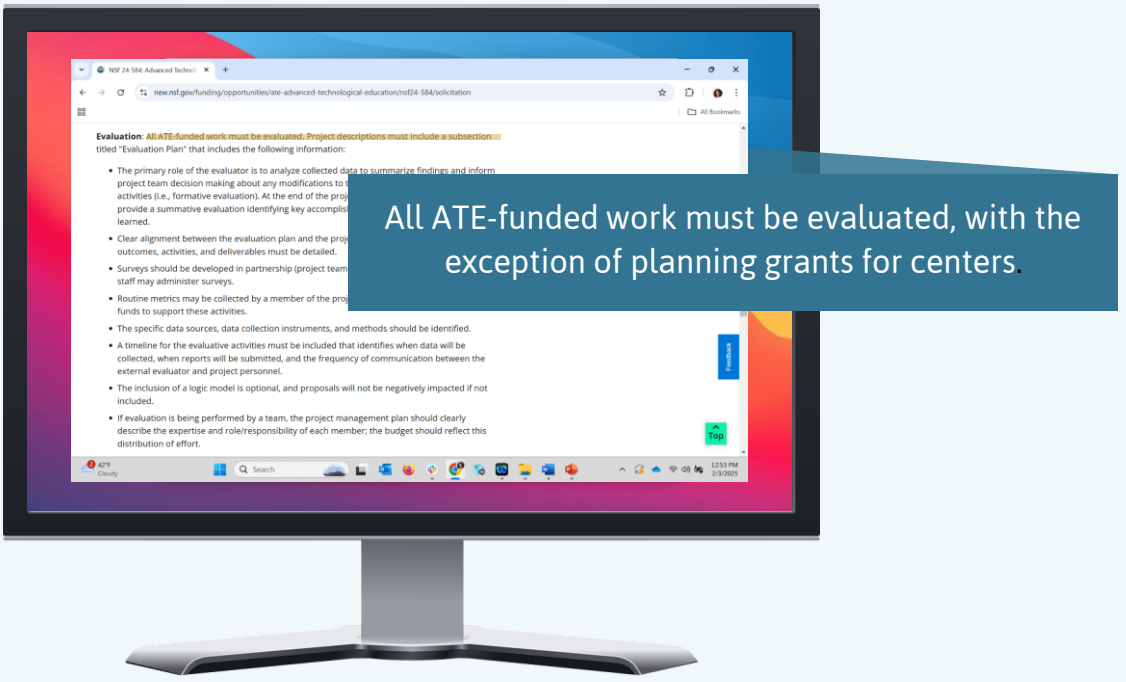

11

Agenda

? Evaluation Concepts

- What is evaluation?
- Why is evaluation important?
- Who can evaluate?
- Where do you find evaluators?
- How much does evaluation cost?

12

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Agenda

Evaluation Concepts

Evaluation Plans for ATE Proposals

- → Evaluator
- → Evaluation Questions
- → Data
- → Communication & Use
- → Timeline

13

14

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15

16

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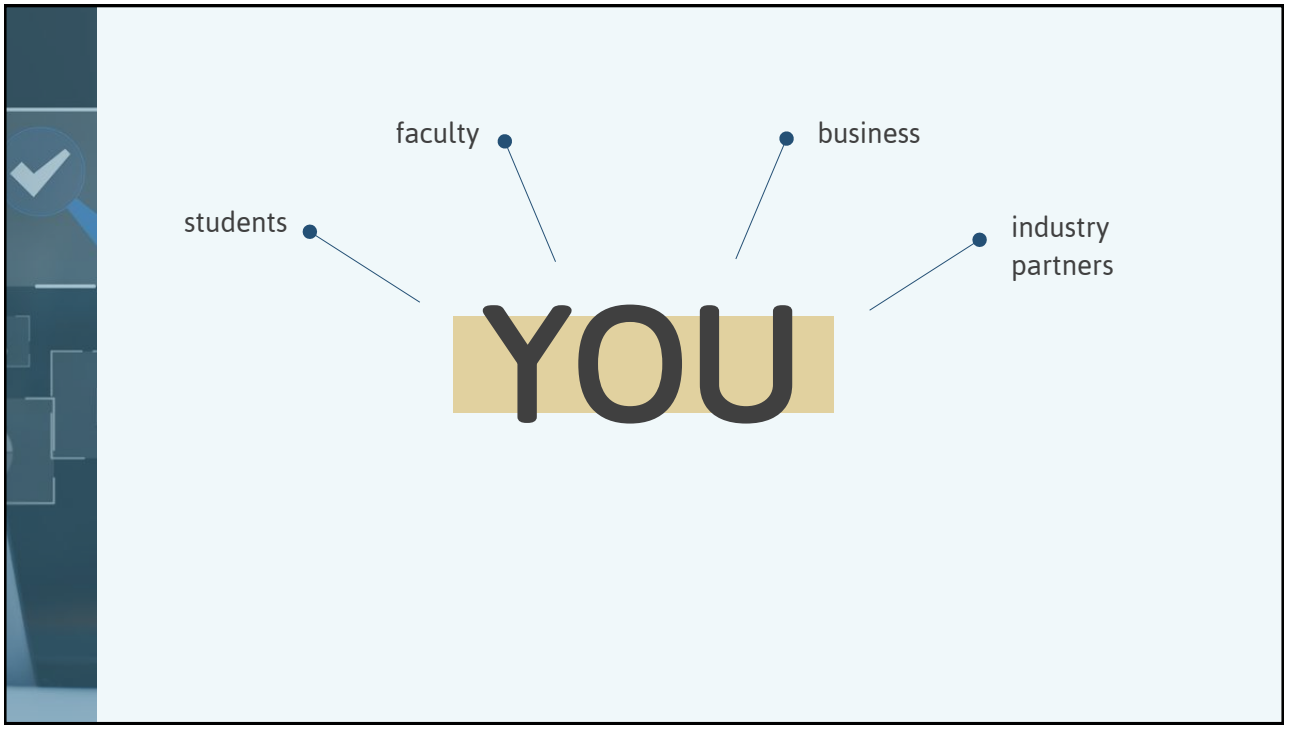

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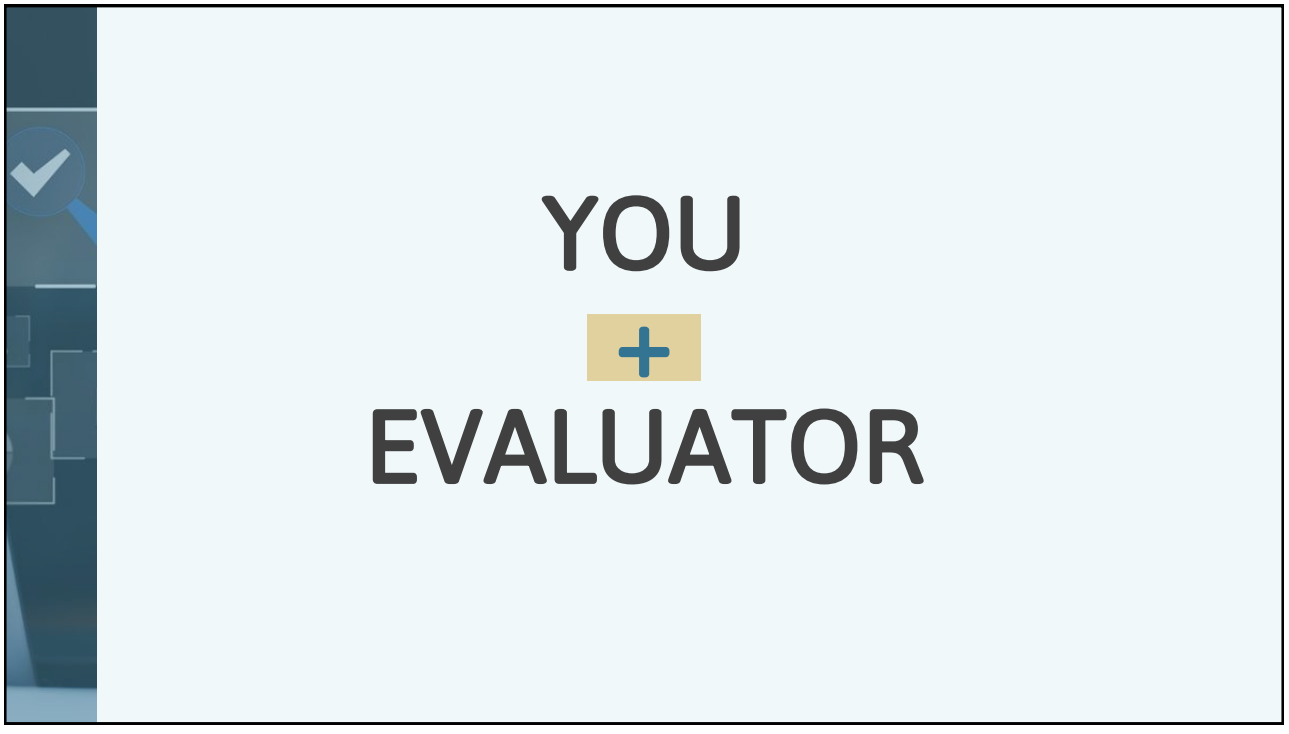

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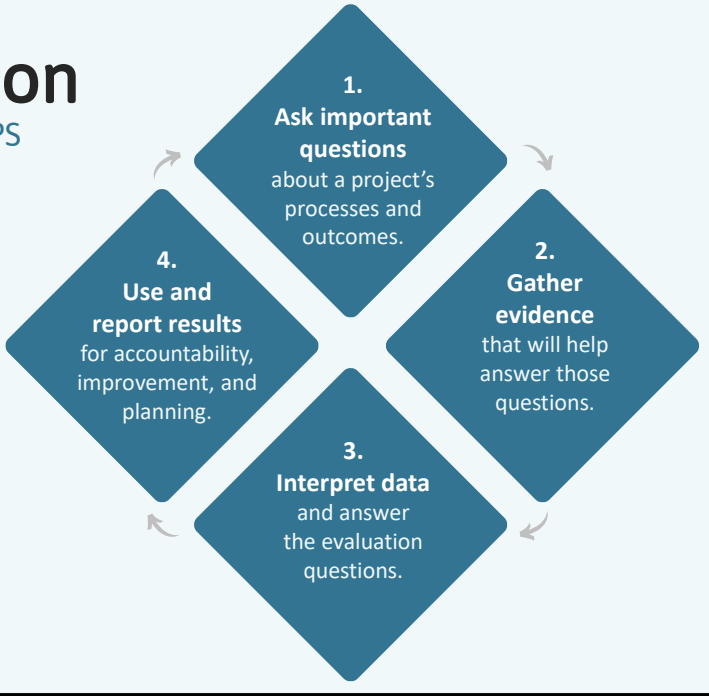
19

Evaluation

FOUR BASIC STEPS



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21

Evaluation

PURPOSES

- Project improvement
- Accountability
- Evidence

22

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Improvement

PURPOSE #1

- "The most important purpose of evaluation is not to prove, but to improve."

23

Improvement

PURPOSE #1

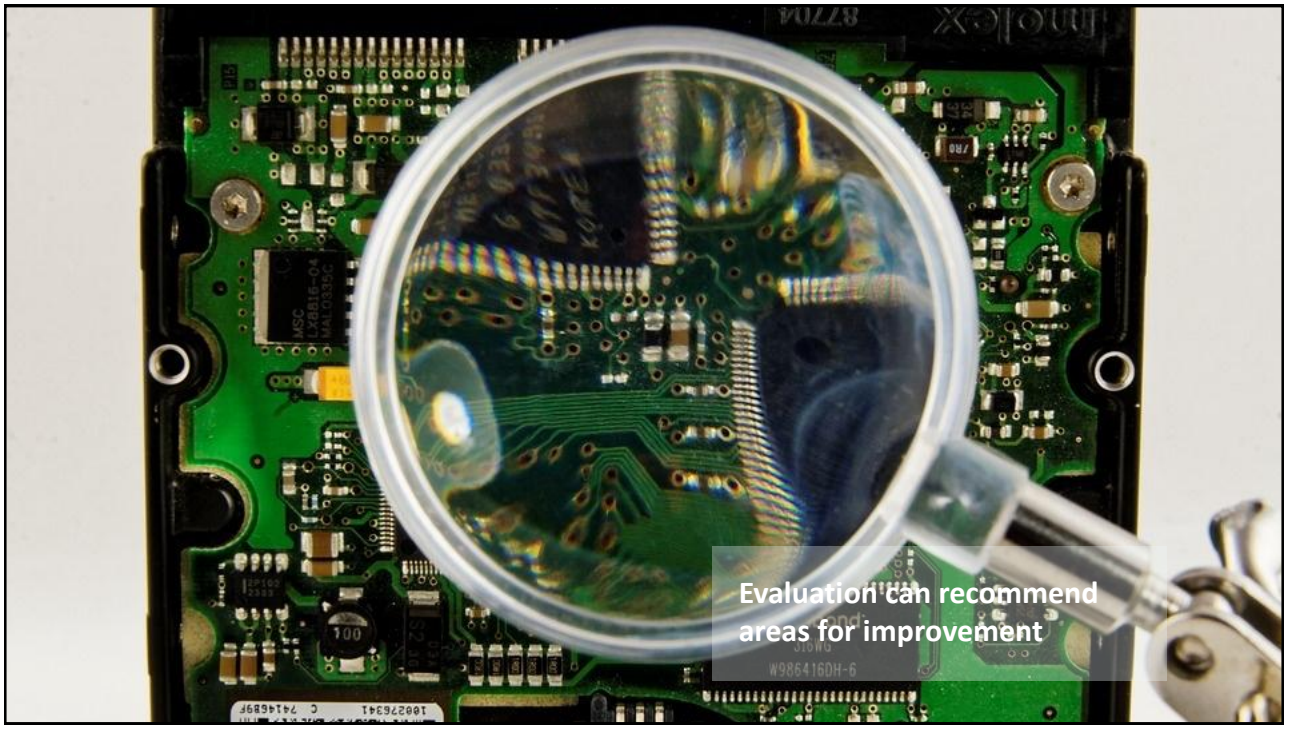
JCSEE Joint Committee on Standards for Educational Evaluation

- Utility
- Feasibility
- Propriety
- Accuracy
- Accountability

Learn more at evaluationstandards.org/program

24

25



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Improvement

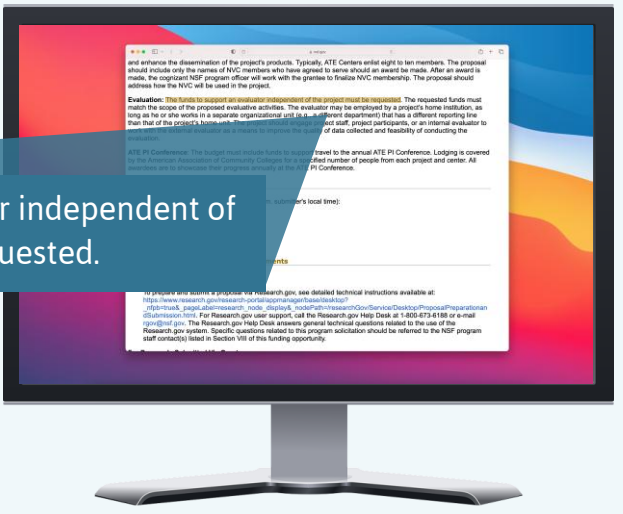
PURPOSE #1

27

Accountability

PURPOSE #2

The funds to support an evaluator independent of the project must be requested.



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Evidence

PURPOSE #3

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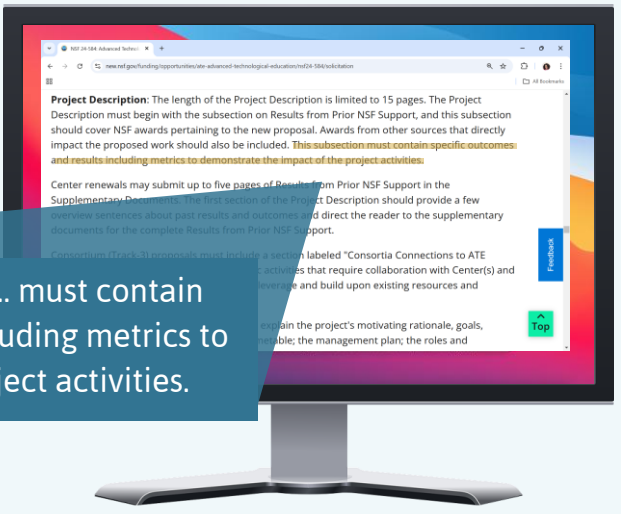
Evidence

PURPOSE #3

Results from Prior NSF Support … must contain specific outcomes and results including metrics to demonstrate the impact of project activities.



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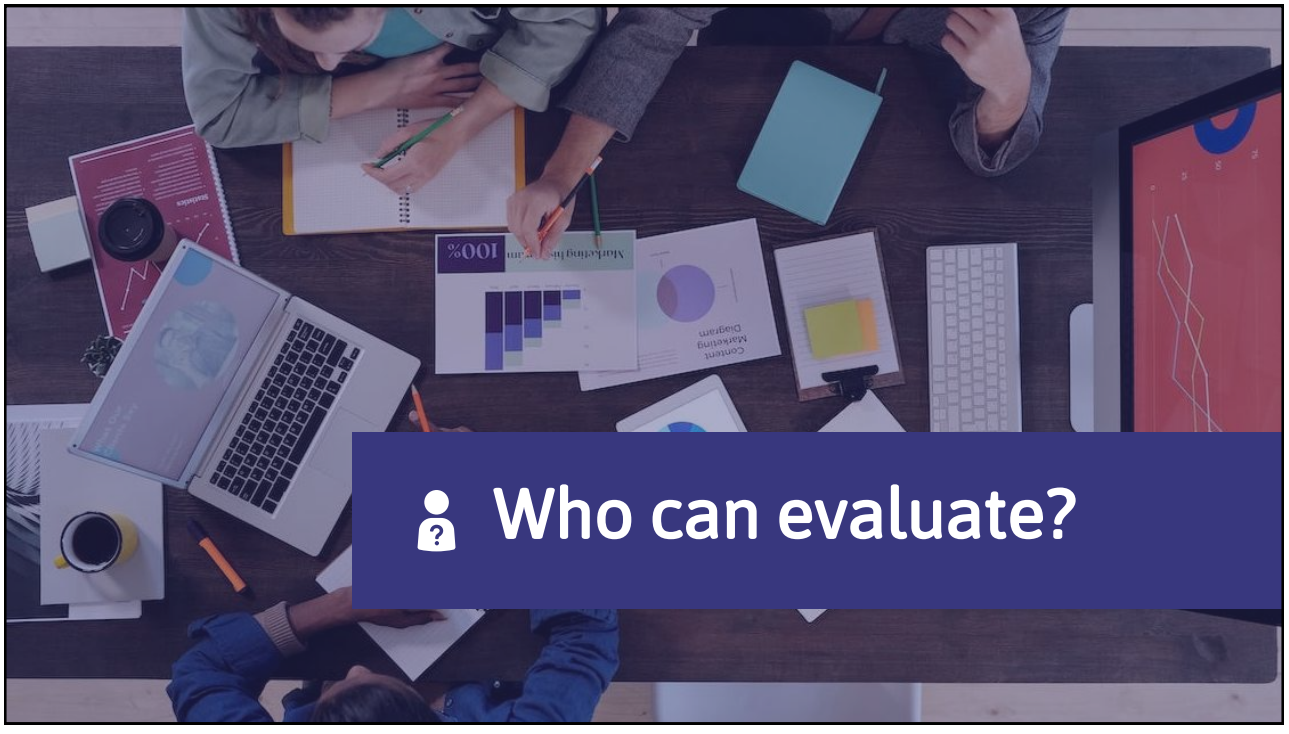
31



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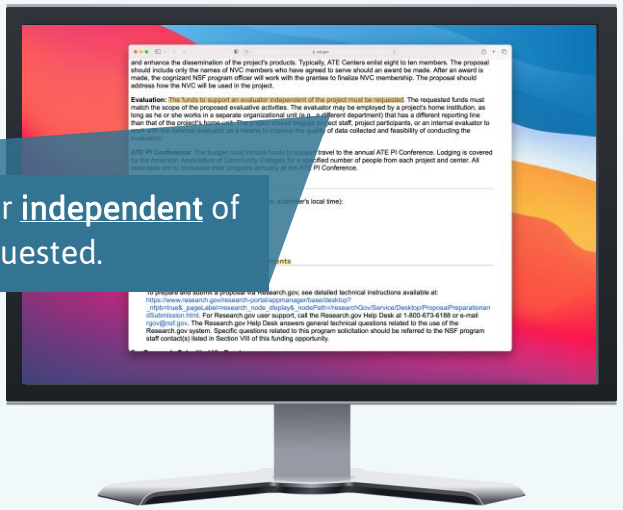
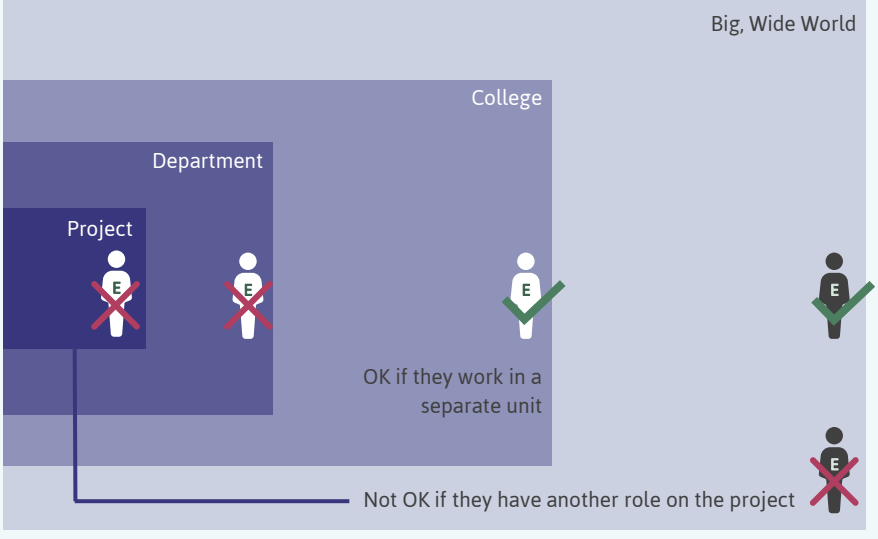
Independent
EVALUATOR



The funds to support an evaluator **independent** of the project must be requested.

33

What counts as an independent?



34

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Professional

EVALUATORS

- **What to look for in an evaluator:**
  - Experience as an evaluator
  - Research skills
  - Communication skills
  - Understanding of NSF and 2-year-college contexts

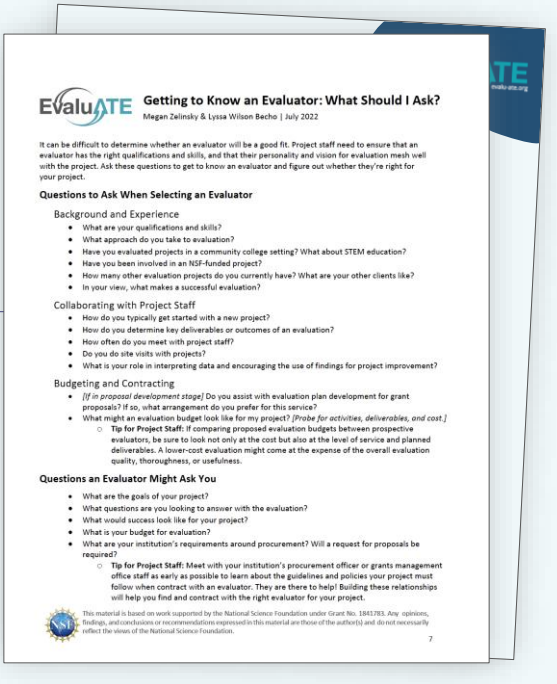
35

Resources

QUESTIONS TO ASK AN EVALUATOR

Getting to Know an Evaluator: What Should I Ask?

Page 7



EvaluATE **Getting to Know an Evaluator: What Should I Ask?**

Megan Zelinsky & Lyssa Wilson Becho | July 2022

It can be difficult to determine whether an evaluator will be a good fit. Project staff need to ensure that an evaluator has the right qualifications and skills, and that their personality and vision for evaluation mesh well with the project. Ask these questions to get to know an evaluator and figure out whether they're right for your project.

Questions to Ask When Selecting an Evaluator

Background and Experience

- What are your qualifications and skills?
- What approach do you take to evaluation?
- Have you evaluated projects in a community college setting? What about STEM education?
- Have you been involved in an NSF-funded project?
- How many other evaluation projects do you currently have? What are your other clients like?
- In your view, what makes a successful evaluation?

Collaborating with Project Staff

- How do you typically get started with a new project?
- How do you determine key deliverables or outcomes of an evaluation?
- How often do you meet with project staff?
- Do you do site visits with projects?
- What is your role in interpreting data and encouraging the use of findings for project improvement?

Budgeting and Contracting

- *[If in proposal development stage]* Do you assist with evaluation plan development for grant proposals? If so, what arrangement do you prefer for this service?
- What might an evaluation budget look like for my project? *[Probe for activities, deliverables, and cost.]*
  - **Tip for Project Staff:** If comparing proposed evaluation budgets between prospective evaluators, be sure to look not only at the cost but also at the level of service and planned deliverables. A lower-cost evaluation might come at the expense of the overall evaluation quality, thoroughness, or usefulness.

Questions an Evaluator Might Ask You

- What are the goals of your project?
- What questions are you looking to answer with the evaluation?
- What would success look like for your project?
- What is your budget for evaluation?
- What are your institution's requirements around procurement? Will a request for proposals be required?
  - **Tip for Project Staff:** Meet with your institution's procurement officer or grants management office staff as early as possible to learn about the guidelines and policies your project must follow when contract with an evaluator. They are there to help! Building these relationships will help you find and contract with the right evaluator for your project.

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40

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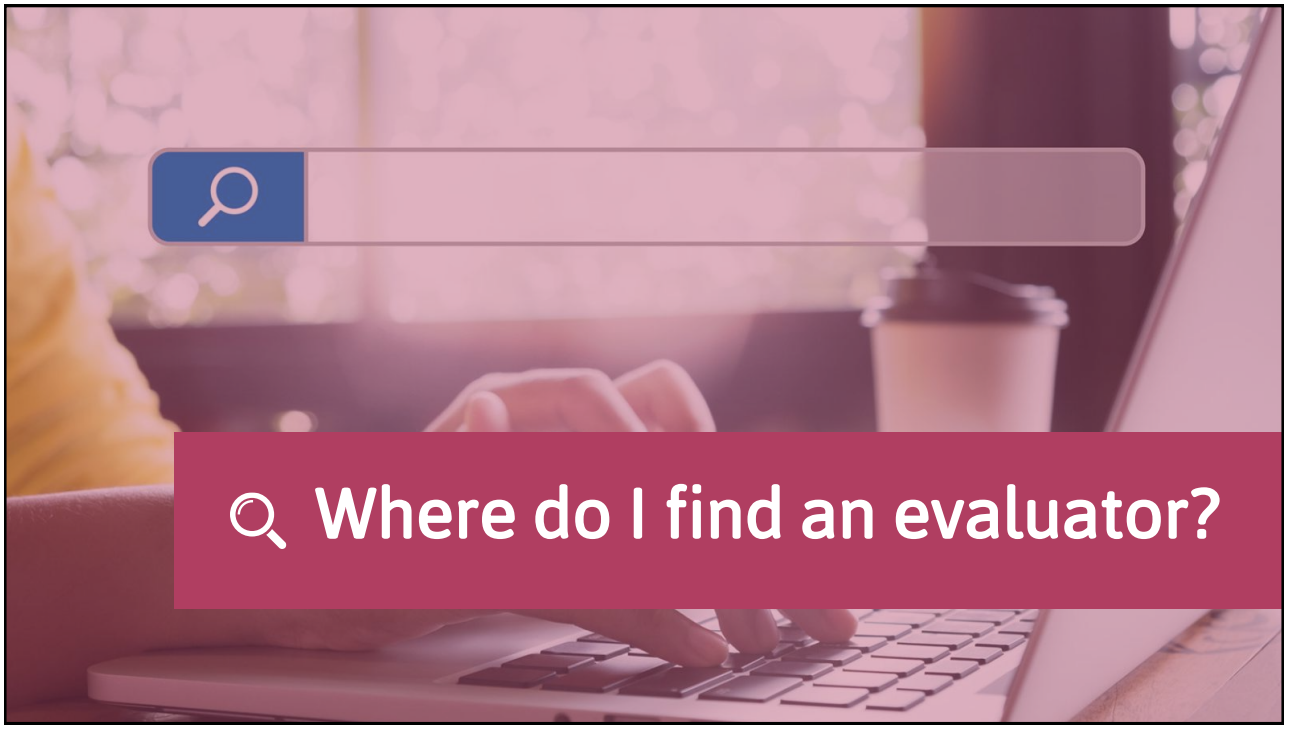

41

Procuring
AN EVALUATOR

STEP 1: Talk with your procurement office at your institution to determine your path.

TWO BASIC PATHS

- Institution policies **allow** you to name an evaluator in your proposal → **Search for and choose an evaluator**
- Institution policies does **not allow** you to name an evaluator in your proposal → **Use EvaluATE's resources**

42

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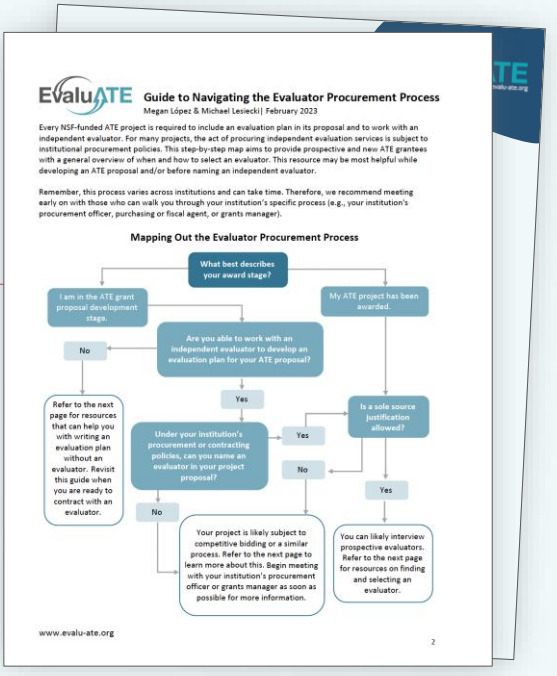
evalu-ate.org/webinar/march26

Resources

PROCUREMENT PROCESS

Guide to Navigating the Evaluator Procurement Process

Page 2



EvaluATE Guide to Navigating the Evaluator Procurement Process

Megan López & Michael Lesiecki | February 2023

Every NSF-funded ATE project is required to include an evaluation plan in its proposal and to work with an independent evaluator. For many projects, the act of procuring independent evaluation services is subject to institutional procurement policies. This step-by-step map aims to provide prospective and new ATE grantees with a general overview of when and how to select an evaluator. This resource may be most helpful while developing an ATE proposal and/or before naming an independent evaluator.

Remember, this process varies across institutions and can take time. Therefore, we recommend meeting early on with those who can walk you through your institution's specific process (e.g., your institution's procurement officer, purchasing or fiscal agent, or grants manager).

Mapping Out the Evaluator Procurement Process

www.evalu-ate.org

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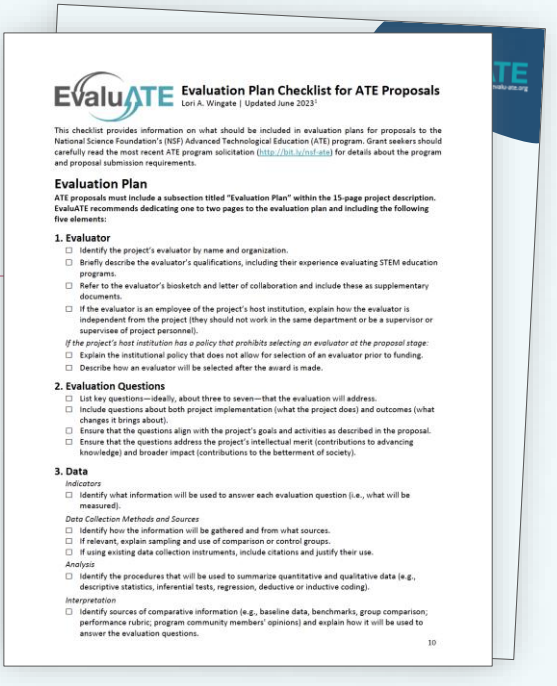
43

Resources

WRITING EVALUATION PLANS

Evaluation Planning Checklist for ATE Proposals

Page 10



EvaluATE Evaluation Plan Checklist for ATE Proposals

Lori A. Wingate | Updated June 2023[1]

This checklist provides information on what should be included in evaluation plans for proposals to the National Science Foundation's (NSF) Advanced Technological Education (ATE) program. Grant seekers should carefully read the most recent ATE program solicitation (http://bit.ly/nsf-ate) for details about the program and proposal submission requirements.

Evaluation Plan

ATE proposals must include a subsection titled "Evaluation Plan" within the 15-page project description. EvaluATE recommends dedicating one to two pages to the evaluation plan and including the following five elements:

1. Evaluator

- ☐ Identify the project's evaluator by name and organization.
- ☐ Briefly describe the evaluator's qualifications, including their experience evaluating STEM education programs.
- ☐ Refer to the evaluator's biosketch and letter of collaboration and include these as supplementary documents.
- ☐ If the evaluator is an employee of the project's host institution, explain how the evaluator is independent from the project (they should not work in the same department or be a supervisor or supervisee of project personnel).

If the project's host institution has a policy that prohibits selecting an evaluator at the proposal stage:

- ☐ Explain the institutional policy that does not allow for selection of an evaluator prior to funding.
- ☐ Describe how an evaluator will be selected after the award is made.

2. Evaluation Questions

- ☐ List key questions—ideally, about three to seven—that the evaluation will address.
- ☐ Include questions about both project implementation (what the project does) and outcomes (what changes it brings about).
- ☐ Ensure that the questions align with the project's goals and activities as described in the proposal.
- ☐ Ensure that the questions address the project's intellectual merit (contributions to advancing knowledge) and broader impact (contributions to the betterment of society).

3. Data

Indicators

- ☐ Identify what information will be used to answer each evaluation question (i.e., what will be measured).

Data Collection Methods and Sources

- ☐ Identify how the information will be gathered and from what sources.
- ☐ If relevant, explain sampling and use of comparison or control groups.
- ☐ If using existing data collection instruments, include citations and justify their use.

Analysis

- ☐ Identify the procedures that will be used to summarize quantitative and qualitative data (e.g., descriptive statistics, inferential tests, regression, deductive or inductive coding).

Interpretation

- ☐ Identify sources of comparative information (e.g., baseline data, benchmarks, group comparison; performance rubric; program community members' opinions) and explain how it will be used to answer the evaluation questions.

10

44

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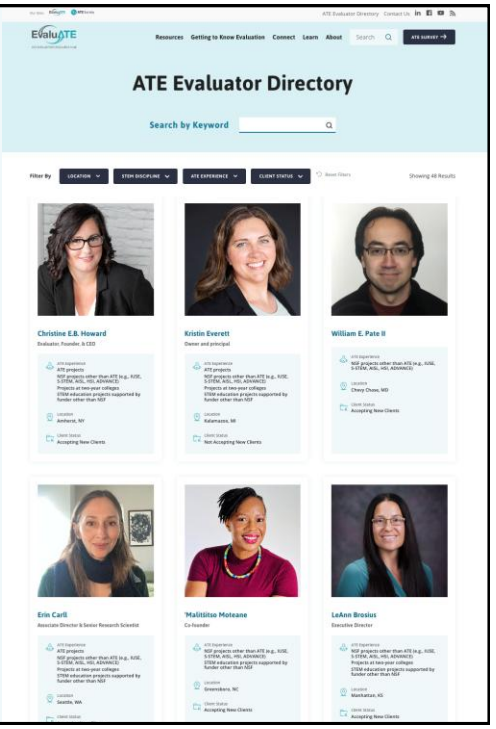
Finding
AN EVALUATOR

- ATE Evaluator Directory
  evalu-ate.org/evaluator-directory-guide



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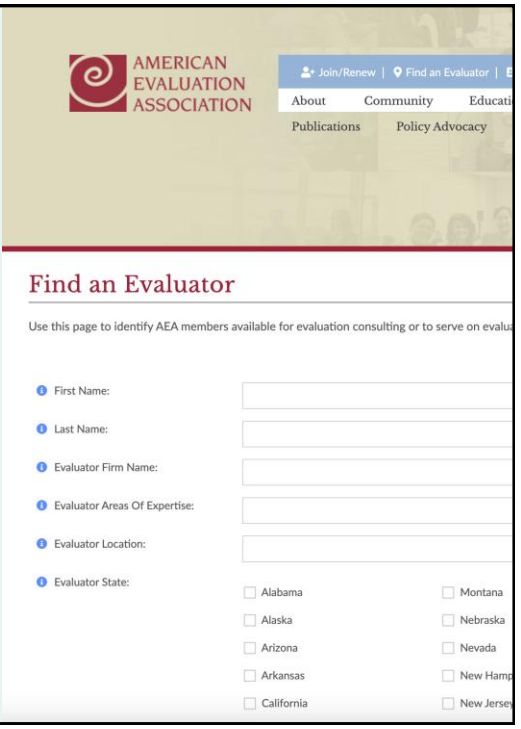
Finding
AN EVALUATOR

- ATE Evaluator Directory
  evalu-ate.org/evaluator-directory-guide

  American Evaluation Association (AEA)
  my.eval.org/find-an-evaluator



46

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Finding
AN EVALUATOR

- ATE Evaluator Directory
  evalu-ate.org/evaluator-directory-guide

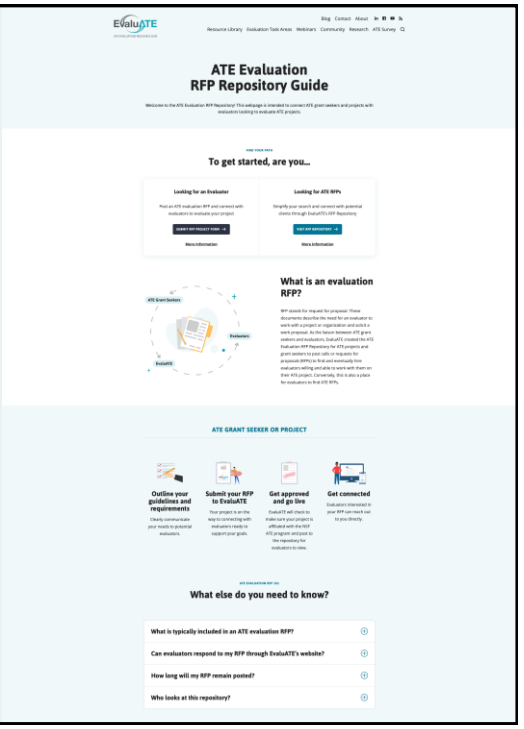
  American Evaluation Association (AEA)
  my.eval.org/find-an-evaluator

  AEA Local Affiliate Groups
  eval.org/community/local-affiliates

47

Finding
AN EVALUATOR

- ATE Evaluation RFP Repository
  evalu-ate.org/repository-guide/



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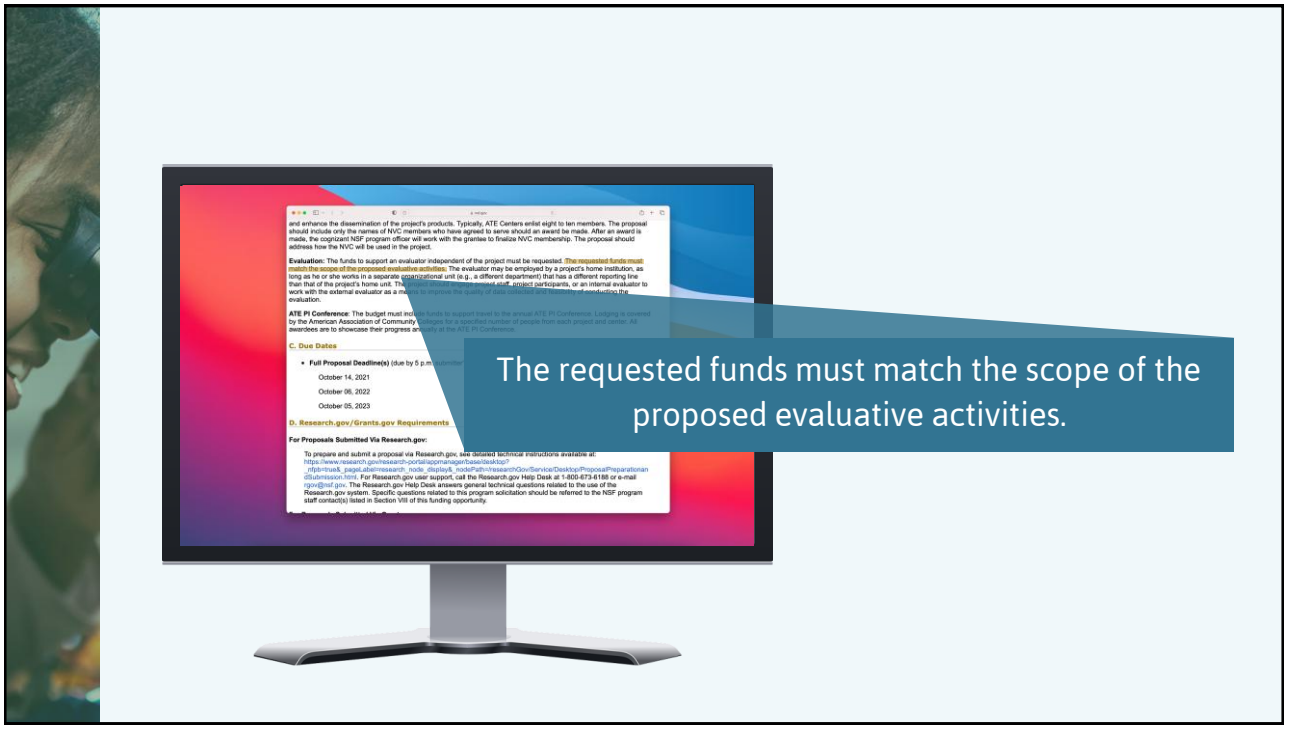
49



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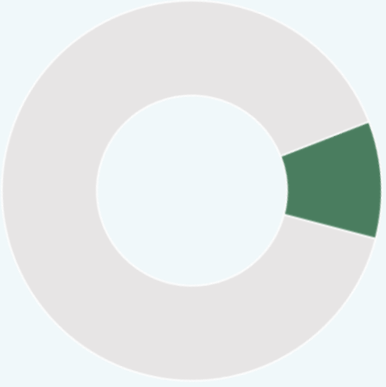
BUDGETING

GENERAL GUIDELINE



Dedicate

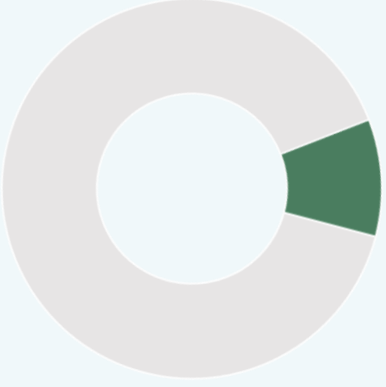
10%

of direct project costs to evaluation

51

BUDGETING

EXAMPLE



Total Project Budget:
$475,000 over 3 years
-$95,000 for indirect
$380,000 direct costs

10% EVALUATION BUDGET:
$38,000 total for 3 years
$ 12,666 per year

- Evaluator's time
- Travel costs for site visits
- Evaluator's overhead costs

52

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BUDGETING

TRADE OFFS

DATA TYPE	Quantitative data	Qualitative data
DATA COLLECTION	Existing data	New data
RESPONSIVENESS	Less responsive	More responsive
ENGAGEMENT	Less involvement	More involvement
COLLABORATION	More project support	Less project support
DISTANCE	Less travel	More travel

53

QUESTION

BREAK

Use chat window

54

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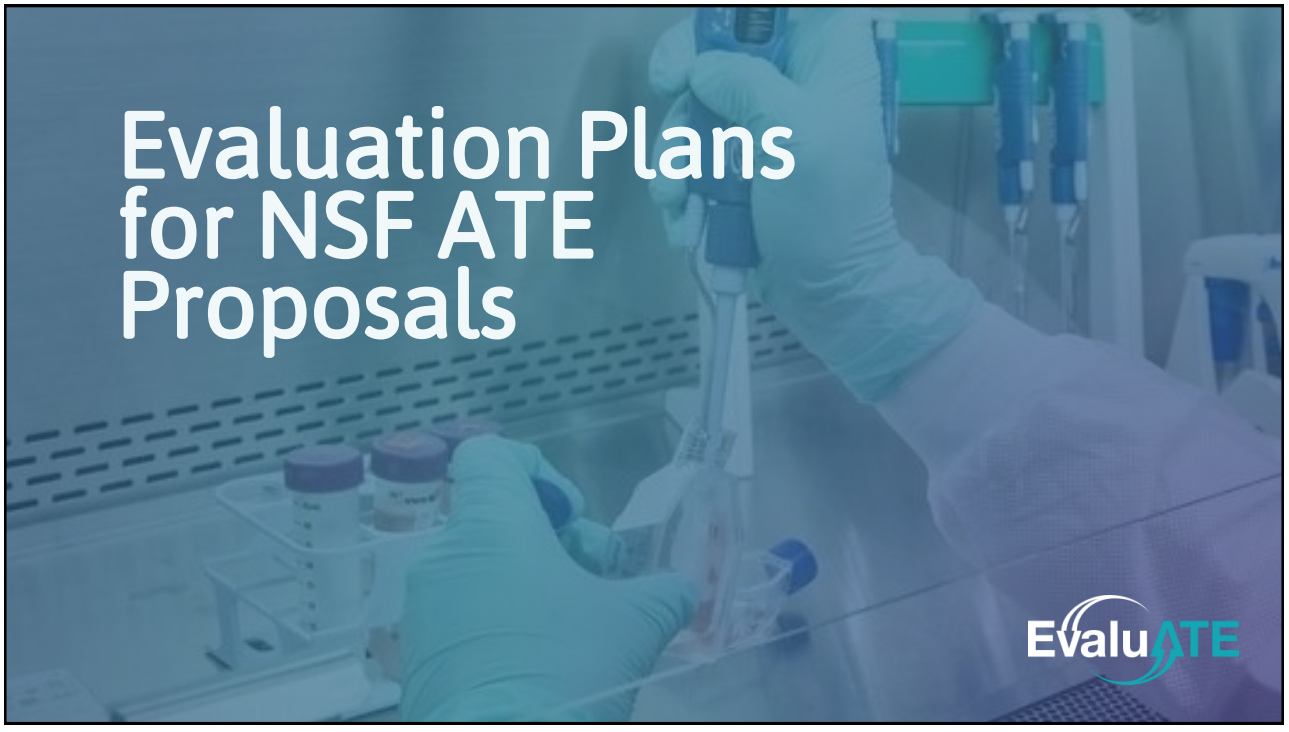

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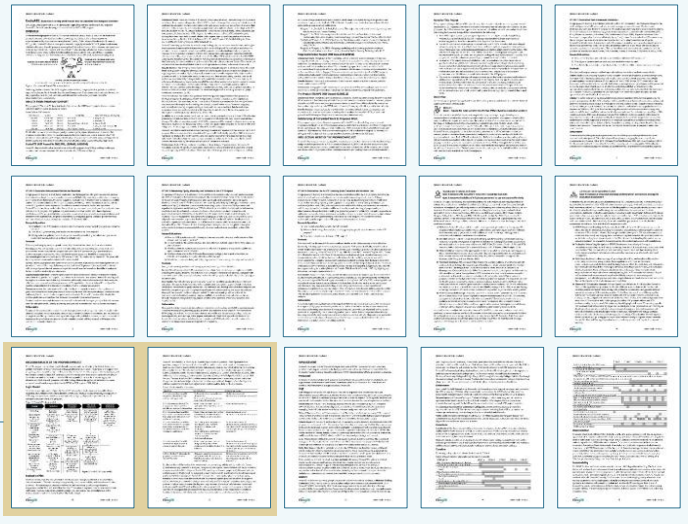
NSF Project Description

15 PAGES



Evaluation Plan
1 – 2 pages

56

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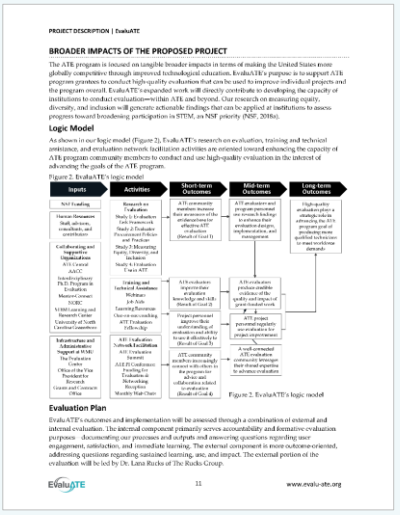
Evaluation Plan

1-2 PAGES



PROJECT DESCRIPTION | EvaluATE

BROADER IMPACTS OF THE PROPOSED PROJECT

The ATE program is focused on tangible broader impacts in terms of making the United States more globally competitive through improved technological education. EvaluATE's purpose is to support ATE program grantees to conduct high-quality evaluation that can be used to improve individual projects and the program overall. EvaluATE's expanded work will directly contribute to developing the capacity of institutions to conduct evaluation—within ATE and beyond. Our research on measuring equity, diversity, and inclusion will generate actionable findings that can be applied at institutions to assess progress toward broadening participation in STEM, an NSF priority (NSF, 2018a).

Logic Model

As shown in our logic model (Figure 2), EvaluATE's research on evaluation, training and technical assistance, and evaluation network facilitation activities are oriented toward enhancing the capacity of ATE program community members to conduct and use high-quality evaluation in the interest of advancing the goals of the ATE program.

Figure 2. EvaluATE's logic model

Evaluation Plan

EvaluATE's outcomes and implementation will be assessed through a combination of external and internal evaluation. The internal component primarily serves accountability and formative evaluation purposes—documenting our processes and outputs and answering questions regarding user engagement, satisfaction, and immediate learning. The external component is more outcome-oriented, addressing questions regarding sustained learning, use, and impact. The external portion of the evaluation will be led by Dr. Lana Rucks of The Rucks Group.

PROJECT DESCRIPTION | EvaluATE

EvaluATE's evaluation is driven by six overarching evaluation questions. Table 2 presents these questions, along with the key indicators that will be used to answer each question, data sources and methods, and whether responsibility for data collection and analysis lies with the internal (I) or external (E) evaluation teams. The indicators are based on a body of research on evaluation capacity building (Labin, 2014; Labin, Duffy, Meyers, Wandersman & Lesesne, 2012; Lesesne, 2013; Preskill & Boyle, 2008) and evaluation of training and communities of practice (Gaikwy, 1998; Kirkpatrick & Kirkpatrick, 2016; Wenger, Trayner, & de Laat, 2011), which conveys the importance of measuring not only individual changes in attitude, knowledge, and practice, but also organizational changes, such as the degree to which evaluation is reflected in an organization's culture and the daily work of personnel.

Table 2. Evaluation Plan Overview

Questions	Key Indicators	Methods and Sources
1. To what extent has EvaluATE engaged its intended and other audiences? (Engagement)	- Webinar attendance and participant characteristics - Users' reports of sharing information from EvaluATE with others	- Participation records (I) - Biannual external evaluation surveys (E)
2. To what extent are EvaluATE's users satisfied with EvaluATE's activities and resources? (Satisfaction)	- Users' ratings and descriptions of satisfaction with EvaluATE activities and resources	- Event feedback surveys (I)
3. To what extent has EvaluATE's work led to improvements in users' knowledge of and attitudes toward evaluation? (Learning)	- Users' ratings and descriptions of how much they learned from EvaluATE - Users' attitudes toward evaluation	- Event feedback surveys (I) - Biannual external evaluation surveys (E)
4. To what extent has EvaluATE's work prompted users to (a) modify their evaluation practices and (b) extend their network of evaluation colleagues? (Application)	- Users' ratings and descriptions of their intent to apply what they learned from webinars and workshops - Users' ratings and descriptions of EvaluATE's influence on their evaluation practice - Social network analysis	- Event feedback surveys (I) - Biannual external evaluation surveys (E) - Interviews with 3 A cohorts, including review of pre- and post-TA evaluation materials (E)
5. To what extent has EvaluATE contributed to improvements in evaluation quality? (Impact)	- Users' ratings and descriptions of changes in the quality of their evaluations attributable to EvaluATE's influence	- Event feedback surveys (I) - Biannual external evaluation surveys (E) - Interviews with 3 A cohorts, including review of pre- and post-TA evaluation materials (E)
6. How is EvaluATE influencing the program's overall evaluation capacity? (Impact)	- Changes in organizational processes and practices related to evaluation - Diffusion and uptake of EvaluATE's research findings	- Biannual external evaluation surveys (E) - Key informant interviews (E) - Environmental scan, plus all data sources (I, E)

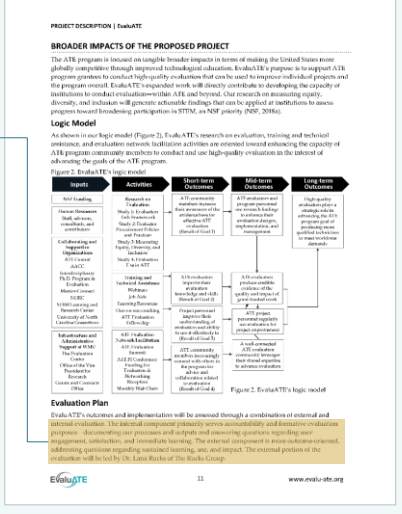
Qualitative data will be analyzed by a two-member team working collaboratively to identify themes. Quantitative survey data will be analyzed using mainly descriptive; inferential tests will be performed to compare results for different types of EvaluATE users (e.g., evaluators, project staff). Biannual external evaluation survey findings will be compared against baseline results and interpretive rubrics developed jointly by The Rucks Group and EvaluATE. Because of the extensive dataset across multiple years, biannual external evaluation survey results can be compared against previous iterations. To augment self-reported data, the external evaluation team will compare TA recipients' evaluation materials pre- and post-technical assistance to assess the degree of improvement. Conference calls between the external evaluators and EvaluATE staff will keep all parties apprised of the evaluation's progress and results. Reports will be prepared in accordance with the schedule indicated in the project timeline (Table 3). Results will be shared with the broader evaluation community via conferences and publications.

57

Evaluation Plan

1-2 PAGES

Evaluator 1



PROJECT DESCRIPTION | EvaluATE

BROADER IMPACTS OF THE PROPOSED PROJECT

The ATE program is focused on tangible broader impacts in terms of making the United States more globally competitive through improved technological education. EvaluATE's purpose is to support ATE program grantees to conduct high-quality evaluation that can be used to improve individual projects and the program overall. EvaluATE's expanded work will directly contribute to developing the capacity of institutions to conduct evaluation—within ATE and beyond. Our research on measuring equity, diversity, and inclusion will generate actionable findings that can be applied at institutions to assess progress toward broadening participation in STEM, an NSF priority (NSF, 2018a).

Logic Model

As shown in our logic model (Figure 2), EvaluATE's research on evaluation, training and technical assistance, and evaluation network facilitation activities are oriented toward enhancing the capacity of ATE program community members to conduct and use high-quality evaluation in the interest of advancing the goals of the ATE program.

Figure 2. EvaluATE's logic model

Evaluation Plan

EvaluATE's outcomes and implementation will be assessed through a combination of external and internal evaluation. The internal component primarily serves accountability and formative evaluation purposes—documenting our processes and outputs and answering questions regarding user engagement, satisfaction, and immediate learning. The external component is more outcome-oriented, addressing questions regarding sustained learning, use, and impact. The external portion of the evaluation will be led by Dr. Lana Rucks of The Rucks Group.

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PROJECT DESCRIPTION | EvaluATE

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58

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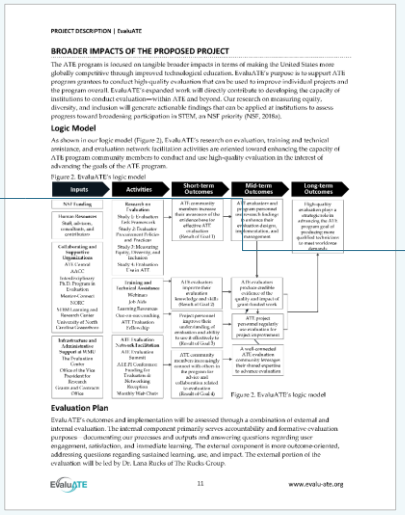
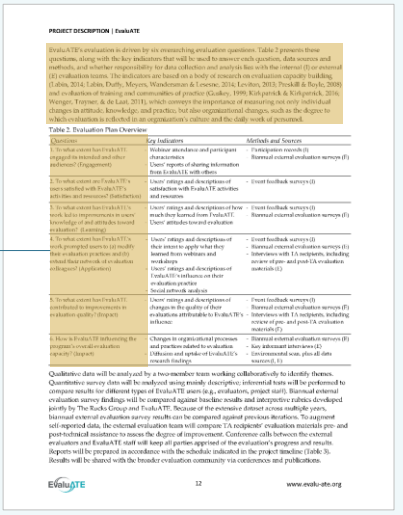
Evaluation Plan

1-2 PAGES

Evaluator

Evaluation Questions 2





59

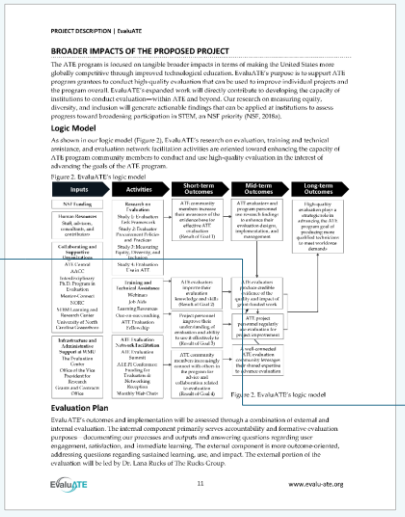
Evaluation Plan

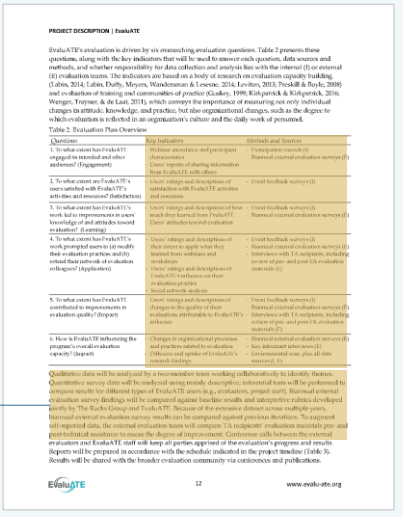
1-2 PAGES

Evaluator

Evaluation Questions

Data 3





60

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Evaluation Plan

1-2 PAGES

Evaluator

Evaluation Questions

Data

Communication & Use 4

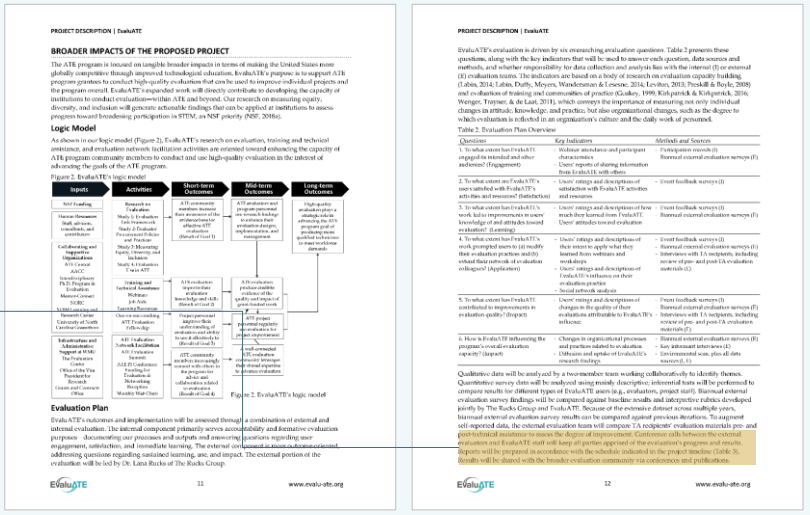

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Table 2. Evaluation Plan Overview

Questions	Key Indicators	Methods and Sources
1. To what extent has EvaluATE engaged its intended and other audiences? (Engagement)	- Webinar attendance and participant characteristics - Users' reports of sharing information from EvaluATE with others	- Participation records (I) - Biannual external evaluation surveys (E)
2. To what extent are EvaluATE's users satisfied with EvaluATE's activities and resources? (Satisfaction)	- Users' ratings and descriptions of satisfaction with EvaluATE activities and resources	- Event feedback surveys (I)
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61

Evaluation Plan

1-2 PAGES

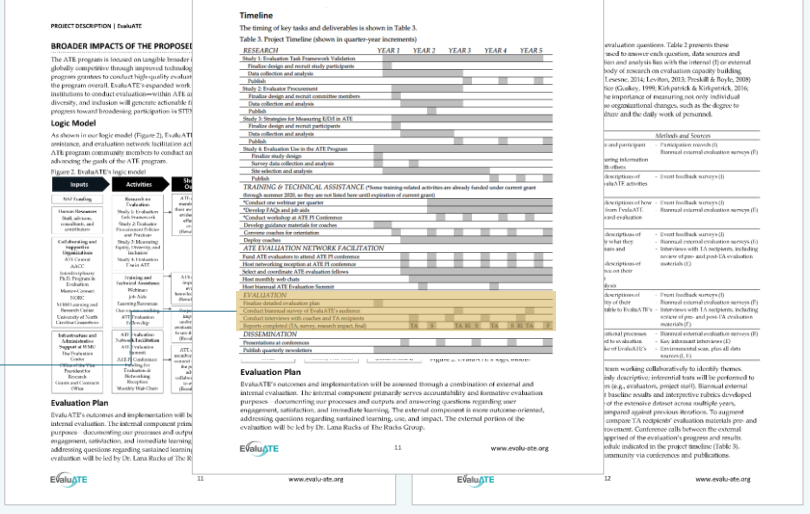
Evaluator

Evaluation Questions

Data

Communication & Use

Timeline 5



PROJECT DESCRIPTION | EvaluATE

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Evaluation Plan

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internal evaluation. The internal component prim
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engagement, satisfaction, and immediate learning
addressing questions regarding sustained learnin
evaluation will be led by Dr. Lana Rucks of The R

Timeline

The timing of key tasks and deliverables is shown in Table 3.

Table 3. Project Timeline (shown in quarter-year increments)

RESEARCH	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Study 1: Evaluation Task Framework Validation					
Finalize design and recruit study participants					
Data collection and analysis					
Publish					
Study 2: Evaluator Procurement					
Finalize design and recruit committee members					
Data collection and analysis					
Publish					
Study 3: Strategies for Measuring EDI in ATE					
Finalize design and recruit participants					
Data collection and analysis					
Publish					
Study 4: Evaluation Use in the ATE Program					
Finalize study design					
Survey data collection and analysis					
Site selection and analysis					
Publish					
TRAINING & TECHNICAL ASSISTANCE (*Some training-related activities are already funded under current grant through summer 2026, so they are not listed here until expiration of current grant)					
*Conduct one webinar per quarter					
*Develop FAQs and job aids					
*Conduct workshop at ATE PI Conference					
Develop guidance materials for coaches					
Convene coaches for orientation					
Deploy coaches					
ATE EVALUATION NETWORK FACILITATION					
Fund ATE evaluators to attend ATE PI conference					
Host networking reception at ATE PI conference					
Select and coordinate ATE evaluation fellows					
Host monthly web chats					
Host biannual ATE Evaluation Summit					
EVALUATION					
Finalize detailed evaluation plan					
Conduct biannual survey of EvaluATE's audience					
Conduct interviews with coaches and TA recipients					
Annual evaluation (TA, survey, research impact, final)	TA	SE	TA, RI, S	TA	E, RI, TA, IE
DISSEMINATION					
Presentations at conferences					
Publish quarterly newsletters					

Evaluation Plan

EvaluATE's outcomes and implementation will be assessed through a combination of external and internal evaluation. The internal component primarily serves accountability and formative evaluation purposes—documenting our processes and outputs and answering questions regarding user engagement, satisfaction, and immediate learning. The external component is more outcome-oriented, addressing questions regarding sustained learning, use, and impact. The external portion of the evaluation will be led by Dr. Lana Rucks of The Rucks Group.

62

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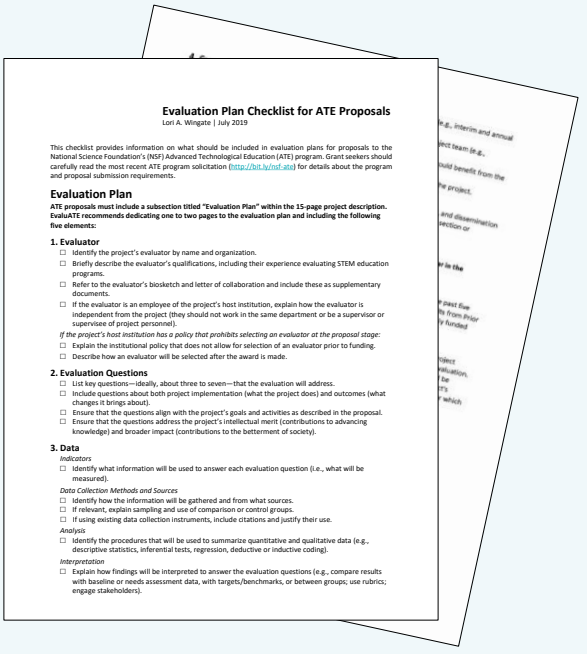
Resource

EVAL PLAN CHECKLIST

Page 10



Evaluation Plan Checklist for ATE Proposals

Lori A. Wingate | July 2019

This checklist provides information on what should be included in evaluation plans for proposals to the National Science Foundation's (NSF) Advanced Technological Education (ATE) program. Grant seekers should carefully read the most recent ATE program solicitation (http://bit.ly/nsf-ate) for details about the program and proposal submission requirements.

Evaluation Plan

ATE proposals must include a subsection titled "Evaluation Plan" within the 15-page project description. EvaluATE recommends dedicating one to two pages to the evaluation plan and including the following five elements:

1. Evaluator

- ☐ Identify the project's evaluator by name and organization.
- ☐ Briefly describe the evaluator's qualifications, including their experience evaluating STEM education programs.
- ☐ Refer to the evaluator's biosketch and letter of collaboration and include these as supplementary documents.
- ☐ If the evaluator is an employee of the project's host institution, explain how the evaluator is independent from the project (they should not work in the same department or be a supervisor or supervisee of project personnel).

If the project's host institution has a policy that prohibits selecting an evaluator at the proposal stage:

- ☐ Explain the institutional policy that does not allow for selection of an evaluator prior to funding.
- ☐ Describe how an evaluator will be selected after the award is made.

2. Evaluation Questions

- ☐ List key questions—ideally, about three to seven—that the evaluation will address.
- ☐ Include questions about both project implementation (what the project does) and outcomes (what changes it brings about).
- ☐ Ensure that the questions align with the project's goals and activities as described in the proposal.
- ☐ Ensure that the questions address the project's intellectual merit (contributions to advancing knowledge) and broader impact (contributions to the betterment of society).

3. Data

Indicators

- ☐ Identify what information will be used to answer each evaluation question (i.e., what will be measured).

Data Collection Methods and Sources

- ☐ Identify how the information will be gathered and from what sources.
- ☐ If relevant, explain sampling and use of comparison or control groups.
- ☐ If using existing data collection instruments, include citations and justify their use.

Analysis

- ☐ Identify the procedures that will be used to summarize quantitative and qualitative data (e.g., descriptive statistics, inferential tests, regression, deductive or inductive coding).

Interpretation

- ☐ Explain how findings will be interpreted to answer the evaluation questions (e.g., compare results with baseline or needs assessment data, with targets/benchmarks, or between groups; use rubrics; engage stakeholders).

63

64

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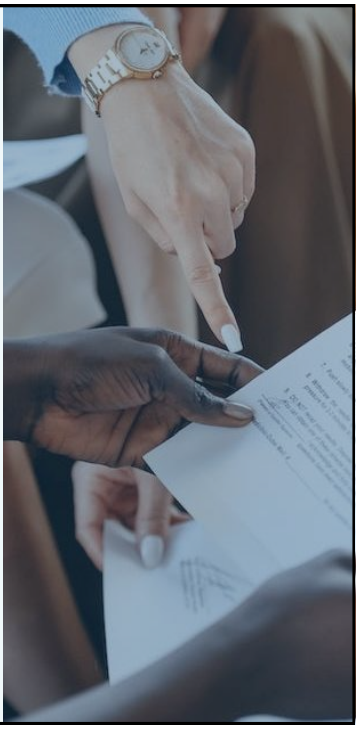
Evaluator

EVAL PLAN CHECKLIST

- ☐ Identify the project's evaluator
- ☐ Describe the evaluator's qualifications
- ☐ Refer to the evaluator's bio



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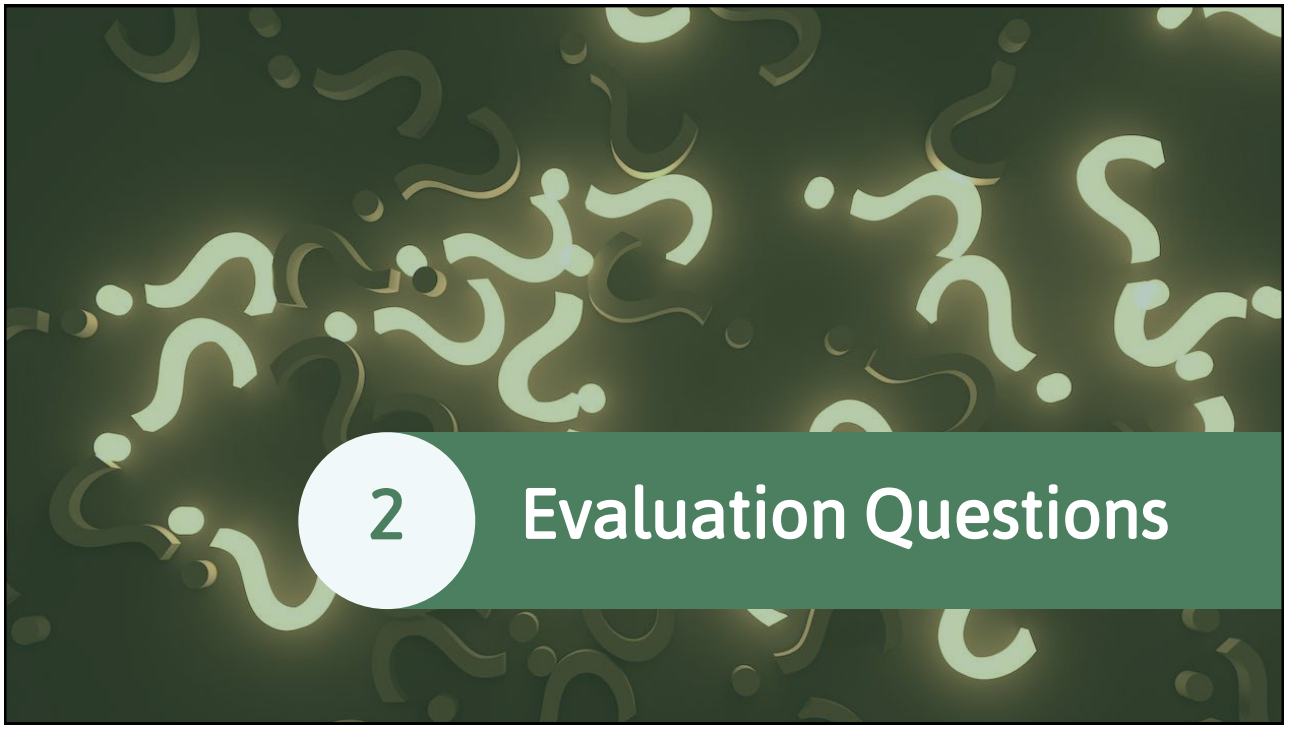

66

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Evaluation Questions

EVAL PLAN CHECKLIST

- ☐ List the key questions that the evaluation will address
- ☐ Include questions about project implementation and outcomes
- ☐ Ensure that questions align with project's goals and activities

67

Evaluation Questions

WHAT MAKES A GOOD EVALUATION QUESTION?

Evaluative

- ✕ Not evaluative:
  How many students did the project serve?
- ✓ Evaluative:
  What was the project's impact on program enrollment?

68

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Evaluation Questions

WHAT MAKES A GOOD EVALUATION QUESTION?

Evaluative

Reasonable

- Unreasonable:
  Did the project increase hygienic welding employment in the state?
- Reasonable:
  To what extent did students served by the project find employment in the hygienic welding sector?

69

Evaluation Questions

WHAT MAKES A GOOD EVALUATION QUESTION?

Evaluative

Reasonable

Specific

- Vague:
  Did the project increase instructor effectiveness?
- Specific:
  To what extent did participating instructors increase their knowledge about sanitary welding techniques?

70

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Evaluation Questions

WHAT MAKES A GOOD EVALUATION QUESTION?

- Evaluative
- Reasonable
- Specific
- **Answerable**

Unanswerable:
To what extent does the project affect long-term persistence in STEM careers?

Answerable:
To what extent does the project affect students interest in pursuing a future career in STEM?

71

Evaluation Questions

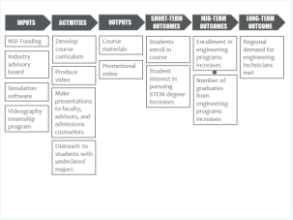
WHAT MAKES A GOOD EVALUATION QUESTION?

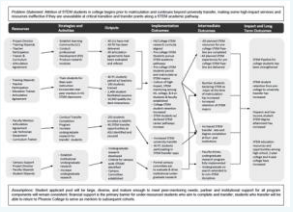
- Evaluative
- Reasonable
- Specific
- Answerable
- **Complete**

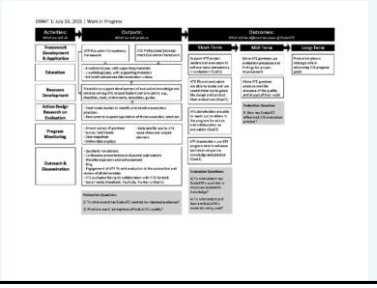
72

Logic Models

ORGANIZING EVALUATION QUESTIONS



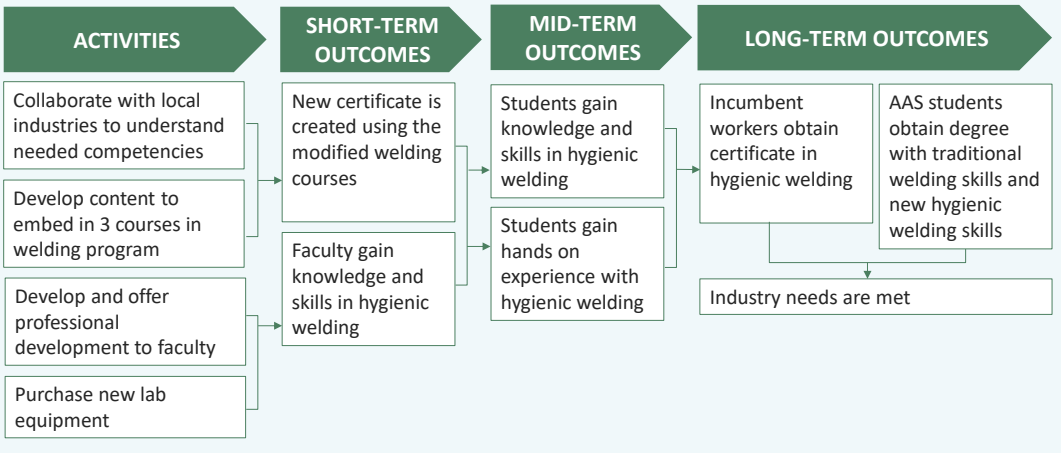




73

Logic Models

EXAMPLE



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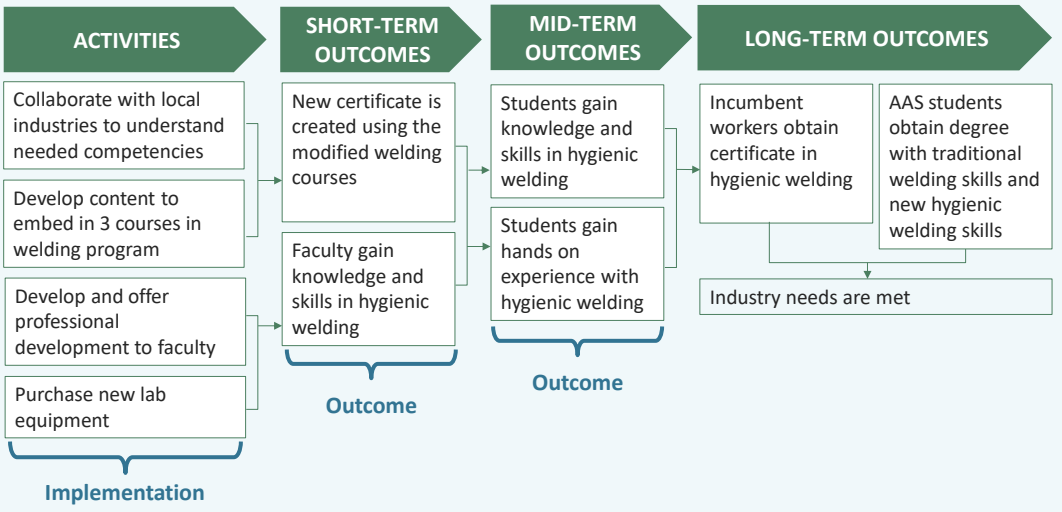
Logic Models

ORGANIZING EVALUATION QUESTIONS



76

Resources

EVALUATION QUESTIONS

Logic Model Guide for ATE Projects & Template

Page 24

77

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Resources

EVALUATION QUESTIONS

Next-Level Logic Models for Your ATE Proposal and Beyond: Webinar

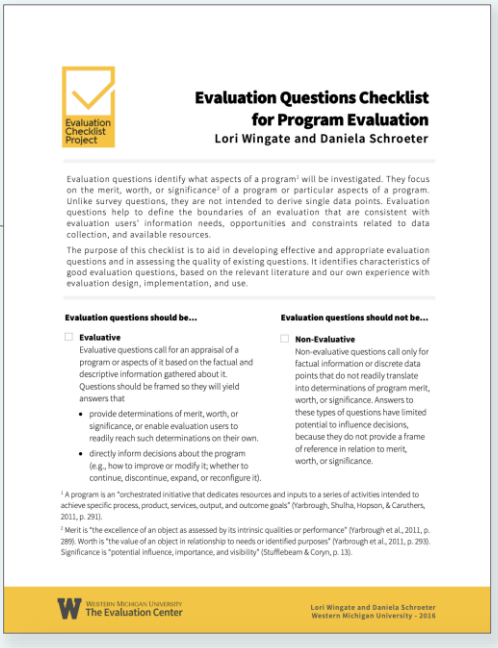
78

Resources

EVALUATION QUESTIONS

Evaluation Questions Checklist

Page 14



Evaluation Checklist Project

Evaluation Questions Checklist for Program Evaluation

Lori Wingate and Daniela Schroeter

Evaluation questions identify what aspects of a program[1] will be investigated. They focus on the merit, worth, or significance[2] of a program or particular aspects of a program. Unlike survey questions, they are not intended to derive single data points. Evaluation questions help to define the boundaries of an evaluation that are consistent with evaluation users' information needs, opportunities and constraints related to data collection, and available resources.

The purpose of this checklist is to aid in developing effective and appropriate evaluation questions and in assessing the quality of existing questions. It identifies characteristics of good evaluation questions, based on the relevant literature and our own experience with evaluation design, implementation, and use.

Evaluation questions should be...

☐ **Evaluative**
Evaluative questions call for an appraisal of a program or aspects of it based on the factual and descriptive information gathered about it. Questions should be framed so they will yield answers that

- provide determinations of merit, worth, or significance, or enable evaluation users to readily reach such determinations on their own.
- directly inform decisions about the program (e.g., how to improve or modify it; whether to continue, discontinue, expand, or reconfigure it).

Evaluation questions should not be...

☐ **Non-Evaluative**
Non-evaluative questions call only for factual information or discrete data points that do not readily translate into determinations of program merit, worth, or significance. Answers to these types of questions have limited potential to influence decisions, because they do not provide a frame of reference in relation to merit, worth, or significance.

[1] A program is an "orchestrated initiative that dedicates resources and inputs to a series of activities intended to achieve specific process, product, services, output, and outcome goals" (Yarbrough, Shulha, Hopson, & Caruthers, 2011, p. 291).

[2] Merit is "the excellence of an object as assessed by its intrinsic qualities or performance" (Yarbrough et al., 2011, p. 289). Worth is "the value of an object in relationship to needs or identified purposes" (Yarbrough et al., 2011, p. 293). Significance is "potential influence, importance, and visibility" (Stufflebeam & Coryn, p. 13).

Western Michigan University The Evaluation Center

Lori Wingate and Daniela Schroeter
Western Michigan University · 2016

79

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80

81

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Data

EVAL PLAN CHECKLIST

- ☐ What information will be used to answer the evaluation questions
- ☐ How the information will be obtained and from what sources
- ☐ Procedures for summarizing quantitative and qualitative data
- ☐ Procedures for interpreting findings to answer evaluation questions

82

Data Matrix

Evaluation Question 3: To what extent is participation in the professional development affecting faculty's knowledge and skills in hygienic welding?

Indicators	Data Sources & Methods	Analysis	Interpretation
Change in faculty knowledge of sanitary techniques and hygienic design	Pre- and post-assessment of faculty	Inferential statistics	Compare understanding before workshop with after workshop
Proficiency of faculty in basic hygienic welding techniques	Observation assessment	Descriptive statistics	Compare with project target of 90% pass rate
Faculty opinions about hygienic welding coursework	Survey	Descriptive statistics Inductive coding of qualitative data	Compare results with rubric to judge degree of satisfaction
…	…	…	…

84

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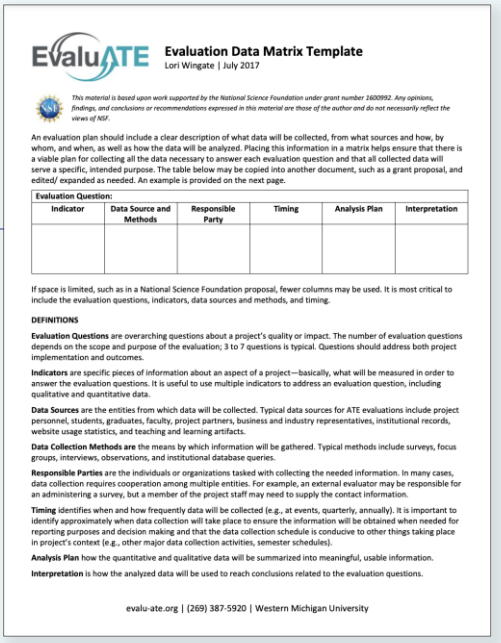
Resources

DATA

Evaluation Data Matrix Template

Page 19



EvaluATE **Evaluation Data Matrix Template**
Lori Wingate | July 2017

This material is based upon work supported by the National Science Foundation under grant number 1600992. Any opinions, findings, and conclusions or recommendations expressed in this material are those of the author and do not necessarily reflect the views of NSF.

An evaluation plan should include a clear description of what data will be collected, from what sources and how, by whom, and when, as well as how the data will be analyzed. Placing this information in a matrix helps ensure that there is a viable plan for collecting all the data necessary to answer each evaluation question and that all collected data will serve a specific, intended purpose. The table below may be copied into another document, such as a grant proposal, and edited/ expanded as needed. An example is provided on the next page.

Evaluation Question:					
Indicator	**Data Source and Methods**	**Responsible Party**	**Timing**	**Analysis Plan**	**Interpretation**

If space is limited, such as in a National Science Foundation proposal, fewer columns may be used. It is most critical to include the evaluation questions, indicators, data sources and methods, and timing.

DEFINITIONS

Evaluation Questions are overarching questions about a project's quality or impact. The number of evaluation questions depends on the scope and purpose of the evaluation; 3 to 7 questions is typical. Questions should address both project implementation and outcomes.

Indicators are specific pieces of information about an aspect of a project—basically, what will be measured in order to answer the evaluation questions. It is useful to use multiple indicators to address an evaluation question, including qualitative and quantitative data.

Data Sources are the entities from which data will be collected. Typical data sources for ATE evaluations include project personnel, students, graduates, faculty, project partners, business and industry representatives, institutional records, website usage statistics, and teaching and learning artifacts.

Data Collection Methods are the means by which information will be gathered. Typical methods include surveys, focus groups, interviews, observations, and institutional database queries.

Responsible Parties are the individuals or organizations tasked with collecting the needed information. In many cases, data collection requires cooperation among multiple entities. For example, an external evaluator may be responsible for an administering a survey, but a member of the project staff may need to supply the contact information.

Timing identifies when and how frequently data will be collected (e.g., at events, quarterly, annually). It is important to identify approximately when data collection will take place to ensure the information will be obtained when needed for reporting purposes and decision making and that the data collection schedule is conducive to other things taking place in project's context (e.g., other major data collection activities, semester schedules).

Analysis Plan how the quantitative and qualitative data will be summarized into meaningful, usable information.

Interpretation is how the analyzed data will be used to reach conclusions related to the evaluation questions.

85

86

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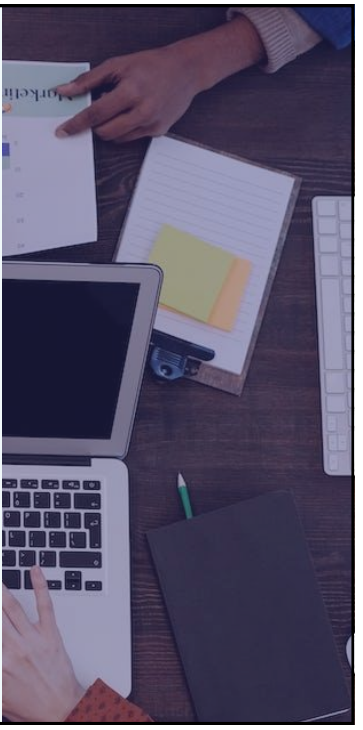
evalu-ate.org/webinar/march26

Communication & Use

EVAL PLAN CHECKLIST

- ☐ Identify what evaluation reports will be prepared
- ☐ Identify the frequency with which the evaluator will communicate with the project team
- ☐ Describe how evaluation results will be shared with external audiences



87

ATE-Specific Review Criteria

RELATED TO EVALUATION

- ✓ Is the evaluation likely to provide useful information to the project and others?
- ✓ Will the project evaluation inform others through the communication of results?

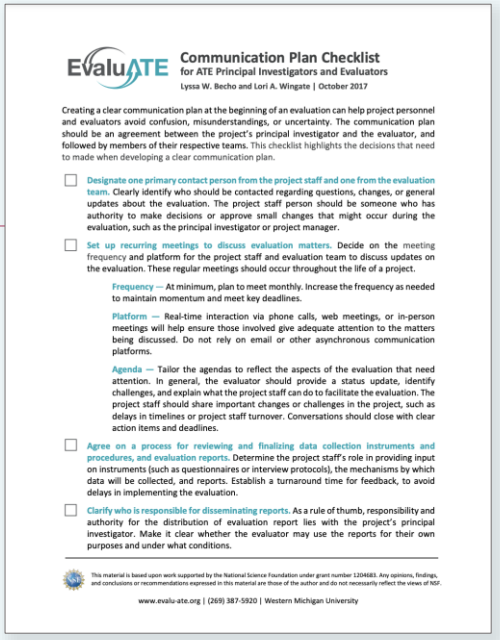
88

Resources

COMMUNICATION & USE

Communication Plan Checklist

Bit.ly/checklist-commplan



EvaluATE

Communication Plan Checklist
for ATE Principal Investigators and Evaluators

Lyssa W. Becho and Lori A. Wingate | October 2017

Creating a clear communication plan at the beginning of an evaluation can help project personnel and evaluators avoid confusion, misunderstandings, or uncertainty. The communication plan should be an agreement between the project's principal investigator and the evaluator, and followed by members of their respective teams. This checklist highlights the decisions that need to made when developing a clear communication plan.

- ☐ **Designate one primary contact person from the project staff and one from the evaluation team.** Clearly identify who should be contacted regarding questions, changes, or general updates about the evaluation. The project staff person should be someone who has authority to make decisions or approve small changes that might occur during the evaluation, such as the principal investigator or project manager.
- ☐ **Set up recurring meetings to discuss evaluation matters.** Decide on the meeting frequency and platform for the project staff and evaluation team to discuss updates on the evaluation. These regular meetings should occur throughout the life of a project.
  - **Frequency —** At minimum, plan to meet monthly. Increase the frequency as needed to maintain momentum and meet key deadlines.
  - **Platform —** Real-time interaction via phone calls, web meetings, or in-person meetings will help ensure those involved give adequate attention to the matters being discussed. Do not rely on email or other asynchronous communication platforms.
  - **Agenda —** Tailor the agendas to reflect the aspects of the evaluation that need attention. In general, the evaluator should provide a status update, identify challenges, and explain what the project staff can do to facilitate the evaluation. The project staff should share important changes or challenges in the project, such as delays in timelines or project staff turnover. Conversations should close with clear action items and deadlines.
- ☐ **Agree on a process for reviewing and finalizing data collection instruments and procedures, and evaluation reports.** Determine the project staff's role in providing input on instruments (such as questionnaires or interview protocols), the mechanisms by which data will be collected, and reports. Establish a turnaround time for feedback, to avoid delays in implementing the evaluation.
- ☐ **Clarify who is responsible for disseminating reports.** As a rule of thumb, responsibility and authority for the distribution of evaluation report lies with the project's principal investigator. Make it clear whether the evaluator may use the reports for their own purposes and under what conditions.

This material is based upon work supported by the National Science Foundation under grant number 1204683. Any opinions, findings, and conclusions or recommendations expressed in this material are those of the author and do not necessarily reflect the views of NSF.

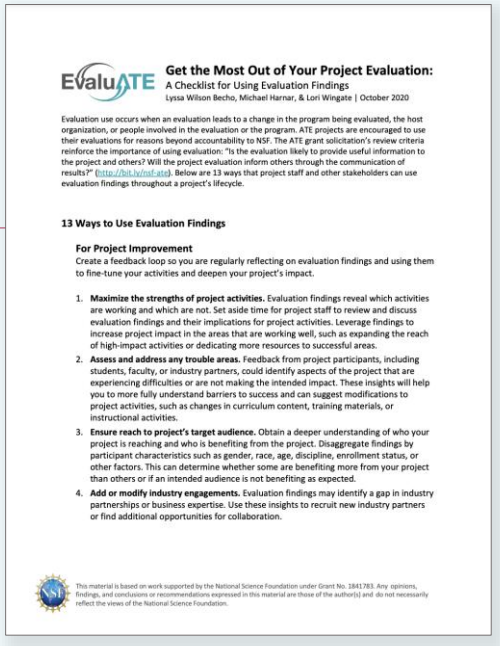
89

Resources

COMMUNICATION & USE

Getting the Most Out of Your Evaluation: Checklist for Using Evaluation Findings

Bit.ly/eval-use-checklist



EvaluATE

Get the Most Out of Your Project Evaluation:
A Checklist for Using Evaluation Findings

Lyssa Wilson Becho, Michael Harnar, & Lori Wingate | October 2020

Evaluation use occurs when an evaluation leads to a change in the program being evaluated, the host organization, or people involved in the evaluation or the program. ATE projects are encouraged to use their evaluations for reasons beyond accountability to NSF. The ATE grant solicitation's review criteria reinforce the importance of using evaluation: "Is the evaluation likely to provide useful information to the project and others? Will the project evaluation inform others through the communication of results?" (http://bit.ly/nsf-ate). Below are 13 ways that project staff and other stakeholders can use evaluation findings throughout a project's lifecycle.

13 Ways to Use Evaluation Findings

For Project Improvement
Create a feedback loop so you are regularly reflecting on evaluation findings and using them to fine-tune your activities and deepen your project's impact.

1. **Maximize the strengths of project activities.** Evaluation findings reveal which activities are working and which are not. Set aside time for project staff to review and discuss evaluation findings and their implications for project activities. Leverage findings to increase project impact in the areas that are working well, such as expanding the reach of high-impact activities or dedicating more resources to successful areas.
2. **Assess and address any trouble areas.** Feedback from project participants, including students, faculty, or industry partners, could identify aspects of the project that are experiencing difficulties or are not making the intended impact. These insights will help you to more fully understand barriers to success and can suggest modifications to project activities, such as changes in curriculum content, training materials, or instructional activities.
3. **Ensure reach to project's target audience.** Obtain a deeper understanding of who your project is reaching and who is benefiting from the project. Disaggregate findings by participant characteristics such as gender, race, age, discipline, enrollment status, or other factors. This can determine whether some are benefiting more from your project than others or if an intended audience is not benefiting as expected.
4. **Add or modify industry engagements.** Evaluation findings may identify a gap in industry partnerships or business expertise. Use these insights to recruit new industry partners or find additional opportunities for collaboration.

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90

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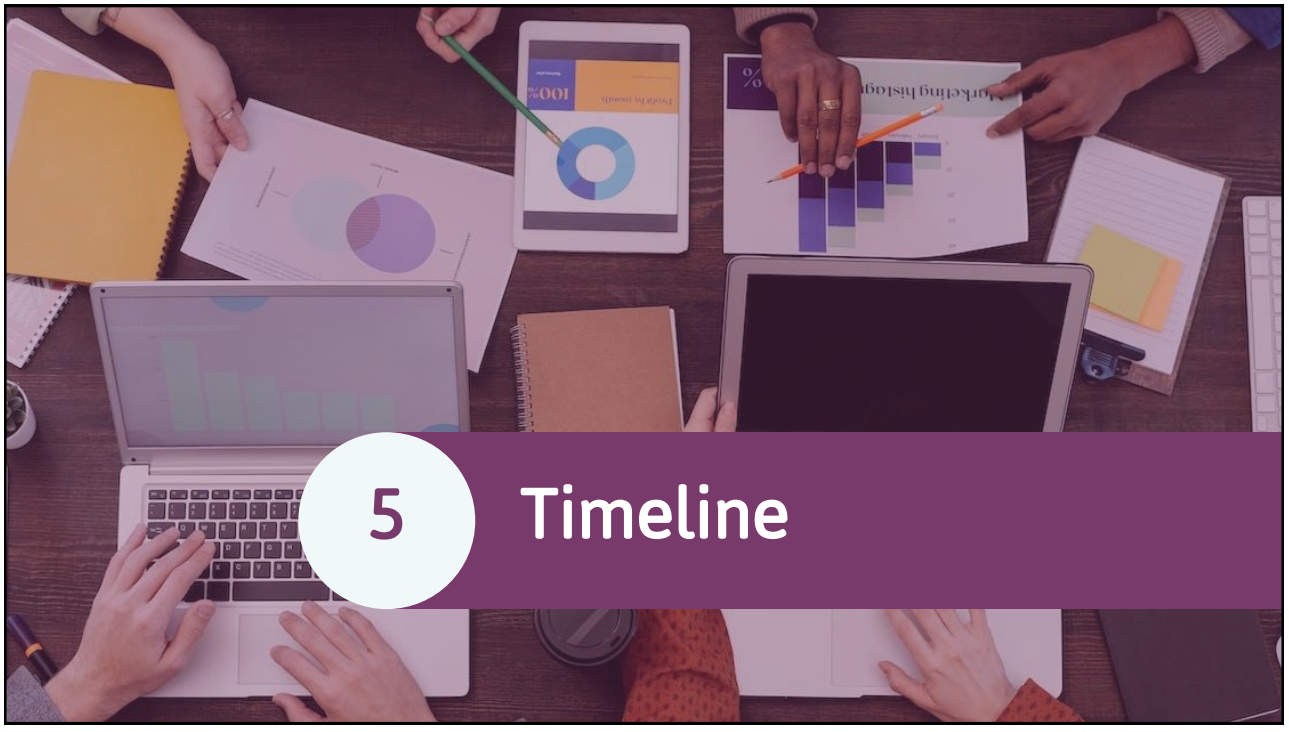
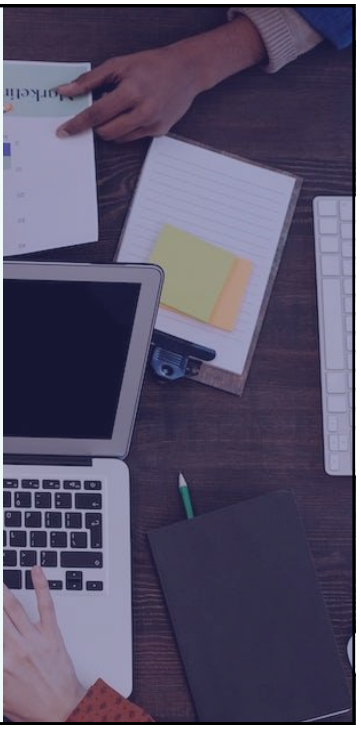


91

Timeline

EVAL PLAN CHECKLIST

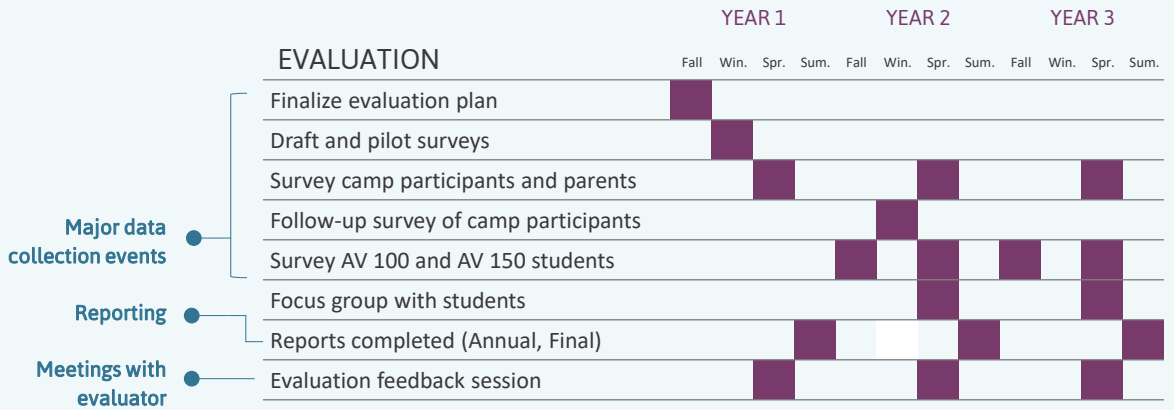
- ☐ Identify when key evaluation activities will occur in order to produce timely information



92

Evaluation Timeline

EXAMPLE

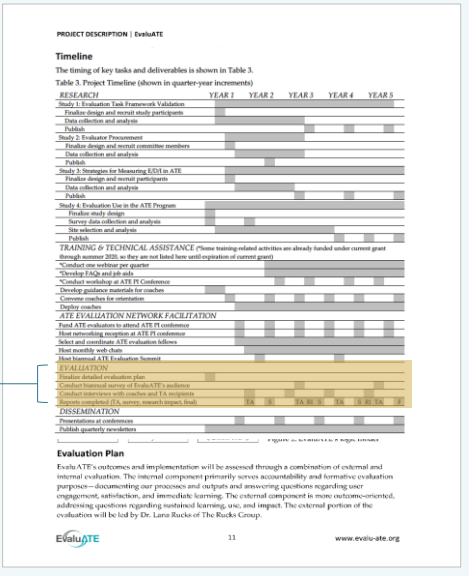


93

Evaluation Timeline

EXAMPLE

Evaluation timeline



PROJECT DESCRIPTION | EvaluATE

Timeline

The timing of key tasks and deliverables is shown in Table 3.

Table 3. Project Timeline (shown in quarter-year increments)

RESEARCH	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Study 1: Evaluation Task Framework Validation					
Finalize design and recruit study participants					
Data collection and analysis					
Publish					
Study 2: Evaluator Procurement					
Finalize design and recruit committee members					
Data collection and analysis					
Publish					
Study 3: Strategies for Measuring E/D/I in ATE					
Finalize design and recruit participants					
Data collection and analysis					
Publish					
Study 4: Evaluation Use in the ATE Program					
Finalize study design					
Survey data collection and analysis					
Site selection and analysis					
Publish					
TRAINING & TECHNICAL ASSISTANCE (*Some training-related activities are already funded under current grant through summer 2020, so they are not listed here until expiration of current grant)					
*Conduct one webinar per quarter					
*Develop FAQs and job aids					
*Conduct workshop at ATE PI Conference					
Develop guidance materials for coaches					
Convene coaches for orientation					
Deploy coaches					
ATE EVALUATION NETWORK FACILITATION					
Fund ATE evaluators to attend ATE PI conference					
Host networking reception at ATE PI conference					
Select and coordinate ATE evaluation fellows					
Host monthly web chats					
Host biannual ATE Evaluation Summit					
EVALUATION					
Finalize detailed evaluation plan					
Conduct biannual survey of EvaluATE's audience					
Conduct interviews with coaches and TA recipients					
Reports completed (TA, survey, research impact, final)	TA	S	TA RI S	TA	S RI TA F
DISSEMINATION					
Presentations at conferences					
Publish quarterly newsletters					

Evaluation Plan

EvaluATE's outcomes and implementation will be assessed through a combination of external and internal evaluation. The internal component primarily serves accountability and formative evaluation purposes—documenting our processes and outputs and answering questions regarding user engagement, satisfaction, and immediate learning. The external component is more outcomes-oriented, addressing questions regarding sustained learning, use, and impact. The external portion of the evaluation will be led by Dr. Lana Rucks of The Rucks Group.

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94

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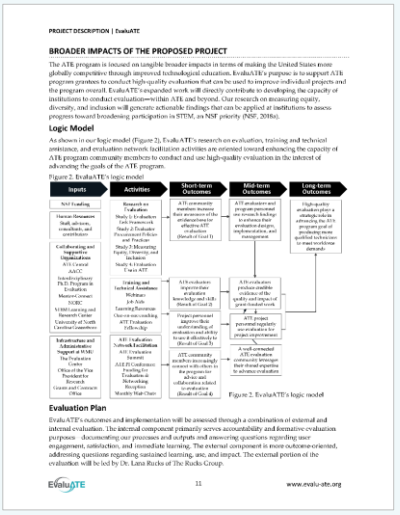
Evaluation Plan

ESSENTIAL ELEMENTS

1. Evaluator
2. Evaluation Questions
3. Data
4. Communication & Use
5. Timeline



PROJECT DESCRIPTION | EvaluATE

BROADER IMPACTS OF THE PROPOSED PROJECT

The ATE program is focused on tangible broader impacts in terms of making the United States more globally competitive through improved technological education. EvaluATE's purpose is to support ATE program grantees to conduct high-quality evaluation that can be used to improve individual projects and the program overall. EvaluATE's expanded work will directly contribute to developing the capacity of institutions to conduct evaluation within ATE and beyond. Our research on measuring equity, diversity, and inclusion will generate actionable findings that can be applied at institutions to assess progress toward broadening participation in STEM, an NSF priority (NSF, 2018a).

Logic Model

As shown in our logic model (Figure 2), EvaluATE's research on evaluation, training and technical assistance, and evaluation network facilitation activities are oriented toward enhancing the capacity of ATE program community members to conduct and use high-quality evaluation in the interest of advancing the goals of the ATE program.

Figure 2. EvaluATE's logic model

Figure 2. EvaluATE's logic model

Evaluation Plan

EvaluATE's outcomes and implementation will be assessed through a combination of external and internal evaluation. The internal component primarily serves accountability and formative evaluation purposes—documenting our processes and outputs and answering questions regarding user engagement, satisfaction, and immediate learning. The external component is more outcome-oriented, addressing questions regarding sustained learning, use, and impact. The external portion of the evaluation will be led by Dr. Lana Rucks of The Rucks Group.

PROJECT DESCRIPTION | EvaluATE

EvaluATE's evaluation is driven by six overarching evaluation questions. Table 2 presents these questions, along with the key indicators that will be used to answer each question, data sources and methods, and whether responsibility for data collection and analysis lies with the internal (I) or external (E) evaluation teams. The indicators are based on a body of research on evaluation capacity building (Labin, 2014; Labin, Duffy, Meyers, Wandersman & Lesesne, 2012; Lesesne, 2013; Preskill & Boyle, 2008) and evaluation of training and communities of practice (Guskey, 1998; Kirkpatrick & Kirkpatrick, 2016; Wenger, Trayner, & de Laat, 2011), which conveys the importance of measuring not only individual changes in attitude, knowledge, and practice, but also organizational changes, such as the degree to which evaluation is reflected in an organization's culture and the daily work of personnel.

Table 2. Evaluation Plan Overview

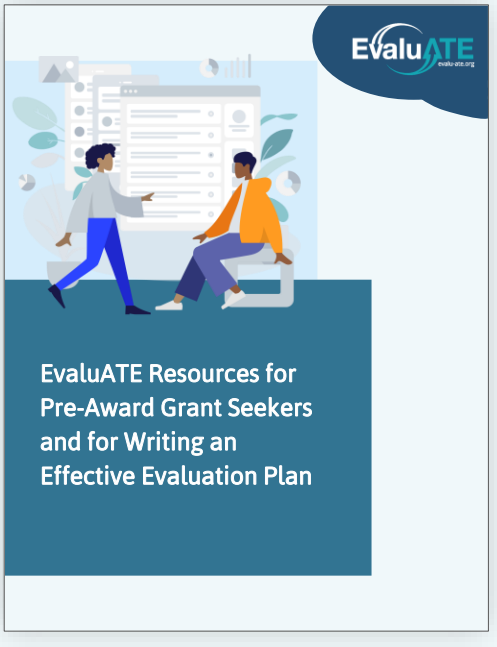
Questions	Key Indicators	Methods and Sources
1. To what extent has EvaluATE engaged its intended and other audiences? (Engagement)	- Webinar attendance and participant characteristics - Users' reports of sharing information from EvaluATE with others	- Participation records (I) - Biannual external evaluation surveys (E)
2. To what extent are EvaluATE's users satisfied with EvaluATE's activities and resources? (Satisfaction)	- Users' ratings and descriptions of satisfaction with EvaluATE activities and resources	- Event feedback surveys (I)
3. To what extent has EvaluATE's work led to improvements in users' knowledge of and attitudes toward evaluation? (Learning)	- Users' ratings and descriptions of how much they learned from EvaluATE - Users' attitudes toward evaluation	- Event feedback surveys (I) - Biannual external evaluation surveys (E)
4. To what extent has EvaluATE's work prompted users to: (a) modify their evaluation practices and (b) extend their network of evaluation colleagues? (Application)	- Users' ratings and descriptions of their intent to apply what they learned from webinars and workshops - Users' ratings and descriptions of EvaluATE's influence on their evaluation practice - Social network analysis	- Event feedback surveys (I) - Biannual external evaluation surveys (E) - Interviews with 3 A recipients, including review of pre- and post-TA evaluation materials (E)
5. To what extent has EvaluATE contributed to improvements in evaluation quality? (Impact)	- Users' ratings and descriptions of changes in the quality of their evaluations attributable to EvaluATE's influence	- Event feedback surveys (I) - Biannual external evaluation surveys (E) - Interviews with 3 A recipients, including review of pre- and post-TA evaluation materials (E)
6. How is EvaluATE influencing the program's overall evaluation capacity? (Impact)	- Changes in organizational processes and practices related to evaluation - Diffusion and uptake of EvaluATE's research findings	- Biannual external evaluation surveys (E) - Key informant interviews (E) - Environmental scan, plus all data sources (I, E)

Qualitative data will be analyzed by a two-member team working collaboratively to identify themes. Quantitative survey data will be analyzed using mainly descriptive; inferential tests will be performed to compare results for different types of EvaluATE users (e.g., evaluators, project staff). Biannual external evaluation survey findings will be compared against baseline results and interpretive rubrics developed jointly by The Rucks Group and EvaluATE. Because of the extensive dataset across multiple years, biannual external evaluation survey results can be compared against previous iterations. To augment self-reported data, the external evaluation team will compare TA recipients' evaluation materials pre- and post-technical assistance to assess the degree of improvement. Conference calls between the external evaluators and EvaluATE staff will keep all parties apprised of the evaluation's progress and results. Reports will be prepared in accordance with the schedule indicated in the project timeline (Table 3). Results will be shared with the broader evaluation community via conferences and publications.

95

Resources

EVALUATION PLANS



96

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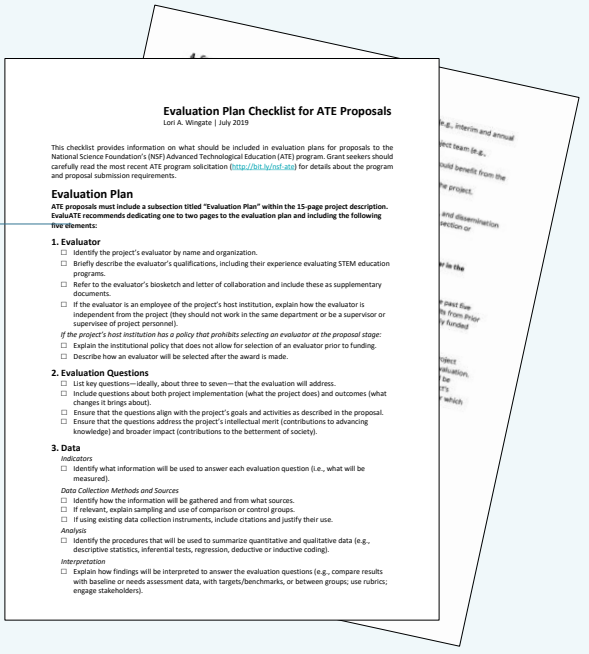
Resources

EVALUATION PLANS

Evaluation Plan Checklist for ATE Proposals

Page 10



Evaluation Plan Checklist for ATE Proposals

Lori A. Wingate | July 2019

This checklist provides information on what should be included in evaluation plans for proposals to the National Science Foundation's (NSF) Advanced Technological Education (ATE) program. Grant seekers should carefully read the most recent ATE program solicitation (http://bit.ly/nsf-ate) for details about the program and proposal submission requirements.

Evaluation Plan

ATE proposals must include a subsection titled "Evaluation Plan" within the 15-page project description. EvaluATE recommends dedicating one to two pages to the evaluation plan and including the following five elements:

1. Evaluator

- ☐ Identify the project's evaluator by name and organization.
- ☐ Briefly describe the evaluator's qualifications, including their experience evaluating STEM education programs.
- ☐ Refer to the evaluator's biosketch and letter of collaboration and include these as supplementary documents.
- ☐ If the evaluator is an employee of the project's host institution, explain how the evaluator is independent from the project (they should not work in the same department or be a supervisor or supervisee of project personnel).

If the project's host institution has a policy that prohibits selecting an evaluator at the proposal stage:

- ☐ Explain the institutional policy that does not allow for selection of an evaluator prior to funding.
- ☐ Describe how an evaluator will be selected after the award is made.

2. Evaluation Questions

- ☐ List key questions—ideally, about three to seven—that the evaluation will address.
- ☐ Include questions about both project implementation (what the project does) and outcomes (what changes it brings about).
- ☐ Ensure that the questions align with the project's goals and activities as described in the proposal.
- ☐ Ensure that the questions address the project's intellectual merit (contributions to advancing knowledge) and broader impact (contributions to the betterment of society).

3. Data

Indicators

- ☐ Identify what information will be used to answer each evaluation question (i.e., what will be measured).

Data Collection Methods and Sources

- ☐ Identify how the information will be gathered and from what sources.
- ☐ If relevant, explain sampling and use of comparison or control groups.
- ☐ If using existing data collection instruments, include citations and justify their use.

Analysis

- ☐ Identify the procedures that will be used to summarize quantitative and qualitative data (e.g., descriptive statistics, inferential tests, regression, deductive or inductive coding).

Interpretation

- ☐ Explain how findings will be interpreted to answer the evaluation questions (e.g., compare results with baseline or needs assessment data, with targets/benchmarks, or between groups; use rubrics; engage stakeholders).

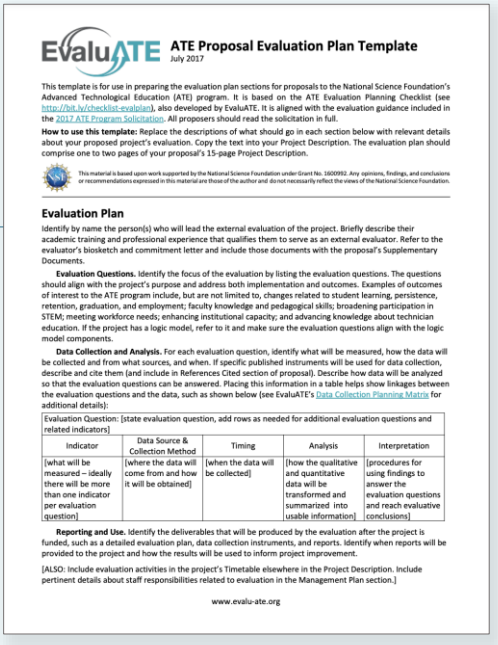
97

Resources

EVALUATION PLANS

ATE Proposal Evaluation Plan Template

Page 13



EvaluATE ATE Proposal Evaluation Plan Template

July 2017

This template is for use in preparing the evaluation plan sections for proposals to the National Science Foundation's Advanced Technological Education (ATE) program. It is based on the ATE Evaluation Planning Checklist (see http://bit.ly/checklist-evalplan), also developed by EvaluATE. It is aligned with the evaluation guidance included in the 2017 ATE Program Solicitation. All proposers should read the solicitation in full.

How to use this template: Replace the descriptions of what should go in each section below with relevant details about your proposed project's evaluation. Copy the text into your Project Description. The evaluation plan should comprise one to two pages of your proposal's 15-page Project Description.

This material is based upon work supported by the National Science Foundation under Grant No. 1600992. Any opinions, findings, and conclusions or recommendations expressed in this material are those of the author and do not necessarily reflect the views of the National Science Foundation.

Evaluation Plan

Identify by name the person(s) who will lead the external evaluation of the project. Briefly describe their academic training and professional experience that qualifies them to serve as an external evaluator. Refer to the evaluator's biosketch and commitment letter and include those documents with the proposal's Supplementary Documents.

Evaluation Questions. Identify the focus of the evaluation by listing the evaluation questions. The questions should align with the project's purpose and address both implementation and outcomes. Examples of outcomes of interest to the ATE program include, but are not limited to, changes related to student learning, persistence, retention, graduation, and employment; faculty knowledge and pedagogical skills; broadening participation in STEM; meeting workforce needs; enhancing institutional capacity; and advancing knowledge about technician education. If the project has a logic model, refer to it and make sure the evaluation questions align with the logic model components.

Data Collection and Analysis. For each evaluation question, identify what will be measured, how the data will be collected and from what sources, and when. If specific published instruments will be used for data collection, describe and cite them (and include in References Cited section of proposal). Describe how data will be analyzed so that the evaluation questions can be answered. Placing this information in a table helps show linkages between the evaluation questions and the data, such as shown below (see EvaluATE's Data Collection Planning Matrix for additional details):

Evaluation Question: [state evaluation question, add rows as needed for additional evaluation questions and related indicators]				
Indicator	Data Source & Collection Method	Timing	Analysis	Interpretation
[what will be measured – ideally there will be more than one indicator per evaluation question]	[where the data will come from and how it will be obtained]	[when the data will be collected]	[how the qualitative and quantitative data will be transformed and summarized into usable information]	[procedures for using findings to answer the evaluation questions and reach evaluative conclusions]

Reporting and Use. Identify the deliverables that will be produced by the evaluation after the project is funded, such as a detailed evaluation plan, data collection instruments, and reports. Identify when reports will be provided to the project and how the results will be used to inform project improvement.

[ALSO: Include evaluation activities in the project's Timetable elsewhere in the Project Description. Include pertinent details about staff responsibilities related to evaluation in the Management Plan section.]

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98

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Next Steps

OVERVIEW

1. Know your institution's requirements for procuring an evaluator
2. Search for evaluators with skills and experience that fit your project's needs
3. Develop evaluation questions that will inform your project's learning
4. Identify data that will answer your evaluation questions
5. Consider how your project will engage with evaluation findings

99

100

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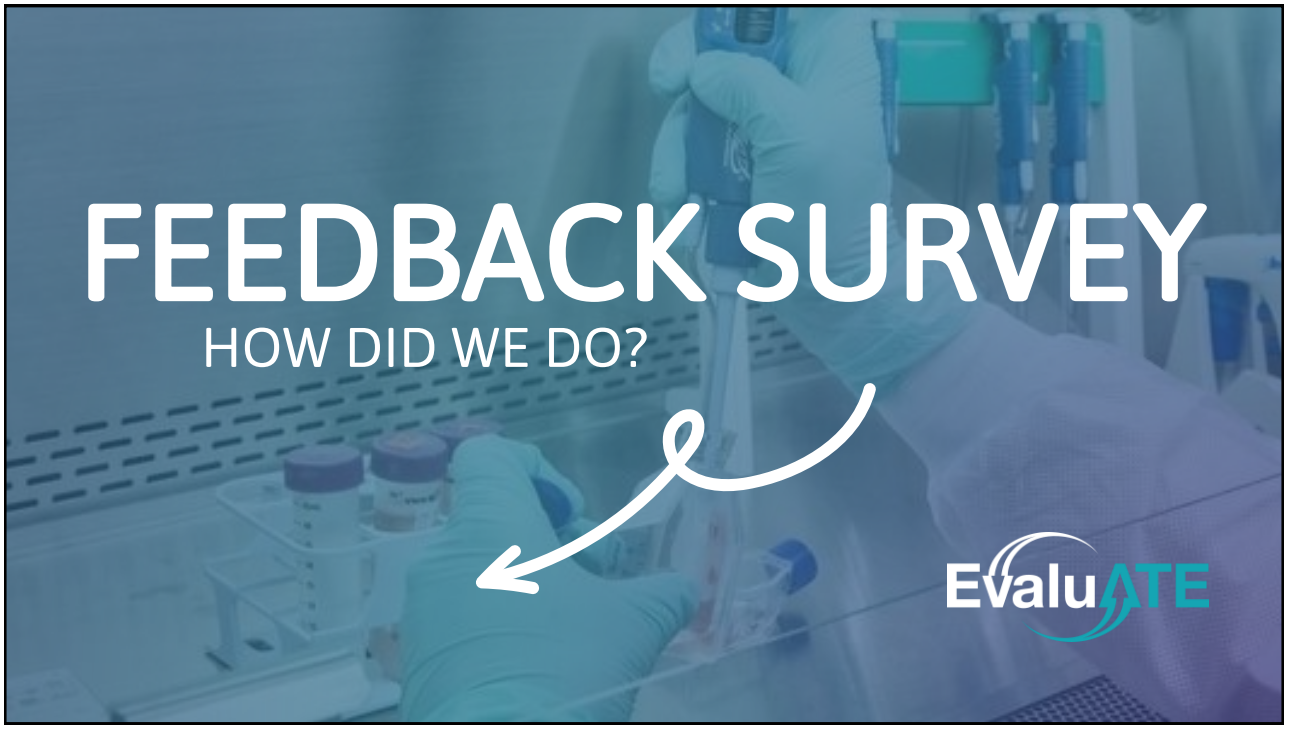
101



102

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