Using collaborative approaches to program evaluation to promote positive leadership in schools

September 2019
Program evaluation is the gathering and analysis of evidence on a program in order to provide insights to inform decision-making and ongoing development of the program.
When you think of educational evaluation... what are the words that come to mind?
How has an experience, you have had with evaluation contributed to positive leadership or eroded positive leadership in schools?

What would it look like for educational evaluation to contribute to flourishing in schools?
Collaborative Approaches to Evaluation

Developmental Evaluation

- Provides information and feedback to guide the adaptation of the program in a dynamic context
- Centered on the innovators values and commitment to make a difference
- Offers real-time feedback
Coach Counsellor Program

• Development of shared Social Worker role across 2 school boards

• Focus on mental health and wellness
Our Research on Evaluation Questions

HOW DOES EDUCATIONAL EVALUATION CONTRIBUTE TO LEADERS’ LEARNING?

WHAT ASPECTS OF COLLABORATIVE APPROACHES TO EVALUATION PRINCIPLES FACILITATED LEADERS’ LEARNING?
Evaluation Activities and Methods

- **Aug. 2018**: Initial conversation with key stakeholders
- **Sept. 2018**: MHWCC hiring process. Role begins
- **Jan. 2019**: Stakeholders meet with evaluators to discuss MHWCC’s progress and goals
- **May 2019**: Student voice gathered through diverse data collection strategies
- **June 2019**: Reflection on role’s impact; Interviews with school leaders
Research on Evaluation Methods

- Key stakeholder interviews coded for collaborative evaluation principles
- Multiple voices across different time points
Findings

CLARIFY MOTIVATION FOR COLLABORATION

FOSTER MEANINGFUL RELATIONSHIPS
Findings

- Develop a shared understanding of the program
- Promote appropriate participatory processes
- Monitor and respond to the resource availability
Findings

“I think without [an evaluation] component attached to [the project] that it would have just all unfolded and there wouldn’t have been an opportunity to come back and, we use the word correct and I’m not suggesting errors but just like a mission directive.”
Findings

Monitor Evaluation Progress and Quality

Promote Evaluative Thinking

Follow Through to Realize Use
For school leaders, the potential for program evaluation is to:

- Obtain new insights/learn
- Document program accomplishments
- Improve implementation/effectiveness
- Serve accountability/demonstrate effectiveness
- Manage program resources/secure program funding
- Provide information for program sustainability/scalability
- Serve ethical responsibilities about the effects of program participation
- Foster an appreciation of research