Improve Your International Student Programs and Services Through Evaluation Planning

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Goals for Today

• Find out about the importance of program evaluation.
• Identify important characteristics of a successful program evaluation plan.
• Learn about two sample evaluation plans resulting in positive outcomes.
• Determine next steps to implement an evaluation plan.
• Get excited about this initiative.
About UC San Diego

Students

- 30,310 undergraduate & graduate students
- More than 80,000 undergraduate applications for Fall 2013 admission.
- Average admitted high school GPA was 4.09

Fields of Study

UC San Diego offers more than 100 undergraduate majors in six disciplinary areas:

- Social Sciences (37.8%)
- Biology (21.7%)
- Engineering (18.3%)
- Science/Math (9.4%)
- Special/Undeclared (5.9%)
- Humanities (3.6%)
- Arts (3.2%)
International Students at UC San Diego

Fall 2013 (Week 3 Final Data)

• Total UCSD student population=30,310
• Undergraduates=23,805
  • 2,740 international students or 11.5% of the total UG population
• Graduate Students=4,247
  • 1,416 international students or 33.3% of the total GR population
Demographics: International Students at UC San Diego

Fall 2013: Total International Student Population Served by the International Center = 4,704

- Undergraduate: 2576, 55%
- Graduate: 1416, 30%
- Non-Degree: 205, 4%
- Post-Completion: 507, 11%

Source: UC San Diego Data Warehouse
Demographics: International Students at UC San Diego

Fall 2013: Total New Registered International Student = 1,869

- Freshmen: 784, 42%
- Transfer: 455, 24%
- Graduate: 477, 26%
- Non-Degree: 153, 8%

Source: UC San Diego Data Warehouse
Program Evaluation
What is Evaluation?

“Evaluation is not separate from, or added to, a project, but rather is part of it from the beginning. Planning, evaluation, and implementation are all parts of a whole, and they work best when they work together.”

Exhibit 1.—The project development/evaluation cycle
What is Evaluation?

Assessment, evaluation, research, and measurement are all essentially the same (Myth). Our view is that although these activities are complementary, they are not synonymous. Dary Erwin has observed, “Assessment is oriented toward practice and usually toward some action. . . . Research may contribute new knowledge, but it may not suggest that programs need improvements or are functioning well” (1993, p. 231). We define assessment as any effort to gather, analyze, and interpret evidence that describes institutional, departmental, divisional, or program effectiveness, while evaluation is any effort to use this evidence to improve effectiveness. Research is about studying, developing, or testing a theory by gathering data in a systematic way. It may or may not have anything to do with determining effectiveness or bringing about change. Measurement refers to the two overarching but not mutually exclusive methods used to conduct assessments: quantitative and qualitative.

Put another way, assessment is focused on determining the extent to which services and programs achieve their stated objectives. It borrows from selected research tools and uses quantitative or qualitative methodologies or a combination of both. The results of this process are data, which when systematically analyzed become the basis for determining policy and practice.

Student affairs practitioners can easily move from assessment projects, using appropriate measurement methodologies, to evaluation and research.

What Is Evaluation?

• Summative v Formative Evaluation
  • Summative: Outcome evaluation that is conducted for the purpose of documenting the results of a program.
  • Formative: Process or implementation evaluation that is performed to examine various aspects of an ongoing program in order to make changes/improvements as the program is being implemented.

[Diagram showing types of evaluation: Formative, Summative, Implementation, Progress, Early stages, Later stages, Time]
## Summative Evaluation

<table>
<thead>
<tr>
<th>When Conducted</th>
<th>Examples of Summative Evaluation Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>After a program has been implemented and completed</td>
<td>What did the program accomplish?&lt;br&gt;Did the program reach its goals and objectives?&lt;br&gt;What impact did the program have on its recipients?&lt;br&gt;What were the outcomes?&lt;br&gt;Who benefited from the program?&lt;br&gt;How much was the benefit?&lt;br&gt;Was the benefit greater with this program as compared with another program?&lt;br&gt;Did all types of students or clients benefit from the program?&lt;br&gt;What were the positive outcomes?&lt;br&gt;What were the negative outcomes?&lt;br&gt;What should be improved/changed in the program?&lt;br&gt;Does the benefit of the program warrant the cost?</td>
</tr>
</tbody>
</table>
Formative Evaluation

<table>
<thead>
<tr>
<th>When Conducted</th>
<th>Examples of Formative Evaluation Questions</th>
</tr>
</thead>
</table>
| While the program is ongoing – perhaps several times | - Is the program being implemented as it was designed?  
- Do the students or clients understand the program’s concepts?  
- What are the misconceptions about the program?  
- Are all program implementers implementing the program in the same way?  
- Is the program being implemented on schedule?  
- Is there sufficient time to implement all aspects of the program?  
- What aspects of the program do not seem to be working as well as you intended?  
- Do program implementers need additional training on the program?  
- Are there any negative outcomes surfacing? |
Benefits of Evaluation

- Support budget request process
- Ensure program objectives are met
- Ensure student learning outcomes are met
  - Determine the effectiveness of programs for participants
- Provide information about service delivery that will be useful to program staff and other audiences; and
  - Resource allocation
  - Advocacy
- Enable program staff to make changes that improve program effectiveness.
  - address "burning" research questions
What is Evaluation?
What is Evaluation?

educational program evaluation models - Google Search

About 4,780,000 results (0.23 seconds)

Scholarly articles for educational program evaluation models
Program evaluation, particularly responsive evaluation - Stake - Cited by 580
... of Naturalistic Inquiry in Educational Evaluation, CSE ... - Guba - Cited by 943
The CIPP model for program evaluation - Stufflebeam - Cited by 339

[PDF] PROGRAM EVALUATION MODEL 9-STEP PROCESS
region11s4.lacoe.edu/.../pdf/9step9evaluation9model920...  
PROGRAM EVALUATION MODEL. 9-STEP ..... The Joint Committee on Standards for Educational Evaluation's Program Evaluation Standards suggests that "all ...

[PDF] The ABCs of Program Evaluation
www.ncpublicschools.org/docs/21col/.../abc-program-evaluation.pdf  

[DOC] Lecture Two: Evaluation Models - University of South Alabama
www.southalabama.edu/coe/bset/johnson/660lectures/Lect2.doc  
Designing educational project and program evaluations: A practical ... in education. The CIPP Model is a simple systems model applied to program evaluation.

Evaluation Logic Model - University of Wisconsin-Extension
www.uwex.edu/ces/psande/evaluation/evallogicmodel.html  
In UW-Extension, we use the logic model in planning, implementation, evaluation and communication. While the term "program" is often used, we find a logic ...
What is Evaluation?

- Context Evaluation
- Input Evaluation
- Goals
- Plans
- Core Values
- Outcomes
- Actions
- Product Evaluation
- Process Evaluation

Program Planning and Evaluation Using the Logic Model

![Logic Model Diagram]

Evaluation Study: Measurement of process indicators — measurement of outcome indicators

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4. Ladewig, Howard. 1998-1999. Personal communication during sessions on “building a framework for accountability” with ECOP Program Leadership Committee (Tannersville, PA, 1998) and the Association of Extension Directors/ECOP (New Orleans, LA, 2000). Dr. Ladewig was a professor at Texas A&M University at the time of communication; he now is at the University of Florida.

http://www.uiweb.uidaho.edu/extension/LogicModel.pdf
Getting Started
Program Evaluation Model: 9-Step Process

1. Define the Purpose and Scope of the Evaluation
2. Specify the Evaluation Questions – What Do You Want to Know?
3. Specify the Evaluation Design
4. Create the Data Collection Action Plan
5. Collect Data
6. Analyze data
7. Document Findings
8. Disseminate Findings
9. Feedback to Program Improvement
Developing an evaluation plan

- Shared understanding of purpose
- Maintain scope of project
- Increase buy-in for project
- Identify adequate resources to conduct evaluation activities
- Respond to changes and priorities
- Facilitate common standards and best practices guide to program-related activities
- Shared leverage for budgeting
- Documentation
**Action Items for Your Evaluation Plan**

Key action items BEFORE developing evaluation questions

- Clarify goals and objectives
- Tie to campus mission
- Determine measurable outcomes
- Identify and meet with key stakeholders to gain buy-in and recommendations
- List data sources
- Specify available tools and methods
- Determine timeline
- Set milestones
- Determine how will share data with stakeholders and campus community
Sample Evaluation Plans
# Evaluation Template

**Evaluation Plan Title**

<table>
<thead>
<tr>
<th>EVALUATION QUESTION</th>
<th>SPECIFIC QUESTION</th>
<th>DATA SOURCE</th>
<th>RESPONSIBLE PERSON(S)</th>
<th>DUE DATE</th>
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<td>1.1</td>
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</tbody>
</table>
### Evaluation Plan: Example #1

#### Evaluation of UC San Diego International Center’s (IC) Programs and Events—Monthly Statistics

<table>
<thead>
<tr>
<th>Evaluation Question</th>
<th>Specific Question</th>
<th>Data Source</th>
<th>Responsible Person(s)</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 What recurring monthly events does the IC host?</td>
<td>1.1 What events does ISPO host?</td>
<td>ISPO event coordinators</td>
<td>BF-H</td>
<td>One week after event</td>
</tr>
<tr>
<td></td>
<td>1.2 What events does IFSO host?</td>
<td>IFSO event coordinators</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 What recurring monthly programs does the IC host?</td>
<td>2.1 What programs does ISPO host?</td>
<td>ISPO program coordinators</td>
<td>BF-H</td>
<td>One week after program</td>
</tr>
<tr>
<td></td>
<td>2.2 What programs does IFSO host?</td>
<td>IFSO program coordinators</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Who was the event’s intended audience?</td>
<td>3.1 What individuals does ISPO want?</td>
<td>ISPO event coordinators</td>
<td>BF-H</td>
<td>One week after event</td>
</tr>
<tr>
<td></td>
<td>3.2 What individuals does IFSO want?</td>
<td>IFSO event coordinizers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Who was the program’s intended audience?</td>
<td>4.1 What individuals does ISPO want?</td>
<td>ISPO program coordinators</td>
<td>BF-H</td>
<td>One week after program</td>
</tr>
<tr>
<td></td>
<td>4.2 What individuals does IFSO want?</td>
<td>IFSO program coordinators</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 What were the relevant statistics for each event?</td>
<td>5.1 Where did the event happen?</td>
<td>ISPO event coordinators</td>
<td>BF-H</td>
<td>One week after event</td>
</tr>
<tr>
<td></td>
<td>5.2 When did the event happen?</td>
<td>IFSO event coordinators</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.3 What was the expected attendance?</td>
<td>ISPO event coordinators</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.4 What was the desired attendance?</td>
<td>IFSO event coordinizers</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>5.5 What was the optimal attendance?</td>
<td>ISPO event coordinators</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.6 What was the actual attendance?</td>
<td>IFSO event coordinizers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 What were the relevant statistics for each program?</td>
<td>6.1 Where did the program happen?</td>
<td>ISPO program coordinators</td>
<td>BF-H</td>
<td>One week after program</td>
</tr>
<tr>
<td></td>
<td>6.2 When did the program happen?</td>
<td>IFSO program coordinators</td>
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<tr>
<td></td>
<td>6.3 What was the expected attendance?</td>
<td>ISPO program coordinators</td>
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<td>6.4 What was the desired attendance?</td>
<td>IFSO program coordinators</td>
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<td></td>
<td>6.5 What was the optimal attendance?</td>
<td>ISPO program coordinators</td>
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</tr>
<tr>
<td></td>
<td>6.6 What was the actual attendance?</td>
<td>IFSO program coordinators</td>
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</tbody>
</table>
### Evaluation Plan: Example #1

#### Events From 9/1/2013 To 11/4/2013

<table>
<thead>
<tr>
<th>Event Date</th>
<th>Event</th>
<th>Admins</th>
<th>Dependents</th>
<th>Scholars</th>
<th>Students</th>
<th>US</th>
<th>Volunteers</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 9/19/2013</td>
<td>Fall 2013 orientation for new EAP reciprocity students</td>
<td></td>
<td></td>
<td>156</td>
<td></td>
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<tr>
<td>2 9/17/2013</td>
<td>Fall 2013 orientation for new freshmen students</td>
<td></td>
<td></td>
<td>665</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3 9/16/2013</td>
<td>Fall 2013 orientation for new graduate students</td>
<td></td>
<td></td>
<td>396</td>
<td></td>
<td></td>
<td></td>
<td>396</td>
</tr>
<tr>
<td>4 9/18/2013</td>
<td>Fall 2013 orientation for new transfer students</td>
<td></td>
<td></td>
<td>443</td>
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<tr>
<td>5 10/21/2013</td>
<td>H-1B orientation</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>6 10/4/2013</td>
<td>International mixer</td>
<td></td>
<td></td>
<td>88</td>
<td>48</td>
<td></td>
<td></td>
<td>136</td>
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<td>7 9/4/2013</td>
<td>J-1 scholar orientation</td>
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<td>35</td>
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<tr>
<td>8 9/11/2013</td>
<td>J-1 scholar orientation</td>
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<td></td>
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<tr>
<td>9 9/18/2013</td>
<td>J-1 scholar orientation</td>
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<tr>
<td>10 9/25/2013</td>
<td>J-1 scholar orientation</td>
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<tr>
<td>11 10/2/2013</td>
<td>J-1 scholar orientation</td>
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<td>12 10/9/2013</td>
<td>J-1 scholar orientation</td>
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<td>13 10/16/2013</td>
<td>J-1 scholar orientation</td>
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<tr>
<td>14 10/23/2013</td>
<td>J-1 scholar orientation</td>
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<tr>
<td>15 9/24/2013</td>
<td>J-1 UNEX orientation</td>
<td></td>
<td></td>
<td>27</td>
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<td>16 9/25/2013</td>
<td>J-1 UNEX orientation</td>
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<td>17 10/2/2013</td>
<td>Makeup new students orientation</td>
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<td>18 10/8/2013</td>
<td>Makeup new students orientation</td>
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<tr>
<td>19 10/11/2013</td>
<td>Makeup new students orientation</td>
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<td>20 10/22/2013</td>
<td>OPT day</td>
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<tr>
<td>21 10/29/2013</td>
<td>OPT day</td>
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<td></td>
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<tr>
<td>22 9/26/2013</td>
<td>Permanent residence workshop</td>
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<td>23 10/5/2013</td>
<td>San Diego bus tour</td>
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<td>69</td>
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</tbody>
</table>
Outcomes

1. Increase/Decrease staffing depending on number of participants.
2. Increase/Decrease room capacity depending on number of participants.
3. Schedule events depending on availability of facilities and staff.
# Evaluation Plan: Sample #2

## FA13 INTERNATIONAL TRITON TRANSITION PROGRAM (ITTP)

<table>
<thead>
<tr>
<th>EVALUATION QUESTION</th>
<th>SPECIFIC QUESTION</th>
<th>DATA SOURCE</th>
<th>DATA COLLECTOR</th>
<th>TIMELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. What are FA13 ITTP participants’ strengths in English before the program?</td>
<td>1.1 What are FA13 ITTP participants’ strengths in English writing before the program? 1.1.1 grammar 1.1.2 spelling 1.1.3 presenting own viewpoints 1.1.4 persuasion 1.2 What are FA13 ITTP participants’ strengths in English reading before the program? 1.2.1 comprehension 1.2.2 critical thinking 1.3 What are FA13 ITTP participants’ strengths in English speaking before the program? 1.3.1 conversation with domestic students 1.3.2 conversation with staff members 1.3.3 conversation with TAs 1.3.4 conversation with professors</td>
<td>Pre-ITTP questionnaire Pre-ITTP writing test Conversation skills rubric</td>
<td>CampusLabs ITTP TAs</td>
<td>August 2013</td>
</tr>
<tr>
<td>2. What are FA13 ITTP participants’ weaknesses in English before the program?</td>
<td>2.1 What are FA13 ITTP participants’ weaknesses in English writing before the program? 2.1.1 grammar 2.1.2 spelling</td>
<td>Pre-ITTP questionnaire Pre-ITTP writing test</td>
<td>CampusLabs ITTP TAs</td>
<td>August 2013</td>
</tr>
</tbody>
</table>
FA13 ITTP PARTICIPANTS’ PRE-PROGRAM CONFIDENCE IN OWN ENGLISH SKILLS

Participants’ confidence writing in English

Participants’ confidence listening in English

Participants’ confidence speaking in English

Participants’ confidence critical reading in English
Outcomes

1. Revise English writing curriculum to more accurately reflect expectations in the Basic Writing and College Writing Program.

2. Include more TA office hours and hold them at the Writing Center.

3. Directly link to College writing program and Writing Center resources.

4. Identify additional stakeholders and methods for sharing data and results of studies.

5. Incorporate more peer mentor interaction with the participants.
Summary

1. Clarify goals and objectives.
2. Tie to campus mission.
3. Determine measurable outcomes.
4. Identify and meet with key stakeholders to gain buy-in and recommendations.
5. Identify data sources and obtain access if needed.
7. Determine reasonable timeline and set key milestones.
8. Determine how will share data with stakeholders and campus community.
9. Leverage data to advocate for your office and students.
Questions

• Dulce Amor L. Dorado  
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  Associate Director, International Center  
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Thank You!

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