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SUMMATIVE EVALUATION PROPOSAL
FOR THE
MICHIGAN LEADERSHIP RESIDENT NETWORK

A PLAN B PAPER SUBMITTED TO
DR JUNE THOMAS, FACULTY OF THE DIVISION OF SOCIAL SCIENCES
IN CANDIDACY FOR THE DEGREE OF
MASTER OF URBAN PLANNING

DEPARTMENT OF URBAN & REGIONAL PLANNING
AND
URBAN AFFAIRS PROGRAMS

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First and foremost I want to thank my Lord and Savior Jesus Christ, who has always abided with me (I am just catching on).

Lord, You are perfect and true in every way and have remained to me closer than a brother. I am overwhelmed that You would call me friend. I exalt You!

"Your Word is a lamp unto my feet and a light unto my path"

I would also like to thank my family and my fiancée for their unceasing support. Dr. June Thomas for her guidance and extending the opportunity for me to become an MSU graduate student. Ms. Doris Witherspoon for her "outstanding" support and guidance,

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Thank You!

TABLE OF CONTENTS

Chapter	Title	Page Number
	Executive Summary	1
1.	Introduction	3
1.1.	What is the Michigan Resident Leadership Network (MRLN)?	4
1.2.	Why Evaluate?	13
2.	Program Evaluation	17
2.1.	A Framework for Program Evaluation	17
2.2.	Type of Proposed Evaluation	20
2.3.	Performing MRLN's Evaluation	22
2.4.	Administration of Evaluation	30
	Conclusion	34
	References	39
	Appendices	42
A.	Michigan Resident Leadership by-laws	
B.	Michigan Resident Leadership Network Evaluation Report Proposal	
	B-1. Consent Form	
	B-2. Survey Questions	
C.	Planning an Evaluation Budget	

FIGURES

Figure Number	Title	Page Number
1.	Michigan Resident Leadership Network Ecological Map	13
2.	Map of Michigan Resident Leadership Network Participant Areas	14

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The purpose of this report is to serve as a guidance tool in assessing the Michigan Resident Leadership Network's (MRLN) accomplishment of its established goals for public housing residents. The Michigan Resident Leadership Network (MRLN) program was devised to assist public housing residents in developing leadership skills, to promote networking among public housing residents throughout the state of Michigan, and to empower public housing residents and those interested in public housing issues. This document will also assist the program in procuring funding for the reactivation of its program.

To date, there has been no data, which serves as an evaluation guide, to assess the program's accomplishments and its effectiveness. This indicates a need to peruse an evaluation.

The issue that will be addressed within this report will ask, " How does program administration execute an evaluation?" The explanation provided will guide *MRLN* in its program's development. The basis for discussion within this paper will assist the Michigan Resident Leadership Network (MRLN) in its attempt to prove it has accomplished its established goals and that its program is qualified for prospective funding.

INTRODUCTION

Chapter 1

1. INTRODUCTION

A common problem with planned programs is that some are either never implemented or some are so poorly implemented that people receiving the service gain minimal or no benefit (Posavac 1997, 4). Too often programs are unsuccessfully planned and/or the needs of the targeted population are misunderstood and, consequently, the programs fail (Posavac 1997, 4). In an endeavor to sustain programs, evaluations can determine their strengths, areas that could be improved, and areas to eradicate.

Evaluation is the systematic process of collecting and analyzing data to determine whether and to what degree goals and objectives have been or are being achieved. Evaluation is also the methodical process of collecting and analyzing data in order to make decisions that can be instrumental in determining the program's future (Dutwin 2000, 4). The goal of the evaluator is to assess program strengths and weakness.

Program evaluation can be a useful and important development tool to increase the quality and effectiveness of programs, identify its successes, gain or increase its funding opportunities, and effectively plan for new program initiatives (Canadian Government Documents, 1).

The goals of the Michigan Resident Leadership Network (MRLN) are to assist public housing residents in obtaining leadership training and to encourage networking. This evaluation proposal is a tool to help MRLN in disclosing the success and/or failures of its program.

1.1 What is the Michigan Resident Leadership Network (MRLN)?

The Michigan Resident Leadership Network (MRLN) is an expansion of the Michigan State University's Extension Offices. These offices reach into every county in the state to get practical, university-based knowledge into the hands of the people who need it. The Extension provides information and offers educational programs in the areas of children, youth, and families; agriculture and natural resources; and community and economic development. Extension is aided by its ability to draw on the knowledge resources of the entire university in order to address issues identified by citizen advisory committees in all counties (<http://www.msue.msu.edu>).

The Michigan Resident Leadership Network (*MRLN*) was established by the *Center for Urban Affairs Community and Economic Development Program (CEDP)*. *CEDP* established this through Michigan State University's (MSU's) extension office in Lansing in 1994-1998. This program was developed to enhance networking capabilities, provide leadership training and empower public housing residents and those interested public housing issues. The objectives of these goals were to publish four newsletters for the year, publish an annual directory and hold four training workshops.

MRLN's Beginnings

In 1992, the Community and Economic Development Program of the Michigan State University Center for Urban Affairs (CEDP) formed a Statewide Resident Initiatives Advisory Committee to advise Michigan State University (MSU) on public housing issues. CEDP has been engaged in a unique partnership to develop and sustain the Michigan Resident Leadership Network (Partnership Agreement between MRLN and the MSU Center for Urban Affairs CEDP Memorandum).

Two years later, in 1994, Michigan State University held a series of design team meetings around the state to help design a statewide organization and plan a statewide conference to be held that August. In their first meeting in January, participants suggested that the statewide organization should be a partnership organization that included residents, housing commissions and others who work with public housing. The Design team selected Michigan Resident Leadership Network (MRLN) as the name for the statewide organization (Michigan Resident Leadership Network Board of Directors Planning Packet 1997, 3).

The United States Department of Housing and Urban Development's (HUD) National Resident Initiatives Advisory Committee developed recommendations for Tenant Opportunities Program (TOP) and Resident Initiatives. In 1994, Michigan State University applied and was the only University to receive a three-year HUD statewide Tenant Opportunities Program (TOP) grant, which began the following year. The goals of TOP are to support resident initiatives in Michigan and to help *MRLN* become an independent organization. In 1997, *MRLN* was incorporated as a non-profit organization in Michigan. (Michigan Resident Leadership Network Board of Directors Planning Packet 1997, 3).

Once officially established, *MRLN* also received support from the Community and Economic Development Program (CEDP) of Michigan State University. In order to help *MRLN* meet its goals, CEDP agreed to:

- Provide the services of one quarter-time graduate assistant (10 hours per week) to assist *MRLN*. The assistant would assume the responsibilities of providing programmatic and administrative support

for *MRLN* by helping to develop the *MRLN* newsletter and assist the board in planning meetings as appropriate.

- Maintain the *MRLN* database and provide access to the CEDP database of approximately 10,000 community and economic researchers and practitioners.
- Help *MRLN* access the resources of Michigan State University and to provide opportunities for *MRLN* members to become involved in activities that are of interest to public and subsidized housing residents.
- Serve as the registered address for all activities of the Michigan Resident Leadership Network.

(Partnership Agreement between *MRLN* and the MSU Center for Urban Affairs CEDP Memorandum).

MRLN's Mission

"The Michigan Resident Leadership Network (*MRLN*) is a statewide partnership created to encourage networking and provide information training and technical assistance for resident councils, resident management corporations, housing commissions and others who serve the public or subsidized housing community in Michigan"

(Michigan Resident Leadership Network Mission Statement).

MRLN's overall goal is to provide leadership skills, networking capabilities and empowerment to all persons interested in public housing issues. This goal is divided into four parts, which are to:

- Provide assistance and educational material with respect to the establishment of resident organizations in every city or town in Michigan which is served by public or subsidized housing
- Provide partners with information and training about organizational and leadership development
- Provide a forum for networking, building trust and exchanging ideas among partnership members
- Provide partners with information and training about local, state and federal policies and laws affecting the quality of life in public housing and to develop citizenship skills.

To become a member of the *MRLN*, organizations and individuals must apply to the board of directors and pay dues. Resident organization members must live in public or subsidized housing and must have a democratically elected board of directors (Michigan Resident Leadership Network By-Laws, 1995). Organizations that serve residents must consist of staff or volunteers that work with public or subsidized housing residents (such as housing commissions, nonprofit, businesses, universities, and community or government agencies). And lastly, "At Large" members are residents who live in areas not served by resident organizations but support *MRLN* activities (Michigan Resident Leadership Network By-Laws, 1995).

To become a part of the *MRLN* Committees, membership is open to all the program's members. At least one board member is elected on each committee and the president of the board or general membership appoints chairpersons/co-chairpersons (Michigan Resident Leadership Network By-Laws, 1995).

The Stakeholders of *MRLN* consist of the following:

- Michigan State University's All –University Outreach Granters
- Michigan State University, Center for Urban Affairs and Economic Development Program (CUA/CEDP)
- Federal Granters – U.S. Department of Housing and Urban Development(HUD), Urban Development Tenant Opportunities Program (TOP)
- Staff/volunteers
- Participants – Michigan public housing residents, housing commissions, resident organizations
- Businesses and community agencies
- *MRLN* partners

(Michigan Resident Leadership Network Board of Directors Planning Packet 1997, 2).

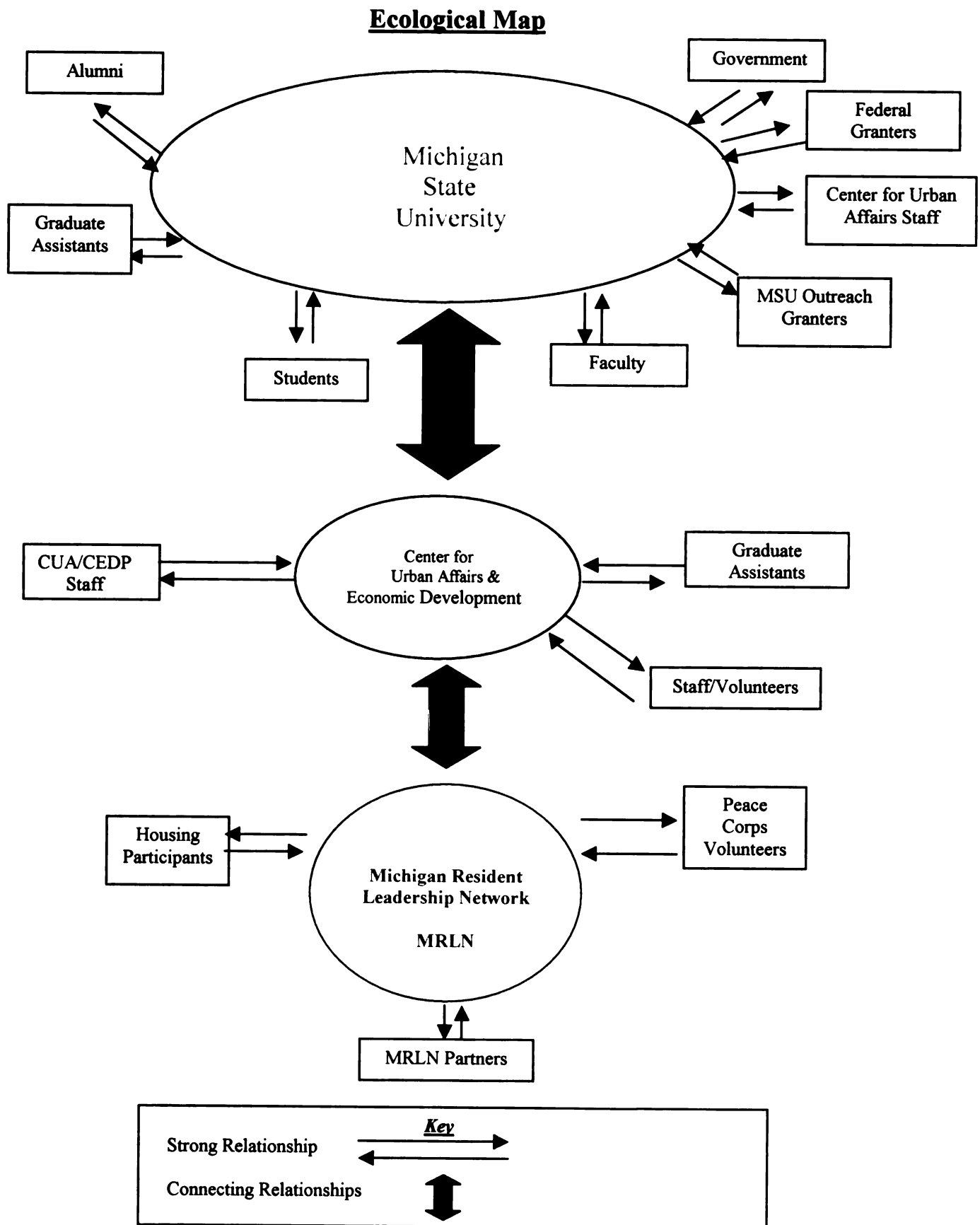


Figure 1. Ecological map of stakeholders.

The Michigan Resident Leadership Network location extends throughout the state of Michigan. Its locations include 17 cities within 5 regions:



Figure 2. Michigan Resident Leadership Network Participation Areas (http://www.msue.msu.edu/msue/docs/b_p.html)

South East

Detroit
Inkster
Lincoln Park
Pontiac
River Rouge
Romulus
Ypsilanti
Wayne

East Central

Flint
Saginaw

South West

Alvion
Benton Harbor
Jackson
Lansing

West Central

Muskegon Heights

Upper Peninsula

Iron Mountain
Marquette

In an advancement effort, the members of MRLN annually assessed their strengths and weaknesses. According to MRLN's latest (1997) board meeting records, their strengths included: (some of the goals are explained in further detail)

- Team skills – working effectively in a group.
- Combined skills and resources – utilizing the existing various resources provided by MRLN's current members.
- Proficient resident leadership
- Understanding of policy issues and ability to work through policies
- Implementation of rules and regulations as they occur
- Open, honesty, building of relationships, networking
- Research
- Contact with public officials and impact
- MRLN's a community of communities
- Technological access- utilization of the available technological resources i.e. Internet, video conferencing, fax, electronic mail.
- Caring and giving to people
- Able to meet deadlines
- Michigan State University partner – collaboration with resourceful and proficient university.
- MRLN is effective at building partnerships
- Expansion – MRLN has potential to expand throughout several states.

(Michigan Resident Leadership Network Board of Directors Planning Packet 1997, 6).

Some of the weaknesses MRLN identified are:

- Pressures its progress- members hasten the program's progress.
- Lack of complete sharing of information
- Needs to be more supportive of one another
- Needs to incorporate statistics to establish validity
- Lacking specified code of ethics
- Needs general assembly meeting
- Reinforcement of council training

(Michigan Resident Leadership Network Board of Directors Planning Packet 1997, 6).

According to *MRLN's* 1997 Board of Directors Planning Packet, some of the desired accomplishments and ideas for the program's future included:

- To build communication and membership
- Create outreach to resident councils
- Effectiveness in identifying funding sources
- Have a public relations person for MRLN
- Residents doing more work in resident management
- MRLN owned building that employs residents of subsidized public housing
- Network with local and state agencies.

(Michigan Resident Leadership Network Board of Directors Planning Packet 1997, 5).

Given the program's preliminary assessments of its conditions and aspirations, an evaluation can be instrumental in strengthening weak areas to achieve the program's desired goals.

1.2 Why Evaluate?

Evaluations are performed for various reasons. Prior to program development, there may be a need to identify the types of services and activities a program should offer. An organization may need to justify additional or continued funding which would also account for what has been accomplished through program funding. This is performed to assess the cost-effectiveness of the program. And finally, a program may be interested in its progress or its stagnation in order to contribute to the body of knowledge in its field in addition to increasing the effectiveness of program management. (Canadian Government Documents 1997, 1).

The Evaluation of Need

An evaluation of need attempts to identify and measure the level of unmet needs within an organization or community (Posavac 1997, 7). Assessing needs is a fundamental step prior to program planning. Program planning observes a diversity of approaches to satisfy needs. Once examined, the most qualified approaches are selected. This selection process engages program planners in a form of evaluation; one that occurs before the program begins (Posavac 1997, 7).

As part of the assessment of need, evaluators may examine the socioeconomic profile of the community, the level of social problems within the community, and the agencies and institutions currently serving the community (Posavac 1997, 7).

Through close contact with residents and local leaders, evaluators can determine which aspects of a program are likely to be useful and which may be unsuitable, thus adding validity to the conclusions drawn suggesting areas of unmet needs (Posavac 1997, 7).

Benefits to Sponsors and Staff

Programs may receive funding from various public or private sources (tax funds, foundation, company, or individuals) and prior to funding agreements; funders want to know, "What did we get for our money?" (Dutwin 2000, 24). Sponsors and staff are interested in making sure that the program was worth their financial contribution. They are also interested in finding out if a similar outcome can be achieved with fewer resources (Posavac 1997, 10). Although a particular program may produce good results, some services can be provided in a number of ways, and some more effective than others. If the results of various outcomes were roughly equivalent, the less expensive choice would be selected in order to permit more people to be served or additional services to be offered (Posavac 1997, 5). The results of evaluation activities provide data to support ideas about the relative value of activities, effectiveness of the processes, and the program's impact on the organization and people involved (Dutwin 2000, 24).

In addition to cost-effective benefits, staff member and sponsors learn from this process. Due to their increased knowledge, the program is improved, and the client is the beneficiary. The evaluation may also present opportunities to identify new audiences and applications for a program (Dutwin 2000, 25).

Importance of Evaluation

Evaluation is an identification of discrepancies between where a program is and where it would like to be (Dutwin 2000, 8). The most meaningful question an evaluation can answer is "is the program meeting the needs of its recipients?"

Program evaluation contributes to the provision of quality services to people in need. It contributes to these services by providing feedback from program activities and outcomes to those who can make program changes or decide which services are to be

offered. Without feedback, human service programs cannot be carried out effectively (Posavac 1997, 14).

Feedback can be provided for different purposes. First, a *formative evaluation* is an examination of a program in progress (Dutwin 2000, 35). Formative evaluations can strengthen the plans for services and their delivery in order to improve the outcomes of programs or increase the proficiency of programs. These evaluations are intended to help improve programs (Posavac 1997, 14).

Second, a *summative evaluation* is an evaluation conducted at the end of a program or project for funders or other decision-makers (Dutwin 2000, 35). This type of evaluation assists in the decision of whether a program should be started, continued, or chosen from two or more alternatives. Once the value of the program has been assessed, the program may or may not be discontinued (Posavac 1997, 15).

Although adequate data is obtained by performing a formative and summative evaluation, executing the evaluation on one occasion is not sufficient. Once a program has carefully been interpreted using feedback from a formative evaluation and the program is identified as effective using a summative evaluation, frequent feedback is still necessary to maintain the quality of the program. This form of evaluation is called *monitoring*. Monitoring is assessing the extent to which a program is consistent with its design or implementation plan. Also monitoring indicates if the program is directed at the appropriate target population (Dutwin 2000, 35). Furthermore, monitoring can be expected to isolate problems that occur when the social environment changes (Posavac 1997, 15).

Through evaluation, we can look at different ways to approach a task, different audiences the approach might benefit, and additional needs of the current audience.

PROGRAM EVALUATION

Chapter 2

2. PROGRAM EVALUATION

Though essential, program evaluation is a challenging process due to diversity in the types of programs funded (Canadian Government Documents 1997, 7). To be satisfactory, an evaluation framework must observe and react to this diversity. It must also provide a consistent and common method that applies across programs, ensures accountability and produces evidence-based results that promote understanding concerning contributions to quality human service programs (Canadian Government Documents 1997, 7).

2.1 A Framework for Program Evaluation

The evaluation framework presented in this paper will serve as a guide to meet expected challenges. It is composed of two parts:

- *Five key evaluation questions*
- *Five evaluation process steps*

The five evaluation questions form a generalized core of the framework and can be applied to all types of program activities. The five process steps outline a systematic approach to the tasks that programs need to complete to answer the evaluation questions (Canadian Government Documents 1997, 7).

The Five Key Evaluation Questions

As a reflection of the diverse programs available, the explanation for each of the evaluation questions will vary however; the five fundamental questions presented will remain constant (Canadian Government Documents 1997, 7).

5 Key Evaluation Questions

1. Did we do what we said we would do? (What)
2. What did we learn about what worked and what did not work? (Why)
3. What difference did it make that we did this work? (So What)
4. What could we do differently? (Now What)
5. How do we plan to use the evaluation findings for continuous learning? (Then What)

(Canadian Government Documents 1997, 7).

1. Did we do what we said we would do? (Description of Activities)

The responses to this question describe the accomplishments of the program and the significance of its work in obtaining the program's established goals and objectives.

The program's success indicators provide a standard measurement (Canadian Government Documents 1997, 7).

Success indicators are a group's assumptions about the expected outcomes of the program. These indicators are quantified by specific measures and it is mandatory that these indicators link directly to program goals and objectives since they are the essence of the program's identified success. Indicators also assist the program sponsor in collecting the information necessary to answer this and subsequent evaluation questions (Canadian Government Documents 1997, 19).

2. What did we learn about what worked and what didn't work? (Reasons for success)

This question simply focuses on success. Finding out what worked and what did not is an important component of program evaluation (Canadian Government Documents 1997, 7).

3. What difference did it make that we did this work? (Impact)

The answers to this question measure a program's success in changing knowledge, attitudes, skills and behavior. As previously discussed, program success indicators represent the group's assumption about the outcome of the program and provide measurable criteria for success (Canadian Government Documents 1997, 8).

There are two main ways program evaluators can assess impact: by using summarized data related to the success indicators and by asking specific impact questions of people who participated in the program and those who were a part of the program's target group (Canadian Government Documents 1997, 9).

4. What could we do differently? (Future of this and other programs)

Evaluation is for increasing the total apprehension of human service programs and is often the best learning experience that comes from examining program challenges. (Canadian Government Documents 1997, 10).

5. How do we plan to use evaluation findings for continuous learning? (Use of evaluation results)

Evaluation results may be used throughout the program as well as upon its completion (Canadian Government Documents 1997, 10).

Evaluation results may also, as mentioned in chapter one, serve as an instrument to gain program funding, decide if there is a more cost-effective approach to attain similar results, as well as, making necessary changes to improve the program.

2.2 Type Of Proposed Evaluation

Researching evaluation methods is necessary to obtain information that will yield substantial results but more importantly, customizing evaluations for each program is quintessential in obtaining accurate and useful results.

The proposed evaluation of the Michigan Resident Leadership Network (MRLN) is specifically being performed to assess the program's accomplishment of obtaining its set goals. The evaluation is presumed to take one year to complete and will analyze data to determine *MRLN's* accomplishments in attaining its projected goals.

The proposed evaluation will use an evaluation design that will use a randomly selected program group. This group will be from the program's participants. The comparison group will be randomly selected and will be named the comparison group. The comparison group will be Michigan public housing residents.

In observation of the importance of evaluation efficacy, a qualitative record summary design will be used in addition to the evaluation design. This design will be used to obtain program information in relationship to program's staff compliance with its agenda. Another set of record summaries will be obtained from the public housing board meetings. These summaries will be collected to make an account of the participation by program participants' concerning public housing issues that may affect them.

Upon completion of the evaluation, the information gathered is intended for the stakeholders of *MRLN*. This information will include the program outcomes, the evaluation report, including cost budget information and the program's evaluation

analysis. Once performed, this information will contain the data needed for stakeholders' interest in the effectiveness of the program, the program cost, the benefits of the program, and may be used as a tool for future financial support. The information that will not be provided to the stakeholders will be the information that opposes the participants right to confidentiality and their protection. Any materials that will cause harm to the participants will not be shared with the stakeholders or program staff.

In addition to advancing program participants, the evaluation outcome information may be beneficial to other interested parties. The evaluation outcome can assist potential administration participants of the program. The evaluation results may help guide those that have similar programs and want to emulate the designs used for an evaluation. Organizations interested in contributing to a program may also be interested in the results provided. Evaluation results that exhibit a program's success are more likely to obtain or increase financial support.

The constraints, which may limit the interpretation of results, may include as much as all or one of the problems:

- Slow or small return on the questionnaires.
- Few participants in the program or less than expected.
- Lack of expected funds.
- High attrition or drop out rate.
- Inactivity or compelling time constraints on behalf of the program staff.
- Stakeholders may expect a specific result and attempt manipulation of staff and program evaluator.

2.4 Performing MRLN's Evaluation

As previously stated, the purpose of performing an evaluation of the Michigan Resident Leadership Network, is to determine the program's success in attaining its predetermined goals in addition to serving as a tool to assist *MRLN* in obtaining financial support. Therefore the questions asked in the evaluation must prove whether or not *MRLN* is successful in obtaining its goals and if the program is deserving of continued funding. To determine if *MRLN* accomplished its goals, certain methods were developed and recommended for use. These methods were tailored to proficiently evaluate *MRLN*'s program. However, the evaluation methods must be updated and adjusted or changed to reflect any transformations that occur within the program.

Developing Evaluation Questions

Formulating evaluation questions is the ideal place to begin however; simply devising questions at random is ineffective (Cooghlán 2000, 333). Important aspects of the program may be over looked or less meaningful elements given greater attention. As an extension of the generalized "5 Key Evaluation Questions" previously mentioned in this chapter, a more specific approach is to formulate questions that correspond to the following program dimensions – effort, performance, process, adequacy of performance, and efficiency (Bristor 1999, 6).

Effort – Effort refers to the inputs or resources used by the program. Paramount effort questions ask, "How much money, time, material goods and human energy are expended in an attempt to achieve organizational goals?"

Performance – Performance focuses on output or the results of the effort.

Relevant questions for performance ask "What outcomes does the program achieve?" and "To what extent does the program accomplish its goals?"

Process – The manner in which efforts are translated into performance constitutes the process dimension of a program. What decision-makers ask, "How were program activities carried out?" and "Were they implemented as planned?"

Adequacy – Adequacy of performance defines how much progress toward the goal is "enough". Questions in this realm are concerned with what level of performance is sufficient to consider the program a success. Adequacy is a relative dimension, and the standards that define it are subject to change over time

Efficiency – Evaluation questions ask "Is there a cheaper, easier, less time consuming way to effectively meet the needs of our clients?" or "What are the merits of alternative A in comparison with alternative B?" or "Is the program operating in an effective manner?"

Evaluation Design

This design is an evaluation design with a comparison group and a program group. The program group will be all participants in the program in which they will complete a survey questionnaire before they begin the program and after they have completed the program. The participants will complete the questionnaire in the program facility and the survey will not be mailed.

The comparison group will be community public housing residents from the city of Lansing and will not be included in any aspects the program itself. These residents will be mailed the questionnaire and asked to return them at the beginning of the program and at the end. The selected comparison group selected should consist of an equal number of

residents and program participants. The ideal number of participants is fifty or more. The comparison group should be randomly selected from the total number of returned questionnaires using a random number or a computer program that will randomly select returned surveys from the entire comparison group.

Descriptive (Record Summary) Designs

Record summaries of the Lansing Public Housing Board meetings will be obtained and reviewed to determine any increase in attendance and interest in public housing issues on behalf of the program participants. This information will be analyzed to observe any growth in attendance among the program participants of public housing board meetings due to the program's impact. Although this information will document attendance, this information is limited in displaying the activeness of the participant. With further observation of the participants' interests and concerns during the program, documentation should be developed to indicate any increase of activeness among the participants in relationship to public housing issues. In addition to attendance observation, the program's record summary will be obtained for staff compliance purposes.

Reasons for Choosing These Designs

The rationale for the selection of these designs is to provide a variation of measurable evaluation methods to achieve the goals of the Michigan Resident Leadership Network. Using two types of evaluation techniques add validity and the reliability to the evaluation causing it to become more effective. *MRLN's* goal is to provide leadership skills, networking capabilities and empowerment to all participants interested in public housing issues. The activities assigned must provide proof of *MRLN's* accomplishments pertaining to its goals.

1. **Evaluation Design** - A qualitative evaluation design is a two-part survey that compares two groups. This comparison will reveal any differences exhibited by the groups. This design will contain a program and a comparison group.

- The program group will be a randomly selected number of active participants in the program.
- The comparison group will be an equivalent number of randomly selected Lansing public housing residents. Census information will be used to obtain residential information on this group.

Once selected, the two groups will be given a survey to report on leadership, and their feelings of empowerment. The groups will also provide feedback on their current networking capabilities. After the completion of the program both groups will get another survey containing similar questions.

By completing "before and after" surveys, documentation of any differences between program participants and non-participants will be provided (Gibbon-Fitz 1987, 22). The information will determine whether the program increased leadership, empowerment and networking capabilities among participants.

2. **Descriptive Design** - A qualitative descriptive design consists of direct observations, discussions with participants and staff. It also includes examinations of program materials and artifacts (Posavac 1997, 214). This design will be given in a time series and used to obtain summary periodic record information from the Lansing public housing executive board secretary records on the participation and meeting attendance ratings of *MRLN* program participants. The records will be analyzed at

the beginning of the program, six (6) months after the program begins and upon completion of the program. This will reveal any increase of attendance among the program participants. As previously stated, this is a limited measure of activeness and additional forms of documentation should be developed in order to indicate the participants' activeness and gained empowerment due to the program. Once the evaluation is updated and the means to determine activeness and empowerment are revealed, the evaluation will become a more effective tool.

Strengths of the Designs

By using an evaluation design (before and after survey), more specific information will be obtained in regards to whether the program was the cause of change in the participants. Also, by using this design, threats to internal validity will be controlled. Threats to internal validity refer to changes that occur in program participants due to influences that are not a part of the program (Posavac 1997, 148).

The strength of the qualitative record summary design provides feedback on the attendance of program participants that have received skills that encourage leadership skills and activeness. By using a qualitative design, more in depth information about the program and how it works will be provided by the program's participants.

Weaknesses of the Designs

The weakness of the *evaluation design* is that it is intrusive on the participants as well as the program staff. The evaluation design is also time consuming and expensive. This design can also be complicated as well. In addition, the number of participants is not known until they actually become involved which does not allow precise preparation.

The weakness of the *qualitative descriptive (record summary) design* is that this design is also time consuming, expensive and intrusive on the participants and the program staff (Bristor 1999, 2). Also, the attendance observation does not prove actual activeness and empowerment among the participants. Thus it is imperative for the program staff to develop and perform another method to document this.

Sample Description

The program sample will be randomly selected Lansing residents interested in public housing issues. This is inclusive of all socioeconomic backgrounds, age groups, and genders. This is a reflection of *MRLN's* general membership policy. The comparison group will be an identical number of randomly selected public housing residents. Both groups will be selected simultaneously.

The rationale for the sample selection is based on the advantages of a random sample. If a random sample is used, the likelihood of obtaining accurate evaluation analysis on the programs success is greater than a non-random sample used for evaluation purposes (Posavac, 34). Also *MRLN* has an open participant policy that allows all person's interested in public housing issues to participate.

Sample Advantages

The advantage is that using a random selection of program participants as well as a random selection for the comparison group will increase the accuracy of the program evaluation. This process reduces potential biases that may occur from the program staff and the participants.

Sample Disadvantages

The disadvantages of the sample survey are that the information needed to obtain evaluation analysis will be costly and time consuming. In addition to these, the methods

of obtaining sample information will be intrusive and the actual number of group participants will not be available until the program begins. Considering that fact, the reliability of the survey will increase as the participants of the program heighten. For example, if the program consisted of only twenty participants it would be critical to receive completed surveys from the total number of participants in order to record the best results. However, as the participants of the program increase, this critical factor decreases. If a few participants drop out or simply decide not to complete the survey it will not dramatically affect the survey's outcome.

Instruments

Self-Administered -Pencil and Paper – Ten-Question Survey will be used at the program's first meeting of the to record the participants' feelings of empowerment and leadership in relationship to public housing issues. At the close of the program the same survey will be used to measure the skills obtained during the program.

During and after the program *Record Summaries* of public housing meeting attendants will be obtained to ascertain whether attendance at public housing board meetings in Lansing have increased among participants in the *MRLN* program due to their projected feelings of increased empowerment and leadership. In addition to these, the method used to observe and document the participants' activeness due to the program should be performed.

MRLN Program Summary Records will be used to obtain information on the compliance of program staff. This information will be used to detect if program staff followed through with agendas and dates that contribute to the overall success of the program participants.

Explanations

The explanation for using the ten-question survey is to obtain information of leadership skills, feelings of empowerment and networking capabilities from the participants prior to beginning the program. This is the more useful way to gain information – directly from the source. A survey will allow the participant to answer all questions themselves without the encouragement or discouragement of interviewers. This method will also give the participants time to consider rationally their personal commitment to their interest in public housing issues and how their participation may be improved.

The rationale for using record summaries and *MRLN* program records of the participants serves an unbiased and non-manipulated purpose of obtaining information. This information is based on the participant's attendance at meetings in which has no affiliation with *MRLN's* program.

The purpose of obtaining *MRLN* program records is to make sure that the *MRLN* program staff is performing to the best of their abilities to assure participant development and progress.

Establishment of Reliability and Validity

Validity and reliability for the surveys will be accomplished by having a skilled research and data collector as well as skilled survey writer in charge of this assignment. A pilot test of the instruments will be performed to assure comprehension and to correct any errors. Adequate description of the survey purpose and what will be done with the survey results will be given to the participant. Participants must also sign a consent form before the survey will be admitted.

Selected and adapted valid and reliable standardized materials will be chosen to measure the outcomes of this program. This will protect from inaccurate evaluation analysis.

The data obtained from both the public housing meeting records and the program records will only be reviewed by competent and qualified staff that understand and agree to comply with the ethical values that involve human subjects.

2.5 Administration of Evaluation

Instruments

An appointed program leader of *MRLN* will administer the surveys to the program group and mail the surveys to the comparison group. A *MRLN* staff member will also obtain meeting summary records from the Lansing executive board secretary. To maintain objectivity, the evaluator will review the entire collection of program records kept by *MRLN*.

The instrument administrators will need to meet with program staff prior to instrument administration to discuss guidelines and procedures. Meeting will insure that each administrator disseminates the information in an accurate and consistent manner.

After the administration meeting and at the beginning of the program, the survey will be self-administered by paper and pencil. The survey will contain a detailed instruction page in regards to the reason of the survey, the confidentiality of the survey results and how to complete the survey. The participants in the program group will be expected to complete the survey in about 20 minutes while they are in the program area. Once the survey is completed the participants will submit the surveys to the survey administrator. The survey given to the comparison group will be identical to the survey

given to the program group however; the comparison group will have a self-addressed envelope with paid postage for return.

The adequacy standards used for each instrument are as follows:

- For the survey the standards will be based upon the projected program goals and objectives. The program goals will direct the survey questions. A one hundred (100%) percent return on all surveys given to participants in the control and the program group will be expected. This is a requirement for the program participants.
- The standards that will be used for the public housing meeting records will be based on ethical values and non-biased data collection. This must also be done in a confidential manner to protect the participants at all times from persons not directly affiliated with the program or the evaluation process. Records obtained on at least sixty percent (60%) of the program participants will be sufficient and adequate.

The standards of adequacy involving the program records of *MRLN* will also be based on ethical values and integrity. This information must not be manipulated in any way in order to prove or disprove accomplishment of the program. This information will also be based on one hundred percent (100%) of the information on all of the program staff.

Data Analysis

The Questionnaire data will be collected from the comparison and program group at the beginning and at the end of the program. Once collected, data will be analyzed and coded into a computer under the file name of “Program Questionnaires 1 and 2” and “Comparison Questionnaires” each time they are collected.

The data should be coded as soon as the last questionnaire is received. A schedule of suggested dates is provided in the Evaluation Proposal (Appendix B).

Once the data is coded and entered into the computer, it will be analyzed and presented to the program staff by means of oral presentation as well as written documentation.

Descriptive statistics will be used to measure the median, mode, mean, variability and frequency will be used to compare both groups. This simple approach is among the most useful analysis techniques because it is the most meaningful and easily understood. For this reason, this technique is one of the most frequently used and is proven reliable and valid.

The strengths of this data analysis plan are that all of the plans will provide valid and reliable information for the evaluation. The evaluation and the record summary design will provide information that is informative and detailed. The various methods used to attain analysis of the program's outcome are used in attempts to identify the program's relationship to change in the program participants.

The limitations of the data analysis plan pertain to the various types of data. It is necessary to have an ample amount of time to gather and analyze the data. This also means that the cost of this analysis will be elevated. Additional training will be needed as well for the data analyst.

The limitations of the data analysis plan are that due to the various types, an ample amount of time will be used to gather and analyze the data. This also means that the cost of this analysis will be elevated. Additional training will be needed as well for the data analyst.

CONCLUSION

CONCLUSION

The expectations of this report are to successfully guide the Michigan Resident Leadership Network (MRLN) in administering its own program evaluation. This evaluation will help *MRLN* determine its accomplishments concerning its established goals for public housing residents. Once the evaluation is performed, this document may also assist *MRLN* in obtaining funding for its reactivation.

Program evaluation, if executed properly, can be a significant and beneficial development tool used to increase the quality and effectiveness of human service programs. In addition to being beneficial to its clients, program evaluations can contribute to the body of knowledge concerning all human service programs. By examining outcomes and feedback from a variety of programs, knowledge relative to human services can be improved.

Established by the *Center for Urban Affairs Community and Economic Development Program (CEDP)* through Michigan State University, the Michigan Resident Leadership Network (*MRLN*) was developed to enhance networking capabilities, provide leadership training and empower public housing residents and those interested public housing issues. The objectives of these goals were to publish four newsletters for the year, publish an annual directory and hold four annual training workshops.

The intent of the proposed evaluation is to identify any discrepancies between the current conditions of the program and its desired goals. Using a tailored evaluation to monitor the program's alignment with its established goals, the most meaningful question the evaluation attempts to answer is "is the program meeting the needs of its recipients?" Throughout the proposed evaluation this question serves as the basis for all of the

techniques used to determine *MRLN's* effectiveness and success. Nevertheless, the information and the techniques provided in the evaluation proposal must be updated to reflect any transformations that occur within the program.

In an attempt to prove that The Michigan Resident Leadership Network is a valuable program, the prepared evaluation proposal will provide *MRLN* with specific research and guidelines needed to successfully ascertain whether or not the program has accomplished its goals and is qualified for prospective funding.

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APPENDICES

MICHIGAN RESIDENT LEADERSHIP NETWORK BY-LAWS

ARTICLE I NAME

Section 1: The name of this organization shall be the Michigan Resident Leadership Network (MRLN).

ARTICLE II DEFINITIONS

Section 1. Public or subsidized housing: For the purposes of the Michigan Resident Leadership Network, "public or subsidized housing" is any housing owned, managed or rented by a local housing commission, a non-profit organization or a resident management corporation or any housing where the rent or any part of the rent is paid by government programs. Whenever the words "local housing commission," "local commission" or "housing commission" are used in these by-laws, these words shall include non-profit housing corporations, the Michigan State Housing Development Authority (MSHDA), and owners and managers of non-profit developments to the extent they are involved in housing programs normally carried out by local housing commissions created under Michigan Public Act 18.

Section 2. Resident organization: For the purposes of the Michigan Resident Leadership Network, a resident organization (also known as a resident council) is an incorporated or unincorporated nonprofit organization or association that shall consist of persons residing in public or subsidized housing and that meets the requirements outlined in U.S. Department of Housing and Urban Development Regulation 24 CFR 964.115 and 964.120. According to these requirements, the organization:

- a. May represent residents residing in scattered site buildings, in areas of contiguous row houses or buildings, in a development or in a combination of these buildings or developments.
- b. Must adopt written procedures such as by-laws or a constitution which provides for the election of residents to the governing board by the voting membership of the residents residing in public or subsidized housing. Elections must be held on a regular basis, but at least once every three years. The written procedures must provide for the recall of the resident board by the voting membership. These provisions shall allow for a petition or other expression of the voting membership's desire for a recall election, and set the number or percentage of voting membership ["threshold"] who must be in agreement in order to hold a recall election. This threshold shall not be less than (ten) 10 percent of the voting membership.

- c. It must have a democratically elected governing board that is elected by the voting membership. At a minimum, the governing board should consist of five (5) elected board members. The voting membership must consist of heads of households (any age) and other residents at least 18 years of age or older and whose name appears on a lease for the unit in the public or subsidized housing that the resident council represents.

ARTICLE III MISSION AND GOALS

Section 1. Mission: MRLN is a statewide partnership organization created to encourage networking and provide information, training and technical assistance for resident organizations, housing commissions and others who serve the public or subsidized housing community in Michigan.

The purpose of MRLN is to engage exclusively in charitable and educational purposes, to wit: to assist persons who live in public or subsidized housing and those in need of housing with respect to their rights and needs as present or future public or subsidized housing residents. It is the primary purpose of MRLN to benefit all present and future residents regardless of whether or not they are members of affiliate organizations.

Section 2. Goals: Specifically the goals of MRLN are to:

- a. Provide assistance and educational material with respect to the establishment of resident organizations in every city or town in Michigan which is served by public or subsidized housing.
- b. Provide partners with information and training about organizational and leadership development.
- c. Provide a forum for networking, building trust and exchanging ideas among partnership members.
- d. Provide partners with information and training about local, state and federal policies and laws affecting the quality of life in public housing and to develop citizenship skills.

ARTICLE IV PARTICIPATION IN THE MICHIGAN RESIDENT LEADERSHIP NETWORK

Section 1. Membership: The membership of the Michigan Resident Leadership Network shall include all resident organizations in Michigan (including resident councils, resident management corporations and TAO partnerships with resident councils and housing commissions), housing commissions, non-profits and other organizations that work with public and/or subsidized housing in Michigan. It shall be the policy of the Michigan Resident Leadership Network to provide equal membership/employment/service opportunities to all eligible persons with out

regard to race, religion, color, national origin, age, gender, sexual orientation, parental status, handicapping condition, or membership in any labor organization.

Section 2. Affiliates: A resident organization, housing commission, nonprofit or other organization may become an affiliate of the Michigan Resident Leadership Network by applying in writing to the board. The board shall conditionally accept the organization as an affiliate upon its determination that the organization has meets the membership criteria. The conditional acceptance of the organization as an affiliate shall become final upon the affirmative vote of a majority of the affiliates present and voting at any duly constituted business meeting of the membership as a whole.

For the purposes of the first annual meeting only, all potential members of the Network shall be considered affiliates. Thereafter, an organization shall not be entitled to vote, nor shall its members be eligible for nomination or election to the board at the annual meeting accepting it as an affiliate, unless said organization's request for affiliation was received by the board at least thirty (30) days prior to said convention, or upon legal verification which can be established by the committee.

Section 3. At-Large Members: At large membership is open to individuals who are not members of an affiliate organization, but who are supportive of, and in concurrence with, the mission, goals and activities of the Michigan Resident Leadership Network.

Section 4. Annual Dues: The annual dues structure for affiliates and at large members shall be established by the board of directors. Voting privileges and all membership privileges shall be allowed only to those members in good standing as determined by the board of directors.

Section 5. Voting and Participation: Except as noted in these by-laws, a simple majority of votes cast shall be necessary to conduct all regular business of the network, to adopt the by-laws and to elect members of the board of directors. Each affiliate shall have one vote. Affiliates shall submit the name of a duly appointed representative and designated alternate to the Network secretary. The duly appointed representative shall cast the vote on behalf of organization he or she represents.

Section 6. Suspension or Expulsion of Affiliates: Any member may be suspended or expelled from the network by the affirmative vote of two-thirds (2/3) of the delegates voting at any duly constituted business meeting of the membership as a whole. Such removal must be for cause as follows:

- a. Failure to meet the criteria for membership.
- b. Failure to pay dues.
- c. Upon recommendation of the board for good cause shown.

At least thirty (30) days before any action by the board or a business meeting, a member must be notified by registered or certified mail of the specific reasons for its proposed suspension or expulsion and of the time and place of the meeting where its suspension or expulsion will be considered. The member shall have the right to appear and present a defense at any such meeting and, upon written request to the secretary or president, shall be promptly provided with a list of the names and address of all members.

ARTICLE VI BOARD OF DIRECTORS

Section 1. Board Responsibilities: The business and affairs of the Michigan Resident Leadership Network shall be managed by its board of directors which may exercise all such powers of MRLN and do all such lawful acts and things as consistent with the charitable and educational purposes of the network and that are not by statute or by the articles of incorporation or by these by-laws directed or required to be exercised or done by the members. Specifically, the board shall:

- a. Manage the affairs of the network between annual meetings.
- b. Develop and recommend programs for the network.
- c. Coordinate the activities of the various committees.
- d. Report in writing to every annual meeting on the activities since the last annual meeting.
- e. Take any other actions consistent with the platforms and resolutions adopted at annual meetings and with the purposes of the network as expressed in the by-laws.

Section 2. Board Membership: The number of directors which shall constitute the whole board shall be eighteen (18). Of these, fifteen (15) shall be elected and have voting privileges and three (3) shall be appointed and serve as ex-officio members without voting rights.

Elected Members. For the first election only, eleven (11) members shall represent public or subsidized housing resident organizations and four (4) members shall represent those who provide services to public or subsidized housing residents (such as housing commissions, agencies, nonprofits, and other organizations) or at-large members. Thereafter, eleven (11) members shall represent public or subsidized housing resident organizations, three (3) members shall represent those who provide services to public or subsidized housing residents (such as housing commissions, agencies, nonprofits, and other organizations) and one (1) at-large member shall represent individuals who are not members of affiliate organizations.

For the first election only, all board members shall be elected on a statewide basis. Thereafter, six (6) of the board members representing resident organizations shall be elected on a regional basis, with one (1) board member elected from each of MRLN's six (6) regions: Southeast; Southwest; West Central; East Central; North; and Upper Peninsula (see attached map). The remaining five (5) resident organization board members; the three (3) service provider representatives; and the one (1) at-large member shall be elected on a statewide basis. No more than four (4) of the fifteen (15) elected board members may be from the same region at any given point in time.

Appointed Members. Three (3) board members shall be appointed and designated as ex-officio members with no voting rights: two (2) HUD staff members (one each from Detroit and Grand Rapids) and one (1) staff person from the Michigan Resident Leadership Network.

Section 3. Eligibility: Any member in good standing may be elected to the board except full or part-time employees of the Michigan Resident Leadership Network. A volunteer working for

the Michigan Resident Leadership Network and receiving a stipend shall not be considered an employee of MRLN.

Section 4. Elections: At the first annual meeting of the Michigan Resident Leadership Network, all nominees for elected positions shall stand for election as one slate. Each director elected shall hold office until a successor is elected and qualified or until his/her resignation or removal. The terms of the first slate of elected officers shall be staggered as follows: the six (6) resident organization representatives that receive the highest number of votes and the two (2) representatives of housing commissions/non-profit organizations that receive the highest number of votes shall serve for two (2) years. The remaining five (5) representatives of resident organizations and two (2) representatives of housing commissions/non-profit organizations shall serve for one (1) year.

At each annual meeting held after the first annual meeting, either six (6) or five (5) persons representing resident organizations and two (2) persons representing housing commissions and/or non-profit organizations shall be elected as directors depending upon the number of directors whose terms expire.

Section 5. Term of Office: The term of office for each director (except for the directors elected at the first annual meeting) shall be two (2) years.

Section 6. Vacancies: Vacancies on the board of directors may be filled by the affirmative vote of the majority of the directors then in office. If less than nine (9) elected directors are in office, a special election shall be called to elect new officers. The director(s) so chosen shall hold office until the next annual election of directors by the members and until their successors are duly elected and qualified.

Section 7. Meetings: Regular meetings of the board of directors shall be held quarterly. Special meetings may be called by the president on seven (7) days notice to each director by mail, telephone, or electronic communication. Special meetings shall be called by the president in like manner and on like notice upon written request of four directors. The notice of all meetings shall specify the primary business to be transacted or the purpose of the special meeting, as well as the date, place and time of the meeting.

The board of directors may hold meetings, both regular and special, within or without the State of Michigan. Unless otherwise restricted by the articles of incorporation, directors may participate in a meeting of the board via telephone or electronic communications equipment by means of which all persons participating in the meeting can hear each other, and participation in the meeting pursuant to this section shall constitute presence in person at such a meeting.

Section 8. Quorum. At all meetings of the board, a majority of the elected directors then in office shall constitute a quorum for the transaction of business. The act of a majority of the directors present at any meeting at which there is a quorum shall be the act of the board of directors, unless the vote of a larger number is specifically required by statute, by the articles of incorporation, or by these by-laws. If a quorum shall not be present at any meeting of the board of directors, those present may adjourn the meeting until a quorum shall be present.

Section 9. Fidelity Bonds. The board shall require that all officers and employees of the Michigan Resident Leadership Network shall furnish adequate fidelity bonds. The premiums on such bonds shall be expenses of the Michigan Resident Leadership Network.

Section 10. Removal. A member of the board may be removed for good cause by an affirmative vote of at least fifty-one percent of the members of the type of membership in behalf of which the director was elected. The director who is sought to be removed must be afforded an opportunity to defend himself/herself at the duly constituted business meeting. The president shall, at least two (2) weeks in advance of the meeting, send the member written notice about when the vote will be held.

Section 11. Term Limitations. No person may be elected to the board for more than three consecutive terms in their respective membership type. One year must pass before additional terms can be sought or appointed for any type of membership directorship.

ARTICLE VI OFFICERS

Section 1. Election. The officers shall be chosen from the elected board at its first meeting after each annual meeting of members and shall consist of a President, Vice President, Corresponding Secretary, Recording Secretary and Treasurer or such officers as may be designated by the board. Officers will be elected by the board of directors.

Section 2. President. The president of the Michigan Resident Leadership Network shall:

- a. Preside over annual meetings of the membership and meetings of the board;
- b. Call meetings of the board;
- c. Speak for and represent the network in all matters and;
- d. With the consent of other members of the board, appoint the chairpersons of all standing and temporary committees.

Section 3. Vice President. The vice president of the network shall:

- a. Assist the president in carrying out his/her duties; and
- b. perform the president's duties when the president is absent.

Section 4. Treasurer. The treasurer of the network shall:

- a. Keep all financial records of the network;
- b. Submit to every annual meeting a report on the financial status of the network;
- c. Serve as chairperson of the Finance Committee;
- d. Submit to the board at each quarterly meeting a financial report summarizing the assets and liabilities of the network, with each outstanding debt, liability, credit and receivable over the amount of \$25.00 itemized.

Section 5. Corresponding Secretary. The corresponding secretary of the network shall:

- a. Send written notice of annual meetings to all members.
- b. Be responsible for the correspondence of the network.
- c. Send the minutes or other appropriate report of annual meetings and board meetings to all members.

Section 6. Recording Secretary. The recording secretary of the network shall:

- a. Take minutes of the annual meetings of the network and of board meetings.
- b. Keep complete lists of all members and of any individuals entitled to notice of network activities.

ARTICLE VII MEETINGS

Section 1. Annual Meeting: The first annual meeting of the Michigan Resident Leadership Network shall be held in December; thereafter all subsequent meetings shall be held in September. If the annual meeting is not held in the month designated therefore, the board of directors shall cause the meeting to be held as soon thereafter as convenient.

Section 2. Special Meetings: Special meetings of the Michigan Resident Leadership Network, for any purpose or purposes, unless otherwise provided by statute or by the articles of incorporation, may be called by the president, and shall be called by the president at the request in writing of a majority of the board or at the request in writing of the authorized representatives of not less than ten percent of all voting members. Such request shall state the purpose or purposes of the proposed meeting.

Section 3. Location: Whenever possible, meetings will be held at different locations around the state.

Section 4. Notice: At least thirty (30) days before an annual meeting and at least seven (7) days before a special meeting, the board shall send written notice to all members of the time and place of the coming meeting.

Section 5. Quorum: The quorum for conducting the business of the network shall be one-third (1/3) or fifteen (15), whichever is less, of affiliates.

Section 6. Powers and Responsibilities of the Annual Meeting: The members of the network at the annual meeting:

- a. Shall elect board members.
- b. Shall receive at each meeting reports from the officers and the chairpersons of any standing or temporary committee.
- c. Shall vote on the adoption of these by-laws and vote on the adoption of amendments to the by-laws;

- d. May adopt any resolutions setting forth the position of the network on issues affecting its members or recommend actions to the board on issues or problems affecting members;
- e. May adopt a platform or otherwise set for the immediate objectives and interest of the network;
- f. Shall adopt its own agenda;
- g. Shall keep and publish minutes of its meetings;
- h. May adopt rules of procedure not inconsistent with these by-laws;
- i. May take other actions consistent with these by-laws and the purposes of the organization, provided, that all activities of the network will be consistent with the charitable and educational purposes and objectives of the network.

ARTICLE VIII COMMITTEES

Section 1. Forming Committees: The board shall establish committees as it determines the necessity or as directed by the members at annual or special meetings to carry out the activities of the Network. Standing committees shall include the following: Program Committee; Communications, Outreach and Membership Committee, Finance and Resource Development (Fundraising) Committee, Nominations and By-Laws Committee, Personnel Committee.

Section 2. Committee Chairpersons: The president of the Network shall, with the consent of the board, appoint chairpersons or co-chairpersons for each committee provided that:

- a. All committee chairpersons must be members of the network; and
- b. Every committee shall have at least one (1) chairperson at all times.

Section 3. Committee Membership:

- a. Any member of the network shall be eligible to serve on any committee.
- b. The chairperson of the committee shall, with the advice of the board, appoint the members of committees.
- c. Every committee shall have at least one (1) member who is a member of the board. The Finance Committee shall have two (2) members-at-large who are members of the board, in addition to the Chairperson of the Finance Committee, who shall be the Treasurer of the Network.

Section 4. Duties of Committees: The duties of all committees shall be to make recommendations to and to advise the board and the membership and to carry out any other tasks assigned to the committee by the board or by the membership. The duties of the standing committees shall be as follows:

- a. **Program Committee:** Develop MRLN training strategy; plan programs for MRLN meetings and training workshops.

- b. **Communications, Outreach and Membership Committee:** Develop MRLN communications and marketing strategy; prepare newsletter and annual directory; maintain membership lists.
- c. **Finance and Resource Development (Fundraising) Committee:** Develop MRLN financial strategy; prepare budget for approval by Board; identify fundraising opportunities and prepare proposals as appropriate; review and authorize expenditures as delegated by the Board.
- d. **Personnel Committee:** Develop MRLN staffing strategy; hire, supervise and evaluate staff as authorized by the Board of Directors.
- e. **Nominations and By-Laws Committee:** Nominate candidates for the board of directors; evaluate board performance; review by-laws and proposed amendments to the by-laws (see Article X)

Section 5. Committee Meetings: Committees shall meet as often as necessary to carry out their duties provided that:

- a. Every committee Chairperson shall call a meeting of his/her committee within two (2) months after the committee is established, unless otherwise provided;
- b. If the Chairperson fails to call a meeting as required by "a" above, any member of the committee may call the meeting and a new Chairperson may be elected at this meeting;
- c. The Finance Committee shall meet at least quarterly.

Section 6. Committee Reports: Committees shall report to every annual meeting of the Network and to the board at every regularly scheduled meeting.

ARTICLE IX EXPENDITURE OF FUNDS

Section 1. Approval of Budget and Authorization of Changes. The annual budget of the Network shall be approved by the board prior to the start of each fiscal year. Changes over ten percent (10%) in individual line items of the budget shall be made only with approval of the board. A Treasurer's report shall be presented to each annual meeting.

Section 2. Revenues and Expenditures: All funds received by the Network shall be duly recorded and deposited in a bank account under the name of the Michigan Resident Leadership Network. All expenditures shall be duly authorized and expended in furtherance of the charitable and educational purposes of the Network. The Treasurer shall keep detailed records and receipts of all expenditures in accordance with standard accounting procedures.

Section 3. Signatures on Checks: All checks shall be signed by the president and the Treasurer, except that in the absence of one of those, the Executive Director or secretary may supply the second signature.

Section 4. Petty Cash Fund: The Treasurer shall be authorized to deposit one hundred dollars (\$100) in a petty cash fund to be used for ordinary operating expenses, and to maintain the amount in the petty cash fund at not more than one hundred dollars (\$100) provided that he/she shall keep detailed receipts of all expenditures from this fund.

ARTICLE X RESTRICTIONS ON OPERATIONS

Section 1. Restrictions on Expenditures: No part of the net earnings of the Michigan Resident Leadership Network shall inure to the benefit of, or be distributed to its members, trustees, officers, or other private persons, except that the corporation shall be empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article III.

Section 2. Restrictions on Lobbying: No substantial part of the activities of the Michigan Resident Leadership Network shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) of any political campaign on behalf of any candidate for public office.

Section 3. Other Restrictions: Notwithstanding any other provision of these by-laws, MRLN shall not carry on any other activities not permitted to be carried on (a) by a corporate exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provisions of any future United States Internal Revenue Law) or (b) by a corporation, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United State Internal Revenue Law).

ARTICLE XI LIABILITY PROTECTION

Section 1. Liability of Board Members: Except as otherwise provided by law, a volunteer director of the Michigan Resident Leadership Network is not personally liable to the Michigan Resident Leadership Network or its members for monetary damages for a breach of the director's fiduciary duty.

Section 2. MRLN Liability: The Michigan Resident Leadership Network assumes all liability to any person other than the Michigan Resident Leadership Network or its members for all acts or omissions of a volunteer director or nondirector volunteer incurred in the good faith performance of his or her duties as a director.

ARTICLE XII BY-LAWS

Section 1. Adoption: These by-laws shall be adopted by a majority vote of the delegates members present at the first annual meeting of the Network.

Section 2. Periodic Review:

- a. These by-laws shall be reviewed by a temporary committee at the end of the first year after the by-laws have been adopted. This committee, which shall be appointed by the board, shall recommend any changes and modifications in the by-laws and shall present amendments to the by-laws for adoption by the membership.
- b. These by-laws shall, after the first year, be reviewed as needed, but at least once every three years.

Section 3. Amendments to the By-Laws: Amendments to the by-laws shall be adopted by an affirmative vote of a majority of voting members present at an annual meeting. No amendment to the by-laws may be presented for consideration unless a copy of the proposed amendment has been mailed to every voting member at least thirty (30) days before the meeting.

ARTICLE XIII DISSOLUTION OF THE NETWORK

Section 1. Procedure: The Network may be dissolved by the affirmative vote of two-thirds (2/3) of voting members present and voting at any duly constituted meeting providing that a notice of the proposed dissolution shall have been mailed to every voting member at least twenty-one (21) days before the meeting.

Section 2. Distribution of Assets: In the event of the dissolution, termination, or winding up of the Michigan Resident Leadership Network (whether voluntary or involuntary or by operation of law), the Board of Directors shall, after paying or making provision for the payment of all the liabilities of the Michigan Resident Leadership Network, dispose of all of the assets of the corporation exclusively for the purposes of the corporation in such manner, or to such organization or organizations organized, and operated exclusively for charitable, educational, religious, or scientific purposes as shall at the time qualify as an exempt organization or organizations under section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law) as the Board of Trustees shall determine. Any such assets not so disposed of shall be disposed of by the Circuit Court of the county in which the principal office of the Michigan Resident Leadership Network is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

Appendix B. Evaluation Proposal



Michigan Resident Leadership Network

*Location: State of Michigan
Evaluator: Yasheka Williams
Submitted to: Nancy Ratkey
Period: January 10, 2001-January 10, 2002*

Evaluation Report Proposal

I. Global Program Definition

1.1 Michigan State University – Global Program

*Location: 250 Administration Building East Lansing, Michigan
48824*

Michigan State University

Founded in 1855 as the nation's first land-grant university, MSU served as the prototype for 69 land-grant institutions later established under the Morrill Act of 1862 and was the first institution of higher learning in the nation to teach scientific agriculture. Today, Michigan State has grown into a comprehensive research university with 4,174 faculty and academic staff, 34,089 undergraduates, 7,734 graduates, and 1,366 professional students. The total enrollment of 43,189 is the largest single campus student body of any Michigan university and among the largest in the country. In the 1997B98 academic year, MSU granted 6,348 bachelor's degrees, 1,796 master's degrees, and 882 doctoral and professional degrees.

MSU places a great emphasis on excellence in undergraduate education. The curriculum, which originally concentrated on farm science, now includes more than 200 programs of undergraduate and graduate studies in 14 degree-granting colleges. Ninety-four percent of non-medical faculty are involved in undergraduate education through teaching and research opportunities. MSU operates on the semester system.

Michigan State is a leader in scientific and technological advancement and, since 1964, has been a member of the prestigious Association of American Universities, a group of 58 of the nation's leading graduate research institutions. MSU's research program now includes more than 3,000 projects. MSU is a leader in agricultural research. Federal agencies provide the largest proportion of research funds, with the Department of Health and Human Services and the National Science Foundation as the largest sponsors.

Central to the university's land-grant mission is service to the state, the nation, and the world. Public service and extension missions are fulfilled by long-standing commitments to international development and education and an extensive lifelong education effort throughout the state. MSU Extension offices provide community and technical support services to agriculture, business and family services, and 4-H youth programs in each of Michigan's 83 counties. MSU operates public radio and TV facilities that extend the university to wide audiences and provide links to the Public Broadcasting Service, National Public Radio, and national television and radio networks.

MSU's outreach mission emphasizes applying and extending knowledge to serve the needs of individuals, groups, and communities. Outreach instruction includes off-campus graduate degrees, on-line courses, non-credit courses, conferences, and workshops, many offered through new technologies. Outreach partnerships engage university faculty and community organizations and agencies in addressing such issues as children, youth, and families; schools; environment; community; and economic development.

1.2 The components of Michigan State University are:



MSU has 14 degree-granting colleges:

- ☞ **Agriculture and Natural Resources**
- Arts and Letters**
- The Eli Broad College of Business**
- Communication Arts and Sciences**
- Education**
- Engineering**
- Human Ecology**
- Human Medicine**
- James Madison**
- Natural Science**
- Nursing**
- Osteopathic Medicine**
- Social Science**
- Veterinary Medicine**

Of the 14 colleges, all but James Madison offer master's and doctoral programs. Each college is responsible for developing graduate programs consistent with the highest professional standards of the respective fields. The dean of the Graduate School and the Graduate Council review and supervise all graduate programs.

☞ **Michigan State University Center for Urban Affairs & Economic Development Program (CUA/CEDP).**



☞ **Michigan Resident Leadership Network (MRLN).**

1.3 Resources available:

Human Resources

- ☞ Faculty & Academic Staff = 4,174
(this includes 2,611 ranked faculty and 66 executive management employees)
- ☞ Graduate Assistants = approximately 3,300
- ☞ Administrative-Professional = 2,004
- ☞ Confidential A-P's = 34
- ☞ Clerical-Technical = 1,893
- ☞ Confidential C-T's = 4
- ☞ Nurses = 97
- ☞ Resident Directors = 24
- ☞ Stage Hands = 6
- ☞ Fraternal Order of Police (police officers) = 42
- ☞ Custodial (Local 1585) = 967
- ☞ Skilled Trades (Local 999) = 216
- ☞ Power Plant Operators (Local 547) = 44

Total Faculty/Staff = 12,805

☞ **Total Student Employees = 18,524**

(Approximately 43% of the student population works on campus during the year).

Monetary Contributors are:

Alumni

MSU Land Grant
Michigan State University Extension
MSU Alumni Association (MSUAA)
Evening College
Athletics
MSU Union
Kresge Art Museum
MSU Museum
Breslin Student Events Center
Wharton Center
Planetarium
MSU Garden Consortium
MSU Health Team
State
Federal Grants

1.4 Time Dimensions

- ☞ Year Round (except holidays)
- ☞ 9-5pm, Monday-Friday

1.5 Global Ultimate Goal

“To focus university and community resources on the pressing problems confronting urban residents”.

- ☞ Six Guiding Principles were initiated by the university community in 1994 to help lead MSU into the next century.
 1. Improve access to quality education and expert knowledge
 2. Achieve more active learning
 3. Generate new knowledge and scholarship across the mission
 4. Promote problem solving to address societies needs
 5. Advance diversity within community
 6. Make people matter

1.6 Scope of Global Program

The property holdings of MSU at East Lansing number 5,198 acres. Of this total, approximately 2,100 acres are in existing or planned development; the remaining acres are devoted to experimental farms, outlying research facilities, and more than 700 acres of natural areas. Campus plantings serve as a vast collection for teaching and research. The collections include some 7,000 kinds of trees, shrubs, and vines. The W.J. Beal Botanical Garden is an outstanding campus resource with more than 3,000 plant species and varieties. Major buildings number about 200 on the contiguous campus; there are 23 miles of roadways and 84 acres or approximately 100 miles of walkways. The programs and customers served through this global program are identified in section 1.1 and 1.2.

1.7 Origin of the Global Program, Michigan State University

This information is provided in the Global Programs Definition: Section 1.1.

II. Description of Targeted Sub-component

2.1 Michigan Resident Leadership Network (MRLN).

Location: Michigan State University Extension Offices in Detroit, Flint, Grand Rapids, Saginaw and Lansing.

“The Michigan Resident Leadership Network (MRLN) is an newly formed statewide partnership created to encourage networking and provide information, training and technical assistance for resident organizations, housing commissions and others who are part of the public housing community in Michigan”.

Michigan State University Extension (MSUE) reaches into every county in the state to get practical, university-based knowledge into the hands of the people who need it. Extension provides information and offers educational programs in the areas of children, youth, and families; agriculture and natural resources; and community and economic development. Extension is aided by its ability to draw on the knowledge resources of the entire university in order to address issues identified by citizen advisory committees in all counties.

Michigan State University is committed to advancing diversity and pluralism and to the principles of equal opportunity, nondiscrimination, and affirmative action. Access to university programs, activities, and facilities shall not be denied on the basis of race, color, gender, religion, creed, national origin, political persuasion, sexual orientation, marital status, disability, or age. The university actively encourages diversity in the faculty, staff, and student body. The Michigan State University commitment to diversity and community is described in the MSU IDEA (Institutional Diversity: Excellence in Action).

Origin of Sub-Component

- ☛ The Community and Economic Development Program (CEDP) was established in downtown Lansing, Michigan, in 1970. Since that time the CEDP has expanded its outreach office to additional cities in Michigan and has a statewide capacity to initiate and support innovative problem-solving strategies to improve the quality of life in Michigan communities. The Community and Economic Development Program maintains a full-time presence in targeted communities. Each targeted city has a resident community development professional who lives there and works with various community advisory committees. This university outreach faculty member fosters programmatic relationships with local development groups and organizations to facilitate the flow of new innovations and information between the university and the community.
- ☛ “Michigan State University is the nation's premier land-grant university, and in that tradition, the MSU Center for Urban Affairs Community and Economic Development Program (CEDP) is committed to developing and applying knowledge to address the needs of society - primarily urban communities. **Specifically, our mission is "to facilitate the use of university and community resources to address urban issues that enhance the quality of life."**

- 2.1 **Stakeholders of MRLN are:**
- ☞ Michigan State University's All –University Outreach Grant
 - ☞ Michigan State University, Center for Urban Affairs and Economic Development Program (CUA/CEDP)
 - ☞ Federal Granters – U.S. Department of Housing and Urban Development(HUD), Urban Development Tenant Opportunities Program (TOP)
 - ☞ Staff/volunteers
 - ☞ Participants – Michigan public housing residents, housing commissions, resident organizations
 - ☞ Businesses and community agencies
 - ☞ MRLN partners
- 2.2 **Sub-component Resources are:**
- Human
- ☞ CUA/CEDP Staff
 - ☞ Volunteers – Vista, Peace Corps
 - ☞ Assigned Graduate Assistants
 - ☞ HUD Staff
- Monetary
- ☞ Michigan State University
 - ☞ All University Outreach Grant
 - ☞ HUD Grant
 - ☞ TOP Grant
- 2.3 **Time Dimensions**
- ☞ Year round (except holidays)
 - ☞ Monday-Friday 9am-5pm
- 2.4 **Sub-component Scope**
- ☞ Size – This program is general and open to all who are interested in public and subsidized housing issues in the state of Michigan.
 - ☞ Programs offered are:
 - ☞ Quarterly training workshops/regional meetings.
 - ☞ Networking - Publishing a quarterly newsletter and annual directory of MRLN partners.
 - ☞ Annual Conferences on leadership development.
 - ☞ Clients Served
This program is extensive and open to any amount of participants that are concerned about public and subsidized housing issues.
- 2.5 **Reason for Evaluation**
- ☞ Evaluation is being conducted to assist in improving the quality of human services. Also to determine whether the activities to empower and advance leadership skills for public housing stakeholders were advantageous.

2.6 Evaluations of Sub-component

- ☞ Feedback activities of the Michigan Resident Leadership Network were performed after each annual conference and quarterly activity by all of the participants of the program. This concludes that no formal evaluation has been done of the program.

2.7 Existing Controversy related to sub-component

- ☞ There was no controversy in relation to the Michigan Resident Leadership Network. All involvement was voluntary and positive.

2.8 Ecological Map *(page 24)*

III. Michigan Resident Leadership Network (Sub-component) Goal, Objectives and Activities

3.1 Ultimate goals of the MRLN:

The Center for Urban Affairs and Economic Development will assist the program fulfill four major functions:

- ☞ To provide leadership development for public housing residents.
- ☞ To create active awareness of public housing issues to those that are affected.
- ☞ To provide a forum for networking, building trust and exchanging ideas among partnership members.
- ☞ To develop citizen skills.

3.2 Immediate and intermediate objectives of Michigan Resident Leadership Network (MRLN)

☞ Immediate Objectives

- ☞ To create networking capabilities
- ☞ To enhance leadership skills

Intermediate Objectives

- ☞ Publishing four newsletters yearly (networking)
- ☞ Publishing annual directory of MRLN partners (networking)
- ☞ Holding four training workshops/regional meetings each year (leadership)

3.3 Activities

- ☞ Holding four training workshops/regional meetings each year.
- ☞ Publishing four newsletters each year.
- ☞ Publishing an annual directory of MRLN partners.
- ☞ Developing referral service to help resident organizations identify technical providers.
- ☞ Securing resources to develop additional programs.

3.4 Immediate objectives for Activities

- ✿ Holding four training workshops/regional meetings each year is done for Leadership/Empowerment enhancement and skill advancement.
- ✿ Publishing four newsletters each year is performed to provide leadership/empowerment enhancement and networking.
- ✿ Publishing an annual directory of MRLN partners is executed for the purpose of Networking and skill advancement.
- ✿ Developing referral service to help resident organizations identify technical providers is done for networking, leadership enhancement, and skill advancement purposes.
- ✿ Securing resources to develop additional programs provides development of networking, leadership enhancement, and skill advancement.

3.5 Will program goals, objectives, and activities change?

- ✿ The goals for the Michigan Resident Leadership Network will remain the same. Due to flux, in terms of objectives and activities, methods to obtain the goals may change.

IV. Evaluation Questionnaire

4.1 Evaluation Questions

Effort

1. How many sessions were made available? How many events were held?

Performance

2. How many staff members attended the various events that were held? How many participants showed up for the sessions?

Process

3. Were the sessions carried out as planned? Did the staff personnel work? Did the speakers actually arrive?

Adequacy

4. What percentage of staff must attend each session? How much transfer training from workshop to classroom must occur?

Efficiency

5. Are there simpler methods of leadership enhancement that would yield results similar to those in current use? Are there better ways to development? Was the money given MRLN used effectively?

4.2 Proposed Evaluation Questions

Effort

1. How many sessions were held per year? How much of the grant money used for training, technical assistance and research? How many events were held?

Performance

2. How many staff members attended the various events that were held? How many participants showed up for the sessions?

Process

3. Were the sessions carried out as planned? Did the staff personnel work? Did the participants profile encompass public housing residents? How were focus groups carried out? Did the speakers actually arrive?

Adequacy

4. What percentage of staff must attend each session? How much transfer training from workshop to classroom must occur?

Efficiency

5. Are there simpler methods of leadership enhancement that would yield results similar to those in current use? Are there better ways to development? Was the money given to MRLN used effectively?

4.3 **Explanation of Evaluation Questions**

The rationalizations for choosing these questions are:

Effort

1. How many sessions were made available? How many events were held?
This question attempts to analyze how much effort was produced to make this project a success? Was there a sufficient amount of time for all of the developments to take place? Was it realistic according to the results projected?

Performance

2. How many staff members attended the various events that were held? How many participants showed up for the sessions?
This question attempts to analyze if the plans for the activities were actually carried out.

Efficiency

3. Are there simpler methods of leadership enhancement that would yield results similar to those in current use? Are there better ways to development? Was the money given MRLN used effectively?
This question attempts to analyze if the means to obtain the suggested goals were adequate. It also inquires if there are any methods less expensive to obtain the same goals.

- ☛ The Evaluation questions that were given above attempt to analyze if the money that was determined for this project was used effectively and efficiently. The questions also attempt to ascertain whether the methods used to achieve the overall goal of the program were adequate and

successful. These questions are important to determine the success of the project's goals. By determining the effect, performance, process, adequacy, and efficiency, the project goals can be identified.

4.4 **Evaluation Questions Relationship to MRLN Goals**

Effort

1. How many sessions were held per year? How much of the grant money and other money were used for the training, technical assistance and research?

These questions relate to the program's goals of providing leadership development, to create active awareness of public housing issues to those that are affected, to provide a forum for networking, and to develop citizen skills. These questions relate to the program's overall progress and effort. It asks whether the program staff contributed to the best of their ability to obtain the desired outcomes of public housing resident's empowerment and leadership.

Performance

2. How were focus groups carried out? Were the sessions planned with an agenda? Did the participants profile encompass all public housing designated groups?

This question relates to the programs identified target group. All participants in the activities provided were to have an interest in public housing issues. This question also addresses the issue of constancy with the agenda. This question is important to determine the faithfulness of the program staff as well as maintaining the clients' regular agenda. In relationship to the program's goals and objectives, these questions inquire if the targeted group was actually involved in the program.

Efficiency

3. Are there simpler methods of leadership enhancement that would yield results similar to those in current use? Are there better ways to development? Was the money given MRLN used effectively?

This question attempts to focus on the funders' interest in the program. One of the funders' interests after contributing to a program is to make sure the money granted was well spent. This question invites the program staff to explore other means of more effective use of the funds given to the project.

- ☛ The evaluation questions relate to the overall goal of the project's emphasis on providing information and training

on leadership, providing forums for networking and to create awareness on public housing issues to all that are interested. The evaluation questions address issues that have an effect on all of the designated objectives directed toward the goal of the program.

Ecological Map

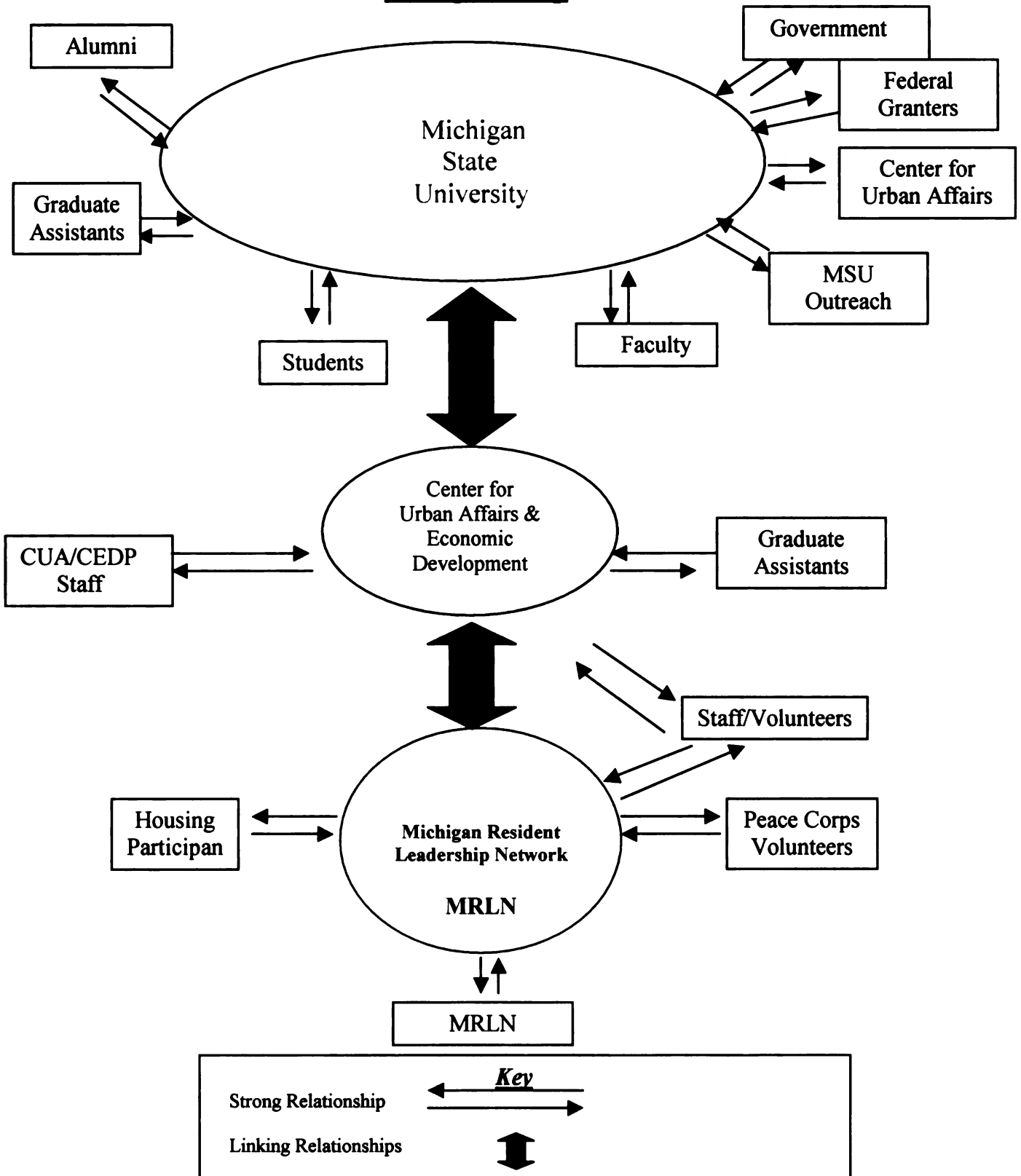


Figure 1. Ecological map of stakeholders.

V. Evaluation Design

5.1 Selected Evaluation Designs

The designs that will be used for this evaluation are:

☞ Evaluation Questionnaire Design

This design is an evaluation design with a comparison group and a program group. The program group will be randomly selected participants in the program and will complete the survey questionnaire before they begin the program and after they have completed the program. The participants will complete the questionnaire in the program facility and will not be mailed the survey.

The comparison group will be community public housing residents in the city of Lansing. These residents will be mailed the questionnaire and asked to return them, receiving no program impact.

☞ Qualitative Descriptive (Record Summary) Designs

Record summary's of the Lansing Public Housing Board meetings will be obtained and reviewed to determine the activeness in public housing issues on behalf of the program participants. This information will be analyzed to observe if there was an increase in attendance of public housing board meetings because of the program's impact. Also the program's record summary will be obtained for staff compliance purposes.

5.2 The rationale for the selection of these designs is to provide a variation of measurable evaluation methods to obtain qualitative and quantitative analysis on achievement. The Michigan Resident Leadership Network's goals. Using both designs will strengthen the validity and the reliability of the evaluation. MRLN's goal is to provide leadership skills, networking capabilities and empowerment to all participants interested in public housing issues. The activities assigned must provide proof of MRLN's accomplishments pertaining to its goals.

1. Evaluation Design - This design will contain a program and a comparison group.

☞ The program group will be randomly selected participants in the program.

☞ The comparison group will be randomly selected Lansing public housing residents. Census information will be used to obtain residential information on this comparison group.

Once selected, the two groups will be given a pre-survey to report on leadership, and their feelings of empowerment. The groups will also provide feedback on their current networking capabilities. After the completion of the program both groups will get another survey containing similar questions.

This method will be used to document any differences between program participants and non-participants. The information provided will determine whether the program increased leadership, empowerment and networking capabilities among participants.

2. **Descriptive Design** - This design will be done in a time series and used to obtain summary record information from the Lansing public housing executive board secretary records on the participation and meeting attendance ratings of MRLN program participants. The records will be analyzed at the beginning of the program, six (6) months after the program begins and upon completion of the program. This will reveal program success of leadership and empowerment among MRLN program participants.

5.3 **Strengths of the Designs**

- ☛ The strength of the evaluation design provides a random selected sample for the evaluation. The two groups used will be randomly selected. By using an evaluation design, more specific information will be given in regards to whether the program was the cause of change in the participants. Also, by using this design, threats to internal validity will be controlled.
- ☛ The strength of the record summary design provides feedback on the attendance of program participants that have received facilitation that encourage leadership skills and empowerment. By using a qualitative design, more in depth information about the program and how it works may be provided by the program's participants.

5.4 **Weaknesses of the Designs**

- ☛ The weakness of the **evaluation design** is that it is intrusive on the participants as well as the program staff. The design is also time consuming and expensive. Also design can be complicated as well.
- ☛ The weakness of the **descriptive (record summary) design** is that this design is also time consuming, expensive and intrusive on the participants and the program staff.

VI. Sample Description

6.1 **Evaluation Sample**

The evaluation sample will be Lansing residents interested in public housing issues. This is inclusive of all socioeconomic backgrounds, age groups, and genders. MRLN has a general membership policy. The program group members will be a determined by the total number of general interested members, however the comparison group will be selected after the average

- age, gender, socioeconomic status, and length of time in their current home (within a span of ten years for the age and the length of time in the home) has been determined from the program group.
- 6.2 The sample for the program group will be randomly selected. The sample selection of the comparison group or the will be randomly selected as well.
- 6.3 The rationale for the sample selection is based on the advantages of a random sample. If a random sample is used, the likelihood of obtaining accurate evaluation analysis on the programs success is greater than a non-random sample used for evaluation purposes. MRLN's open participant policy, that all person's interested in public housing issues can participate.
- 6.4 **Sample Advantages**
The advantage is that using a random selected group of program participants as well as a random selected group for the comparison participants will increase the accuracy of the program evaluation. This will decrease the threats of partiality on behalf of staff members to a certain group of program participants. It will also decrease the chance of survey related activities altering natural behavior from the participants.
- 6.5 **Sample Disadvantages**
The disadvantages of the sample survey are that the information needed to obtain evaluation analysis will be costly and time consuming. In addition to these, the methods of obtaining sample information will be intrusive.

VII. Description of the Instruments

- 7.1 The variables that will be measured in each of these questions are as follows:
1. **Staff Consistency/Worker Behaviors**
How many sessions were held per year? How much of the grant money and other money were used for the training, technical assistance and research?
Program records will obtain the answer to these questions.
 2. **Worker Behaviors/ Compliance With Criteria To A Create Stable Environment**
How were focus groups carried out? Were the sessions planned with an agenda? Did the participants profile encompass all public housing designated groups?
Program records will obtain the answers to these questions.
 3. **Worker Precision/ Stakeholder Cognition**
Are there simpler methods of leadership enhancement that would yield results similar to those in current use? Are there better ways to development? Was the money given MRLN

used effectively?

Program records will be used to obtain the answers to these questions.

7.2 **Instruments**

1. **Self-Administered -Pencil and Paper – Ten-Question Survey** will be used to measure the skills obtained during the program and also the participant's feelings of empowerment and leadership in relationship to public housing issues.
2. **Record Summary** of public housing meeting attendants will be obtained to ascertain whether attendance at public housing board meetings in Lansing have increased among participants in the MRLN program.
3. **MRLN Program Summary Records** will be used to obtain information on the compliance of program staff. This information will be used to detect if program staff followed through with agendas and dates that contribute to the overall success of the program participants.

- 7.3 The explanation for using the ten-question survey is to obtain information of leadership skills, feelings of empowerment and networking capabilities from the participants prior to beginning the program. This is the more useful way to gain information – directly from the source. A survey will allow the participant to answer all questions themselves without the encouragement or discouragement of interviewers. This method will also give the participants time to consider rationally their personal commitment to their interest in public housing issues and how their participation may be improved.

The rational for using record summaries and MRLN program records of the participants serves an unbiased and non-manipulated purpose of obtaining information. This information is based on the participant's attendance at meetings in which has no affiliation with MRLN's program.

The rational for obtaining MRLN program records is to make sure that MRLN program staff is performing to the best of their abilities to assure participant development and progress.

7.4 **Establishment of Reliability and Validity**

Validity and reliability for the surveys will be accomplished by having a skilled research and data collector as well as skilled survey writer in charge of this assignment. Adequate description of the survey purpose and what will be done with the survey results will be given to the participant. Participants must also agree to the suggested consent form before the survey will be admitted.

Selected and adapted valid and reliable standardized materials will be chosen to measure the outcomes of this program. This will protect from inaccurate evaluation analysis.

Only competent and qualified staff that understand and agree to comply with the ethical values that involve human subjects will review the data obtained from both the summary records and public housing meetings.

7.5 Instruments

A MRLN program leader will administer the surveys to the program and comparison group. A MRLN staff will also obtain meeting summary records from the Lansing executive board secretary. The evaluator will review all of the program records kept by MRLN.

7.6 The instrument administrators will need to meet prior to instrument administration with program staff to discuss guidelines and procedures.

7.7 The survey will be self-administered by paper and pencil both times it is presented. The survey will contain a detailed instruction page in regards to the reason of the survey, the confidentiality of the survey results and how to complete the survey. The participants in the program group will be expected to complete the survey in about twenty (20) minutes while they are in the program area. Once the survey is completed the participants will submit the surveys to the survey administrator. The survey given to the comparison group will be identical to the survey given to the program group however; the comparison group will have a self-addressed envelope with paid postage for return. This survey will be given twice, identical to the program group.

7.8 The adequacy standards used for each instrument are as follows:

- ☛ For the survey the standards will be based upon the projected program goals and objectives. The program goals will direct the survey questions. A one hundred percent (100%) return on all surveys given to participants in the control and the program group will be expected. This is a requirement for the program participants.
- ☛ The standards that will be used for the public housing meeting records will be based on ethical values and non-biased data collection. This must also be done in a confidential manner to protect the participants at all times from persons not directly affiliated with the program or the evaluation process. Records obtained on at least sixty percent (60%) of the program participants will be sufficient and adequate.
- ☛ The standards of adequacy involving the program records of MRLN will also be based on ethical values and integrity. This information must not be manipulated in any way in order to prove or disprove accomplishment of the program. This information will also be based on one hundred percent (100%) of the information on all of the program staff.

VII. Data Analysis

- 8.1 The Questionnaire data will be collected from the program and comparison group at the beginning of the program. Then questionnaire data will be collected from both groups at the end of the program. Once collected, data will be analyzed and coded into a computer under the file name of “Program Questionnaires 1 and 2” and “Comparison Questionnaires 1 and 2” each time they are collected.
The team members selected by the program staff will code the data as soon as the last questionnaire is received. This is suggested to occur on the 20th of February, the 20th of August and the 5th of January.
Once the data is coded and entered into the computer, it will be translated and presented to the program staff by means of oral presentation as well as written documentation.
- 8.2 Descriptive statistics will be used to measure the median, mode, mean, variability and frequency. This simple technique is among the most useful analysis technique because it is the most meaningful and easily understood.
- 8.3 The Descriptive technique is suggested because among the previously mentioned reasons they are one of the most frequently used. This means that they are proven reliable and valid. This technique will show if there is a difference between participants in the experimental program and the comparison group.
- 8.4 The strengths of this data analysis plan is that all of the plans will provide valid and reliable information for the evaluation. The descriptive will provide information that is informative and detailed. The various methods used to attain analysis of the program's outcome are used in attempts to identify the program's relationship to change in the program participants.
- 8.4 The limitations of the data analysis plan pertain to the various types of data. It is necessary to have an ample amount of time to gather and analyze the data. This also means that the cost of this analysis will be elevated. Additional training will be needed as well for the data analyst.
- 8.5 The limitations of the data analysis plan are that due to the various types, an ample amount of time will be used to gather and analyze the data. This also means that the cost of this analysis will be elevated. Additional training will be needed as well for the data analyst.

IX. Primary Cost of Staff Time and Effort

9.1 Planning Evaluation Budget (*see Appendix C.*)

9.2 Budget Narrative

All projections for this evaluation budget are for one year. All prices display total rate per year.

1. Evaluation Staff - \$40,000.
2. Consultant - \$6,000 (\$50.00 per hour/10 hours per week for three months). One consultant will be needed to train and inform staff members' non-evaluation design measures and data analysis.
3. Travel - \$150.00 will be needed for local travel. Ten (10) miles to and from work for one year @ \$.30 a mile.
4. Communications - \$3,204 (phone, fax usage, voice mail, America Online subscription (email), postage meter).
5. Printing and duplication - \$2,600 for paper.
6. Printed Materials - \$1,000 postage paid envelopes.
7. Supplies and Equipment - \$1,410 (ink cartridge, paper cutter, shredder, 2 filing cabinets, folders).
8. Other - \$815.00 (electricity, water, coffee)
9. Other - \$9,152 Data entry personnel for three months. This temporary staff member will input data received from survey's and program records into *MRLN* evaluation program computer files. This temporary staff member will also assist in the data analysis.
10. **Total - \$66,271 for the year.**

X. Proposed Timetable for the Evaluation (January 10, 2001 - January 10, 2002)

Tasks	Jan	Feb	Mar	Apr	May	June	July
Visit program site	5						
Meet w/ stakeholders to clarify purpose of evaluation	10						
Meet w/ program mgr. & staff to present suggested evaluation plan & implementation means	12						
Purchase supplies	15						
Determine needs to implement plan of action	20						
Administer instruments		10					10
Analyze Data			20				

Tasks		Aug	Sept	Oct	Nov	Dec	Jan
Visit program site							
Meet w/ stakeholders to clarify purpose of evaluation							
Meet w/ program manager and staff to present suggested evaluation plan & implementation means							
Determine needs to implement plan of action							
Administer instruments						10	
Analyze Data		20					5
Evaluation Completion							10

Consent Form

Your participation in this survey is a vital part of the Michigan Resident Leadership Network's (*MRLN*) objective to effectively serve their clients/participants. Your answers to these questions will help to improve the *MRLN* program. The information will be used to identify the contributions of the *MRLN* program for all persons interested in public housing issues.

- ☞ **Your answers will be kept completely confidential.**
- ☞ **You indicate your voluntary agreement to participate by completing and returning this questionnaire.**
- ☞ **The questionnaire will take approximately 20 minutes to complete.**
- ☞ **Please try to answer all questions.** Filling out the questionnaire is entirely voluntary, but complete responses will make the survey most useful.
- ☞ **If you have any questions or need assistance please call XXX at (xxx) xxx-xxxx or email xxxxx.com**
- ☞ **When you are finished, please give the questionnaire to survey administrator; if the you were mailed this survey, please seal the enclosed envelope, return and mail to:**

Michigan Resident Leadership Network
State of Michigan

No postage required.

Thank-You!

Survey Questions

Instructions: Please answer one question per line by marking an “x” on the line provided. This questionnaire must be self-administered by paper and pencil by participants that are given this survey.

Background Information: This survey is designed to help the Michigan Resident Leadership Network determine ways to improve its program. This will allow the *MRLN* program to more effectively serve their clients.

1. Do you have a concern for public housing issues?

Yes_____

No_____

2. Do you feel as though you are able to make effective contributions concerning public housing issues?

Yes_____

No_____

3. Are you active in public housing issues, meaning are you current in its issues and projects?

Yes_____

No_____

4. Do you feel as though your ideas about public housing issues can be voiced?

Yes_____

No_____

5. Do you feel as though there is an audience that will listen to your concerns?

Yes_____

No_____

6. Do you feel as though that audience will act on behalf of your concerns?

Yes_____

No_____

7. Do you feel that there are not enough persons or programs operating on behalf of public housing residents?

Yes_____

No_____

8. Do you feel that if you know many program providers, organizations and authoritative persons that share the same public housing concerns as you do?

Yes_____

No_____

9. If so, do those people contribute to the voice of public housing issues that effect you?

Yes_____

No_____

10. If not, do you feel as though the persons identified above will be an asset to public housing issues that affect you?

Yes_____

No_____

Planning an Evaluation Budget

	Year 1	Year 2	Year 3	Year 4
Evaluation Staff Salary and Benefits	\$ 40,000	\$	\$	\$
Consultants \$50 10hrs	\$ 6,000	\$	\$	\$
Travel miles yr @ 30¢/mi	\$ 150.00	\$	\$	\$
Communications (postage, telephone calls, etc.)	\$ 1700 phone \$1200 fax 264.0 AOL	\$ 60 voice mail \$480 postal meter	\$ Total \$3,204.00	\$
Printing and Duplication	\$ 2,600 yr	\$	\$	\$
Printed Materials	\$ postage pd. envelopes \$1,800	\$	\$	\$
Supplies and Equipment	\$ ink cartridge 48.00 paper 2600.00 paper cutter 150.00 shredder 200.00	\$ 2 Filing cabinets \$600.00 folders \$60.00	\$	\$
Other	\$ electricity \$480.00 at \$40/month water \$25/month \$300 coffee \$35.00 yr	\$	\$	\$
Other	\$ - data entry personal at \$11.00/hr 3 months 2,288 mon x 12 = \$27,456.00 \$572.00 WK	\$	\$	\$
Total	\$ 61,271	\$	\$	\$

Total

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