A SELECTED BIBLIOGRAPHY OF MATERIALS PERTINENT TO EVALUATING

AND ANALYZING STATE PROGRAMS

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By Gloria A. Grizzle
Office of State Budget
N. C. Department of Administration

This bibliography has been compiled for planners and budgeters interested in analyzing and evaluating state programs. As used here, "analysis" means anticipating what the consequences of a proposed program would be if that program were implemented. In contrast, "evaluation" means estimating what the consequences were of a program that was implemented. Some aspects of a program's "consequences" that are particularly important to state planners and budgeters are efficiency, productivity, and impact.

While the same measures of efficiency, productivity, and impact can be used for both analysis and evaluation, the methods for making the measurements are often different. Since evaluation has been talked about more frequently in the past few years than analysis, this bibliography concentrates upon the methods for conducting an evaluation rather than an analysis.

The works cited are organized into five general categories:

1. Methods used to evaluate programs
2. Feasibility of conducting evaluations
3. Productivity, impact and workload measures
4. Social indicators
5. Applications to selected program areas in state government.

Evaluation Methods

These works focus almost exclusively upon ways of determining the impacts (results) of programs rather than either the inputs or immediate products. Two general themes stressed in discussing evaluation methods are (1) the need to move further toward implementing programs in ways that allow experimental designs and (2) the need to develop more techniques for evaluating programs that cannot accommodate experimental designs.

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Weiss, Carol H. Evaluation Research: Methods for Assessing Program Effectiveness. Englewood Cliffs, N. J.: Prentice-Hall, 1972.

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Weiss, Robert S.; and Rein, Martin. "The Evaluation of Broad-Aim Programs: Experimental Design, Its Difficulties, and an Alternative." Administrative Science Quarterly, 15:1 (March, 1970), 97-109.

Feasibility of Evaluation

If evaluations are to be used as a basis for deciding which programs will be conducted at what level, the evaluator must master more than evaluation methods. These articles deal with the political and organizational problems that the evaluator must take into account in order to develop information that policy makers will use.

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Levin, Martin A. and Dornbusch, Horst D. "Pure and Policy Social Science: Evaluation of Policies in Criminal Justice and Education." Public Policy, 21:3 (Summer, 1973), 383-423.

Morehouse, Thomas A. "Program Evaluation: Social Research Versus Public Policy." Public Administration Review, 32:6 (November/December, 1972), 868-874.

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Tripodi, Tony; Epstein, Irwin; and MacMurray, Carol. "Dilemmas in Evaluation: Implications for Administrators of Social Action Programs." American Journal of Orthopsychiatry, 40:5 (October, 1970), 850-857.

Weiss, Carol H. "Between the Cup and the Lip..." Evaluation, 1:2 (1973), 49-55.

Weiss, Carol H. "The Politics of Impact Measurement." Policy Studies Journal, 1:3 (Spring, 1973), 179-183.

Productivity, Impact and Workload Measures

The statistical workhorse in budgeting has for many years been the workload measure, which describes an agency's or a program's product (physical output). Dividing a program's costs into its product yields a measure of the program's efficiency. Dividing a program's critical resource into its product yields a measure of the program's productivity. Until recently, productivity measurements were typically calculated by using physical units of a resource used, e.g., number of manyears. Recently "productivity" has received a lot of attention, and some people have broadened the meaning of this term to include program impacts as well as products and total resources measured in dollars as well as some critical resource measured in physical units.

Measures of a program's impact (also often referred to as effectiveness measures) are often discussed in the abstract, but the actual measures for most state programs cannot be found in the literature. Those impact measures that have been published are usually found in works that also present workload measures.

The works cited below include a sampling of workload measures, impact measures, and the recent productivity literature.

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North Carolina. Department of Administration. Office of State Budget. Statistical Abstract: North Carolina State Government. Raleigh, N. C.: Department of Administration, 1973.

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Silverman, Eli B. "Productivity in Government: A Note of Caution." Midwest Review of Public Administration, 7:3 (July, 1973), 143-53.

Social Indicators

Social indicators have been primarily pursued by a group of researchers separate from those who have developed workload and impact (effectiveness) measures. Because the central concern of this movement has been to describe the quality of life in a community, state, or nation, this literature may be quite helpful in developing measures of program impacts. The social indicator may be a good measure of the basic condition that a program is expected to have an impact upon. But, by itself, a change in an indicator is insufficient ground for concluding that the program being evaluated caused that change. Linking the program product to the change in basic conditions is covered in the evaluation methods section and in some instances in the next section that concentrates upon evaluation in selected program areas.

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Evaluation Applied to Selected Program Areas

Included in this section are those works that relate to particular programs, broadly grouped into these areas: criminal justice, education, health, natural and economic resources, social services, and transportation. Some of the articles are examples of program evaluations, especially impact evaluations. Other articles suggest measures and methods for evaluating specific programs. Still others discuss problems that evaluators working in particular program areas must face.

Criminal Justice

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Hoffman, Richard B. "Performance Measurements in Crime Control." Journal of Research in Crime and Delinquency, 8:2 (July, 1971), 165-174.

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