

Question	Answer
<p>There are some at our office who believe that an organizational goal or program goal is the same as a mission statement. I personally disagree. Is that true?</p>	<p>Organizations may use the terms goals and mission statement in different ways. Clarity of terms such as these is very important before undertaking a program evaluation.</p>
<p>Can you define the difference between an objective and a goal?</p>	<p>Although terms may be used in different ways, typically, a goal is a broad statement of program purpose which describes the expected long term effects of a program. Goals are broad outcomes that provide an overall vision of what is to be accomplished. Objectives describe results to be achieved and the manner in which they will be achieved. Objectives are based on goals; they are specific, tangible, and measurable.</p>
<p>Please comment on the relationship between short-term, intermediate, and long-term outcomes.</p>	<p>It is often helpful to think of outcomes in terms of “falling dominos” – what short-term outcome(s) must happen for the domino to fall to reach the intermediate outcome(s), and then the long-term outcomes at the end of the chain. Temporally, the distance between categories of outcomes will vary widely.</p>
<p>Why are your outcome examples stated as goals rather than objectives? Where does the evaluator get information to quantify the results of the project?</p>	<p>The terms goals and objectives can vary in their use. What is most important is to be clear about what the program is trying to achieve and how success is defined. Evaluators get information from a variety of sources. However, it is very important for evaluators to follow the steps in the evaluation process and not consider data sources or limitations at this stage of the evaluation. The next webinar will discuss data sources as part of Step 4 in the CDC Framework, gathering credible evidence.</p>
<p>Can you explain the difference between outcome measures and performance measures?</p>	<p>The definitions of these terms vary widely and often overlap. It is important to note that performance measures may address the type or level of program activities conducted (process), the direct products and services delivered by a program (outputs), as well as the results of those products and services (outcomes).</p>

<p>Shouldn't the outcomes be measurable?</p>	<p>Generally, outcomes should be measurable, but sometimes evaluators have to use “proxy measures” which are substitute or indirect measures of an outcome. It is also important to note that in a given evaluation, some outcomes may be too difficult to measure (per the feasibility standard), but this should not alter the importance programmatically.</p>
<p>Which direction is recommended to go in building/filling the gaps in the model - logic model, from activities to long term outcomes or the opposite way?</p>	<p>Generally, we recommend when planning a program, start with outcomes and create the logic model backwards. When working with an on-going programs it is often easiest to start with activities and work to outcomes. However, it is most important to do what makes the most sense to the stakeholders creating the model!</p>
<p>Is it better to do the logic model before or after doing your needs assessment?</p>	<p>This is difficult to answer, much of it would depend on the overall cycle of the program itself, and what information is currently known. If the logic model exists before the needs assessment, then it should be revisited and revised when new information from the needs assessment is available.</p>
<p>I have a question about timing - whether evaluations are appropriate after a program is in place, or whether they have a role in planning. Specifically, how does evaluation relate to implementation (i.e. translation, dissemination)? Is evaluation a methodology that's applied only to programs that are already in place, or is there any overlap with research related to implementing evidence - based interventions in community settings?</p>	<p>Evaluation tools are very useful in planning. For example, logic models can “spell out” assumptions made during planning, and can clarify the logical chain between inputs and activities planned and the intended outcomes. Many times, this process can identify gaps early, when plans can easily be revised.</p>
<p>How do you apply logic models to evaluate a policy (rather than a program)?</p>	<p>The process is the same. The stakeholders engaged should include those who develop policy and those who can change it.</p>

<p>Can logic models become outdated pretty quickly especially in the activities column and, if so, how frequent do you recommend updating logic models and their accompanying evaluation plan? What kind of guidelines or framework is there for including activities? Should activities include "do" list (e.g. hold training) and "plan" list (such as strategies for recruitment) and others?</p>	<p>Logic models should be regularly reviewed and updated as appropriate. However, the frequency will depend on the content of the model(s). At a minimum, we would suggest a review at least annually.</p> <p>Regarding activities, much depends on who the logic model's audience will be. Often programs have different logic models to meet the needs of the different audiences. For example, if the model will be used by staff to help guide their work, then listing details of what to do and plan would be appropriate. For funders and high level administrators, broader descriptions of activities are generally more appropriate.</p>
<p>Are there any logic model workbooks available?</p>	<p>There are several great free resources.</p> <p>University of Wisconsin Extension Service's http://www.uwex.edu/ces/pdande/evaluation/pdf/lmguidecomplete.pdf</p> <p>W.K. Kellogg Foundation's http://www.wkkf.org/Pubs/Tools/Evaluation/Pub3669.pdf</p> <p>Innovation network's http://www.innonet.org/client_docs/File/logic_model_workbook.pdf</p> <p>Additional resources can be found at: http://www.cdc.gov/eval/resources.htm#logic%20model</p>
<p>Is there software CDC recommends for being able to make the boxes with arrows on a page?</p>	<p>CDC does not recommend software. However, it is important that whatever software you use, you are able to access it easily to make changes and adjustments to the logic model.</p>