



The Manager's Guide to Program Evaluation

Planning, Contracting, and Managing for Useful Results

REVISED
SECOND
EDITION

Paul W. Mattessich, Ph.D.

Managers Guide To Program Evaluation Planning Contracting Managing For Useful Results

Susan M. Wolfe, Ann Webb Price



Managers Guide To Program Evaluation Planning Contracting Managing For Useful Results:

The Manager's Guide to Program Evaluation Paul W Mattessich.,2003-08-08 Your Guide to Getting a Useful Evaluation Evaluation is vital and beneficial to any nonprofit organization An effective evaluation can help identify an organization s successes share information with key audiences and improve services It can confirm that an organization is truly making a difference This book is for organization managers and decision makers policymakers funders researchers and students studying applied social service research Benefits you ll get describes what types of information to collect and what questions this information can answer details the four phases of evaluation and the steps involved in each phase and information on various types of research consultants and advice selecting one **Manager's Guide to Program Evaluation: 2nd Edition: Planning, Contracting, & Managing for Useful Results** Paul W. Mattessich,2022-01-25 An effective evaluation can help identify an organization s success share information with key audiences improve services and confirm that an organization is truly making a difference The Manager s Guide to Program Evaluation is a crucial resource for the vitality of any nonprofit organization **Manager's Guide to Program Evaluation: 2nd Edition** Paul W Mattessich,2022-01-25 Your Guide to Getting a Useful Evaluation now updated and revised in this second edition Evaluation is vital and beneficial to any nonprofit organization An effective evaluation can help identify an organization s successes share information with key audiences and improve services It can confirm that an organization is truly making a difference or what changes an organization needs to make in order to improve This book describes what types of information to collect and what questions this information can answer details the four phases of evaluation and the steps involved in each phase and provides information on various types of research consultants and advice on selecting one If you are an organization manager decision maker policymaker funder researcher or student studying applied social service research this guide is an essential resource for your knowledge of effective organizational management **Successful Program Evaluation** Michael K. Wells,2007 Program evaluation is the key to an organization s success Analyzing program outcomes can help you implement cost efficiencies and improve in areas that need extra attention It gives you the opportunity to evaluate whether what you re doing is working and if it s not to make the necessary changes A strong evaluation section in your grant proposal tells the grantor that the organization is succeeding in its mission or if it s not that it has a plan in place to improve future outcomes This can make the difference between getting funded or turned down Book cover **Managing Executive Transitions** Tim Wolfred,2009-06-09 The Essential Guide for Managing Leadership Turnovers A leadership transition can be a time of high vulnerability for a nonprofit organization On the other hand an executive turnover offers unique opportunities for renewal and fresh thinking Managing Executive Transitions shows how this state of transition can give board and staff members a chance to put things back together in new and creative ways to discard some old pieces and to bring in fresh elements Nonprofit boards and executive directors will find practical advice on how to manage leadership turnovers in ways that can

heighten mission impact while avoiding potential downsides Author Tim Wolfred recommends a transformational process of three phases Prepare Pivot and Thrive In the Prepare phase board members staff volunteers and funders engage in an efficient process for updating the agency s strategic directions and crafting a profile of the skills needed in the next executive In the Pivot phase a search ensues conducted by a board reinvigorated and excited about the agency s future impact In the Thrive phase the board engages the newly hired executive as a leadership partner and gives him or her clear performance priorities derived from the strategic directions Engaging case studies and hands on tools such as planning agendas timelines sample letters and communication tips will smooth the transition to new executive leadership Effective Nonprofit

Management Joan E. Pynes,2014-12-18 Employees with valuable skills and a sense of their own worth can make their jobs pay perks and career opportunities different from those of their coworkers in subtle and not so subtle ways This book shows how such individual arrangements can be made fair and acceptable to coworkers and beneficial to both the employee and the employer The Nonprofit Mergers Workbook Part I David La Piana,2008-09-10 Nonprofit mergers are on the rise Executive directors and board members are discovering the advantages comprehensive service delivery better finances more powerful fundraising increased market share Bottom line mergers make more mission possible From assessing reasons and readiness to finding a partner to negotiating the best path to budgeting and implementation author David La Piana guides you through the maze of options with a steady hand Based on experience with more than sixty mergers this handbook is the perfect starting point for any nonprofit exploring a possible merger and a basic resource for all nonprofit managers You ll find how to decide what kind of structure from collaboration to merger meets your goals how to know your own motivation and keep your mission forefront what kind of merger best fits your goals structure and financial situation how to seek merger partners and objectively assess the pros and cons of each how to manage the boards essential role in merger considerations how to exercise due diligence and write the merger agreement how to deal with the rumor mill what you can do yourself when to call in attorneys and consultants and how to select them typical roadblocks and how to beat them how to move past old history and build new traditions as you integrate staff management boards systems and corporate cultures how to budget for and raise funds to implement the merger and much more Full merger case studies decision trees twenty two worksheets checklists tips milestones an extensive resource section and many samples including the minutes of a completed merger negotiation give you concrete assistance with your own merger plans and implementation A special chapter written for nonprofit organizational consultants explains their roles and responsibilities in assisting clients interested in merger

Strategic Planning for Public and Nonprofit Organizations John M. Bryson,2011-07-05 How can leaders use strategic planning to strengthen their public and nonprofit organizations In this fourth edition of his perennial bestseller Strategic Planning for Public and Nonprofit Organizations Bryson provides the most updated version of his thoughtful strategic planning model and outlines the reasons public and nonprofit organizations must embrace strategic planning to improve

their performance Introduced in the first edition and refined over the past 18 years the Strategy Change Cycle a proven planning process used successfully by a large number of nonprofit and public organizations is the framework used to guide the reader through the strategic planning process Bryson offers detailed guidance on implementing the process and specific tools and techniques to make the process work in any organization In addition he clarifies the organizational designs through which strategic thought and action will be encouraged and embraced throughout an entire organization In addition to updated examples new cases and additional information on boundaries distinctive competencies Actor Network theory Bryson will create an instructor's manual with sample syllabi PowerPoint teaching slides and additional cases

The Fieldstone Alliance Nonprofit Guide to Crafting Effective Mission and Vision Statements Emil Angelica, 2001-06-15 Bring focus and direction to your work Too often if you ask four people in a nonprofit what their organization's mission is you'll get four different answers Organizations without clearly defined and agreed-to mission and vision statements frequently find themselves adrift at sea in real financial trouble and unable to make an ongoing positive impact on the community But an effective mission and vision statement can help an organization unify services and create a consistent approach to new program development Crafting Effective Mission and Vision Statements will help your organization develop or revise mission and vision statements that bring focus and direction to your work With orderly easy-to-follow steps this engaging guide helps you Build ownership for the mission and vision statements among board and staff Create a common understanding of your organization's goals Understand how mission and vision statements differ and how to use both for greatest benefit Develop a mission statement that captures exactly what your organization does Create a vision statement based on stakeholders' ideas and the organization's history capacity for growth and fundraising potential Use this guide to create mission and vision statements that help your organization stay focused and keep it moving toward a positive future

The Wilder Nonprofit Field Guide to Developing Effective Teams Beth Gilbertsen, Vijit Ramchandani, 1999-07-01 Proven methods for smoother and more productive teamwork Teamwork is rarely simple easy or natural It's not enough to announce we're a team and expect results The Fieldstone Nonprofit Guide to Developing Effective Teams is a collection of the best tried and true team building methods All types of nonprofits community groups volunteers and board members can benefit from the tips and processes in this guide Plus no matter what role you play on the team you can use this guide and help bolster your team's success Tools for team start-up To help your team get going this guide gives you seven tools and techniques for Writing a team mission statement Setting team goals Conducting effective team meetings p Creating ground rules Decision making in teams Creating team project plans Developing team spirit Tools for team maintenance Even the best teams struggle with challenges This guide will help you deal with predictable problems and improve teamwork at any stage of your team's development You'll find specific guidance for Improving team meetings Evaluating overall team effectiveness Resolving conflict within a team Managing conflict between two teams Clarifying roles and responsibilities Dealing with performance

problems Communicating between meetings With a few tools and a little guidance most groups of people who want to become a team can do it Developing Effective Teams is just the help you need

The Nonprofit Organizational Culture Guide Paige Hull Teegarden,Denice Rothman Hinden,Paul Sturm,2010-11-17 Praise for The Nonprofit Organizational Culture Guide This is an important book for consultants and managers who work with nonprofit organizations The Nonprofit Organizational Culture Guide lays out basic theory about how nonprofits come to be and how they operate and it demonstrates how important the concept of culture is to understanding this important sector of our society Edgar H Schein professor of management emeritus MIT Sloan School of Management This book is a must read for nonprofit executives The authors spell out the themes beliefs and assumptions that are unique to nonprofits regardless of their size or mission ultimately revealing how culture manifests itself in organizations Darryl A Jones Sr CEO Maryland Association of Nonprofit Organizations This is the book that the nonprofit community has needed for a long time The authors provide a compelling assessment tool that all organizations can use This book is essential to understanding how nonprofits work and why they do or do not achieve the outcomes and missions they set for themselves Flo Green vice president IdeaEncore Network Anyone who works in a group and relies on others to get things done will benefit from this book Readers will discover how the environment of an organization influences how decisions are made and ultimately how things get done Natalie Abatemarco director of North America community programs Citigroup Inc Every organization has culture recognized or not And that culture plays a powerful role in shaping the way people act within that context The insights frameworks and tools in this book will help people become more astute within their organizational cultures Brian Fraser lead provocateur Organization Jazzthink

Financial Leadership for Nonprofit Executives Jeanne Bell,Elizabeth Schaffer,2005-03-31 Making sure that your nonprofit is going to be around long term requires financial leadership This means creating a financial vision for your organization and planning how you ll get there Financial Leadership for Nonprofit Executives gives you the framework specific language and processes to lead with confidence With it you ll learn how to protect and grow the assets of your organization and accomplish as much mission as possible with those resources The good news is you don t have to be a trained accountant earn an MBA or have run a for profit business in another lifetime You already have many of the skills it takes to be a financial leader This useful guide makes the process understandable and doable You ll find clear logical steps to learn how to get accurate financial data in a format you can understand use financial data to evaluate your organization s health plan around a set of meaningful financial goals and communicate progress on these goals to your staff board and external stakeholders You ll also find five foundational financial leadership principles three overarching questions every financial leader needs to be able to answer and where to find those answers two fundamental budgeting principles and five steps to building a strong annual budget At the end of each chapter is an evaluation tool You can rate how your organization is doing relative to the component of financial leadership covered in each chapter Each attribute is scored as being red

yellow or green Red items are below standard and require immediate attention yellow items are widely practiced though not generally ideal and green items are considered best practice Over time as you and your partners on the board and staff move the organization toward green in each of these areas you will create an environment in which financial leadership can flourish

Consulting With Nonprofits Carol A. Lukas, 1998-07-01 At last A comprehensive guide to the art craft and business of consulting with nonprofits and community groups Nonprofit consulting requires specialized skills and knowledge of how the sector works This guide gives you the resources and tools to help you provide quality assistance throughout your career experienced consultants will find it an invaluable reference new consultants will get oriented to the sector and find step by step guidance through the entire process technical specialists will gain insights into the larger processes that shape nonprofit organizations for profit consultants and business sector volunteers will discover how to shift their expertise to match the unique culture of nonprofit and community work students in public administration organization development and nonprofit management will find it a useful guide for fieldwork service projects or future career search With this illustrated guide you get an overview of the nonprofit sector and unique elements of consulting with nonprofits the six stage process of consulting with concrete steps and challenges in each stage the art of consulting including roles dynamics and ethics lessons from the field stories from thirty skilled consultants offering sage advice on common challenges from setting up contracts to cross cultural consulting to choosing a consulting role that matches the client s needs when team consulting makes sense key differences between internal and external consulting how to run your business marketing your services setting fees estimating costs and billing managing your career growth working with funders nine worksheets sample proposals professional standards annotated bibliography and much more

Prevention Is Primary Larry Cohen, Vivian Chavez, Sana Chehimi, 2010-08-20 The new edition of *Prevention Is Primary* provides models methods and approaches for building health and equity in communities This comprehensive book includes the theory concepts and models needed to harness social justice and practice primary prevention of unnecessary illness and injury Ideal for students as well as practitioners this thoroughly revised and updated second edition combines an overview of advances in the field with effective approaches in the current economic and health care climate With contributions from noted experts *Prevention Is Primary* shows practical applications of intervention science to social and health problems and issues facing at risk and vulnerable groups The book describes the overarching framework and principles guiding prevention efforts including a focus on social justice and health equity and community resilience It explores the transition from prevention theory to implementation and practice and from interdisciplinary collaboration to evaluation Highlighting the book s usefulness as a teaching and learning tool *Prevention Is Primary* has real world examples learning objectives and review questions for each chapter

Interpersonal Violence in the African-American Community Robert L. Hampton, Thomas P. Gullotta, 2010-04-21 This book provides a solid foundation for understanding violence within the African American community from the perspective of African Americans It

challenges existing stereotypes of African Americans and offers concrete advice on approaches that are or might be effective with African American populations The content is driven by real world evidence based practices based on sound scientific foundations **Guidebook to Community Consulting** Susan M. Wolfe,Ann Webb Price,2023-03-23 Guidebook to Community Consulting provides advice for people interested in starting or growing a career in community consulting Drawing on the authors years of experience as community consultants it offers a wealth of practical guidance to anyone considering or establishing a successful career serving and empowering communities It includes guidance about the personal qualities values and technical skills needed how to start a consulting practice how to collaborate with colleagues and most importantly how to collaborate with communities Practical advice and tips are motivated by core guiding principles and goals including an understanding of consulting as a partnership between consultants and communities decoloniality anti racism and equity The text is animated with illustrative anecdotes and lessons gained from real world experience **Managing**

Program Evaluation: Towards Explicating a Professional Practice Donald W. Compton,Michael L. Baizerman,2009-04-13 This book explores issues in understanding managing evaluation an often invisible process guiding evaluation studies evaluators other workers and evaluation units The chapters define and illustrate through four case studies Central questions in the domain of managing are Should the evaluation field recognize managing as a core professional expertise Should it promote this by legitimizing preparation of experts and expertise What should curriculum pedagogy and learning sites be The authors suggest beginning foci curricula and pedagogy in managing evaluation and wish to stimulate reflection and conversation within our profession on how to manage evaluation in various contexts and multiple layers

The Nimble Collaboration Karen Louise Ray,2002-09-15 Let s face it the collaboration process can be a pain in the neck The Nimble Collaboration Fine Tuning Your Collaboration for Lasting Success shows collaborations how to become leaner more responsive more flexible and ultimately more productive In their bestselling book Collaboration Handbook Creating Sustaining and Enjoying the Journey Michael Winer and Karen Ray describe how to form a successful collaboration In The Nimble Collaboration Ray guides existing partnerships into the next stage becoming more effective Part I presents the three Rs of nimble collaboration results that are clearly defined relationships that are deft and a structure that is resilient Readers will learn how to determine describe and evaluate the specific results everyone wants to achieve and keep them at the heart of each step they take The book shows readers how to build trust reinforce roles and avoid turf issues and hidden agendas Part II walks through real life applications in two typical collaborations service integration collaborations and complex problem solving collaborations Detailed case studies demonstrate nimbleness in action and give collaborations concrete problem solving ideas Throughout the book are samples examples and how tos based on the author s many years of experience consulting with real people in real collaborations across the United States A special section explains how to write the various documents that bind partners together on paper including a memo of agreement and a formal governance

agreement Collaborations that involve government agencies nongovernmental organizations community building groups nonprofits law enforcement education health housing arts social services business foundation you name it will find hands on help for making their collaboration satisfying and productive

The Lobbying and Advocacy Handbook for Nonprofit Organizations, Second Edition Marcia Avner, 2013-07-23 The Lobbying and Advocacy Handbook for Nonprofit Organizations Second Edition is your complete road map to shaping public policy at the state and local level It gives detailed step by step instructions for developing an effective plan and putting it into action With this handbook you will discover how lobbying can help fulfill your mission learn how to initiate support or defeat bills develop effective lobbying skills gather and mobilize support for your positions learn how to use the media effectively influence gov t administrators to back your policy positions comply with state and federal regulations and set up systems in your nonprofit to support lobbying In addition to updated worksheets case studies and resources new material in the second edition includes nonprofit civic engagement and voter mobilization designing the Policy Committee that works for your nonprofit utilizing social media in your communications strategies administrative advocacy working with governmental agencies and understanding the why what and how of collaboration

Marketing Workbook for Nonprofit Organizations Gary J. Stern, 1997-08-15 Don t just wish for marketing results get them If marketing seems too commercial or too complex or if your current efforts aren t delivering results this book is for you With this helpful guide you can create a simple usable marketing plan designed to get results Since its first edition in 1990 the Marketing Workbook has helped thousands like you use marketing to reach the people you want to help and attract the money and support your organization deserves Now this updated second edition offers an easy to follow five step process to create an effective marketing plan provides an expanded resources section including Internet examples and includes web wisdom to help you set reasonable web goals build an on line reputation and learn about the possibilities and pitfalls of web promotion Use it to be sure you have the right services to meet people s needs reach the audiences you want with a message that motivates people to respond and make a strong impact in your community and beyond This book will guide you through each stage of the marketing process You ll learn how to link marketing with strategic planning set goals and evaluate your success conduct a marketing audit using the Six Ps of Marketing position your organization in a unique niche and develop a marketing plan and promotional campaign Plus you also get 27 proven promotional techniques dozens of tips for writing and design a sample marketing plan a case study of how one nonprofit implemented their plan and much more Get the Marketing Workbook and start putting the power of marketing to work in your organization

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