Professor: Frank J. Smith  
Office: 714A Poe Hall 
Phone: 515-1723  
Email: fjsmith@ncsu.edu  
Office Hours: Tu&Th 3:00-4:00pm or by appointment

COURSE OBJECTIVES:
1. To understand the basic concepts and principles of program planning and evaluation at both the micro (e.g. firm, organizational) and macro (social program & policy) levels.
2. To develop skills in the techniques and methods of planning and evaluation with a focus on the human resource factor.
3. To prepare a proposal for research or project implementation demonstrating appropriate application of planning and evaluation concepts and methods.

COURSE REQUIREMENTS:
1. Class participation: The literature in this field is scattered through various books and journals. Class time will provide structure for synthesis of this material. Regular attendance and active participation in class are expected. Students will be assigned tasks for finding supplementary information and reporting to the class on selected topics.
2. Planning & evaluation report: Each student will participate in a project to develop a research or project proposal in an area of interest and with consultation and approval of the professor. Deliverables are scheduled as follows:
   - Sept. 26: Submit a 2-4 page pre-proposal. The preproposal should be prepared as a feasibility study, which scans for resources, risks and in the end judges whether the project is feasible. If not, then appropriate adjustments in the topic or approach need to be made quickly.
   - Oct. 17: Submit Part I of the planning and evaluation report (10-15 pages). Part I will define the problem, provide a concise historical perspective, and prepare a logical framework for the proposed program including: the goal, purpose, components, activities, inputs, project targets, project monitoring mechanisms, risks/assumptions. Part 1 will also include a literature review of relevant theoretical factors, methods, case studies and best practices. The intention of the literature review is to describe the knowledge base on which planning decisions (both strategic and tactical) can be made and defended. The relevant literature should help clarify which principles and methods which might have relative advantage.
   - Dec. 5: Final report and presentation. The final report will be an innovative and forward-looking project planning document that sets forth specific goals, formulates a feasible strategy, allocates resources, identifies constraints and risks, provides a design for monitoring and evaluation and demonstrates appropriate methods, resources and tools. The final planning report should be 20-30 pages long, with double spacing and 1" margins. Use APA style. Class presentations of reports should be 15 minutes and include the use of overheads and/or computer displays.

GRADING:
Class participation & assigned reports  = 30%
Preproposal  = 20%
Planning & evaluation report (part 1)  = 20%
Final report and presentation  = 30%

Policy on material turned in late: Due dates should be considered firm. Students with special needs or unusual circumstances should report to me in advance if they want special consideration with regard to deviation from scheduled due dates.

Email: This course will use the email accounts provided for each student by NCSU to communicate
about schedule changes or other class announcements. If you use an email address different from the one provided by NCSU, you should make arrangements to have your NCSU email automatically forwarded to your preferred address. You should check your email account frequently.

TENTATIVE SCHEDULE OF TOPICS AND READINGS (REVISED 8/21/07)

Aug. 22 Introduction to the course and the field of program planning and evaluation

Aug. 29 Goal Setting: Introduction and case studies

Sept. 5 Goal Setting: Theory and techniques
Community goal setting. Chapters 2-3, [Available on E-Reserves of the NCSU Library Web Site]
Henry Sanoff, (1978) KEEKS, from Designing with Community Participation.

Sept. 12 Logical Framework for Planning and Evaluation
Asian Development Bank (1993). The project framework

Sept. 19 Review of literature on strategic planning

Sept. 26 Introduction to MExcel for purposes of modeling and evaluation
Cost benefit analysis
Diffusion models
Oct. 3  Introduction to MSProject 2000  
Scheduling & budgeting  
Critical path

Oct. 10  Decision Analysis  

Oct. 17  More measures and models for internal analysis, planning, and evaluation  [Part I of report due]  
Equity (Lorenz curve, Gini coefficient)

Oct. 24  Research Planning  

Oct. 31  HRD and Organizational Change  

Nov. 7  Estimating Undergraduate Progress to Degree Using a Markov Model: A case study.

Nov. 14  Program Monitoring and Evaluation  
Nov. 21  Thanksgiving

Nov. 28  Consultations on Papers and Presentations

Dec. 5  Student Presentations of Planning & Evaluation Reports
Written Planning & Evaluation Reports due

Miscellaneous Sources:

Journals in D.H. Hill Library
- Human Resource Planning
- Evaluation Review
- Journal of Applied Psychology
- Educational Evaluation and Policy Analysis
- New Directions for Evaluation
- The American Journal of Evaluation

Other Sources:

Internet Links:
- www.capacity.org