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New Directions for Evaluation

Evaluating Strategy

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Editors



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Evaluating Strategy New Directions For Evaluation Number 128

**Patricia A. Patrizi, Michael Quinn
Patton**



Evaluating Strategy New Directions For Evaluation Number 128:

Evaluating Strategy Patricia A. Patrizi, Michael Quinn Patton, 2010 Strategy has emerged as a watchword of modern change efforts. Calls to be strategic are sounded in the private sector, government, philanthropy, and the not-for-profit sectors. Management experts stress the importance of strategic thinking. Change agents are urged to act strategically. Strategic planning has long been a mainstay of organizational development. Leaders in all sectors talk not about theories of change or logic models but about being strategic. Strategic thinking, strategic planning, strategic results, being strategic, strategy execution, effective strategies, adapting strategically, and now evaluating strategy. But strategy is a new unit of analysis for evaluation. Traditionally, evaluation has focused on projects, programs, products, policies, and personnel. What does it mean to treat strategy as the evaluation focus, as the thing evaluated? What is strategy? How does one evaluate strategy? What are the implications of this new direction for evaluation theory, methods, practice, and ultimately use? This issue examines these questions and provides examples of strategy-focused evaluations. Evaluating strategy is not about evaluating strategic planning or even strategic plans. It's about evaluating strategy itself. Strategy is the evaluand. That poses new challenges and offers new opportunities to meet the information needs of evaluation users. For evaluation to be relevant to decision makers and leaders, the focus of the evaluation must be on what they are concerned about and what they care about. Increasingly, they care about identifying and implementing effective strategies. That's where evaluation enters the picture. Evaluating strategy has the purpose of making strategy more effective, differentiating effective from ineffective strategies, and contributing to the ongoing development and adaptation of strategy in response to changing conditions and real-world complexities. Evaluating strategy is a new direction for evaluation, one that is likely to take on increasing importance if evaluators learn to do it well. This issue takes up that challenge. This is the 128th volume of the Jossey-Bass quarterly report series *New Directions for Evaluation*, an official publication of the American Evaluation Association. **Qualitative**

Research & Evaluation Methods Michael Quinn Patton, 2014-10-29 Drawing on more than 40 years of experience conducting applied social science research and program evaluation, author Michael Quinn Patton has crafted the most comprehensive and systematic book on qualitative research and evaluation methods, inquiry frameworks, and analysis options available today. Now offering more balance between applied research and evaluation, this Fourth Edition illuminates all aspects of qualitative inquiry through new examples, stories, and cartoons; more than a hundred new summarizing and synthesizing exhibits; and a wide range of new highlight sections, sidebars that elaborate on important and emergent issues. For the first time, full case studies are included to illustrate extended research and evaluation examples. In addition, each chapter features an extended rumination written in a voice and style more emphatic and engaging than traditional textbook style about a core issue of persistent debate and controversy. **Evaluation Foundations Revisited** Thomas

Schwandt, 2015-06-17 Evaluation examines policies and programs across every arena of human endeavor, from efforts to stop

the spread of HIV AIDS to programs that drive national science policy Relying on a vast array of methods from qualitative interviewing to econometrics it is a transdiscipline as opposed to a formal area of academic study Accounting for these challenges Evaluation Foundations Revisited offers an introduction for those seeking to better understand evaluation as a professional field While the acquisition of methods and methodologies to meet the needs of certain projects is important the foundation of evaluative practice rests on understanding complex issues to balance Evaluation Foundations Revisited is an invitation to examine the intellectual practical and philosophical nexus that lies at the heart of evaluation Thomas A Schwandt shows how to critically engage with the assumptions that underlie how evaluators define and position their work as well as how they argue for the usefulness of evaluation in society He looks at issues such as the role of theory how notions of value and valuing are understood how evidence is used how evaluation is related to politics and what comprises scientific integrity By coming to better understand the foundations of evaluation readers will develop what Schwandt terms a life of the mind of practice which enables evaluators to draw on a more holistic view to develop reasoned arguments and well fitted techniques

Research Handbook on Program Evaluation Kathryn E. Newcomer, Steven W. Mumford, 2024-06-05 In the Research Handbook on Program Evaluation an impressive range of authors take stock of the history and current standing of key issues and debates in the evaluation field Examining current literature of program evaluation the Research Handbook assesses the field's status in a post pandemic and social justice oriented world examining today's theoretical and practical concerns and proposing how they might be resolved by future innovations This title contains one or more Open Access chapters

Strategic Leadership in the Public Sector Paul Joyce, 2016-09-01 In good times and bad in the different situations of renewal crisis and chronic resource constraints the strategic leadership of public services is crucial Good leaders are essential in helping the public sector to adapt and solve wicked problems and they are also integral to the reform and modernization of public governance This new edition of Strategic Leadership in the Public Sector continues to provide insights into useful approaches and techniques for strategic leaders looking at what is expected of leaders competency frameworks leadership theories techniques and processes of strategic leadership leading strategic change the strategic state emerging leadership challenges Replete with real world case studies and examples and including new material from the USA Canada Australia Europe and India plus an appendix with practical worksheets the book gives students a truly international outlook on the subject and offers a clear understanding of the significance of leadership strategic management and public services reform This textbook represents essential reading for postgraduate students on public management degrees and aspiring or current public managers

The Evaluation of the Paris Declaration Bernard Wood, 2011 *Evaluating Health and Human Service Programs in Community Settings* Joseph Telfair, Laura C. Leviton, Jeanne S. Merchant, 1999-11-17 The key difference between community based evaluation and other types of evaluation lies in understanding and accommodating the unique situations of communities their leadership their social and political climates and their perception

of needs This volume of New Directions for Evaluation examines how to improve approaches to evaluation in community organizations emphasizing the need to assess the fit between evaluators skills and styles and the cultural reality of communities The author experienced evaluators and community based program leaders describe choices about evaluation practice that are available to the evaluator the program and the community They also present an effective evaluation prescreening tool which has been successfully used to match evaluation plans with particular community program evaluation needs resources and commitments This is the 83rd issue of the quarterly journal New Directions for Evaluation New Directions for Program Evaluation ,1981 **Nonprofits and Evaluation** Joanne G. Carman, Kimberly A.

Fredericks, 2008-10-13 This issue of New Directions for Evaluation explores evaluation within the context of nonprofit organizations In recent years many have observed that nonprofit organizations are under increasing pressure to demonstrate their effectiveness and document their program outcomes as the current political and funding environment continues to stress the importance of accountability and measuring performance Foundations government agencies and other funders are asking nonprofit organizations for more evaluation and performance measurement data Yet most nonprofit organizations continue to struggle with these demands and many lack the capacity to implement evaluation and performance measurement in comprehensive or meaningful ways **Environmental Policy Evaluation** Per Mickwitz, 2005 **Commentationes**

Scientiarum Socialium ,1972 **Teaching and Learning in an Era of Change** ,1997 **Bibliographic Guide to Education** ,1993 lists publications cataloged by Teachers College Columbia University supplemented by The Research Libraries of The New York Public Library **Educating Handicapped Infants** S. Gray Garwood, Rebecca R. Fewell, 1983

Evaluation in Non-formal Education Lela Vandenberg, 1983 *Evaluation Studies Review Annual* Richard J. Light, 1983-06-01 The eighth volume in this series concentrates on developments of enormous importance to all of social science Through such techniques as meta analysis the findings of very different studies can be given different mathematical weights and combined Thus literature review becomes a way of consolidating past work in order to build upon it genuinely In this volume methodological questions are dealt with and a range of examples of reviews of research in education mental health and medicine are presented *Current Index to Journals in Education* ,2001 **A Documentation and**

Assessment System for Student and Program Development Nancy L. Zimpher, William E. Loadman, 1986 This monograph grew out of an effort to develop a new and comprehensive system for evaluation of teacher education programs at Ohio State University OSU The need for a more sophisticated evaluation system became apparent as it was noted that follow up studies revealed that many graduates of the College of Education took their first jobs unequipped with many skills the curriculum was supposedly providing Also the system had no feedback loop which would enable the College to identify and correct student and program deficiencies The monograph provides an overview of the literature on teacher education evaluation systems and describes issues at OSU that can be generalized to other institutions Descriptions are provided of the

student and program evaluation system that has emerged at OSU including its conceptual base the components of the system and its implementation process The instrumentation used in the program is presented as well as analyses of data produced from the system Discussions are included on the implications drawn from the findings of the system the proposed next steps in the system s development and the significance of such a system to the improved effectiveness of the teacher education enterprise It is believed that this system is replicable in whole or in part in many other settings and special care is taken to explain the rationale to provide many examples of forms and materials used and to document the implementation process at each step of the way Appendixes present a hypothetical individual profile the Freshman Early Experiencing Program FEEP exploration profile 1982 83 an analysis of teacher candidate profile ratings 1982 83 a summary of findings from a follow up questionnaire 1982 83 and elements activities and strategies for implementing an evaluation system JD Journal of Engineering Education ,1998 **Registry of Higher Education Reform** ,

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