Logic Models and Activity Planning for SEEC Grant Objectives Year 2 (2008-2009)

*The slide layout and text from some of the slides should be cited to Powell and Hennert (2008). See reference list for full citation.

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Purposeful Planning for the Future

• Use Logic models to help guide us through purposeful activity planning for each of the grant objectives.

• Logic Models provide a process for linking activities to outcomes (and in turn evaluation).

• Logic Models are becoming more prevalent in grant proposal submissions and grant evaluations.
Logic Models are...

- A depiction of a program showing what the program will do and what it is to accomplish.
- A series of “if-then” relationships that, if implemented as intended, lead to the desired outcomes.
- Tools for identifying outcomes and anticipating ways to measure them.
- The core of program planning and evaluation.
Advance Organizers...

A logic model is an *advance organizer* used to help design evaluation and performance measurement, including:

- a model of how the program works
- evaluation questions
- key performance measures
- outline of the story to be told in the evaluation report
- a shared understanding among program and evaluation staff of what is important
What’s the benefit of using Logic Models?

• Focus on and be accountable for what matters – OUTCOMES
• Provides common language
• Supports continuous improvement
• Promotes communications
• Makes assumptions EXPLICIT

Assumptions underlie much of what we do. It is often these underlying assumptions that hinder success or produce less-than-expected results. One benefit of logic modeling is that it helps us make our assumptions explicit.
Assumptions...

- Include
  - The beliefs we have about the program, the participants, and how the program will work, including ideas about:
    - the problem or existing situation
    - program operations
    - expected outcomes and benefits
    - how participants will learn, behave, and their motivations
    - resources
    - staff
    - influences from the external environment
    - our starting knowledge base and what else we need to know
Purposes of Logic Models

- **Program Planning** – helps define program strategy...where you are and where you want to be.
- **Program Management** – connects dots b/w resources, activities, and outcomes. Foundation for budgets, work plans, data collection, and evaluation plan.
- **Communication** – shows stakeholders what a program is doing (activities) and what it is achieving (outcomes).
- **Consensus-Building** – builds a common understanding.
- **Fundraising** – demonstrates to funders that you have purposefully identified what your program will do, what it hopes to achieve, and what resources you need to accomplish your work.
What a logic model is not...

- A theory
- Reality
- An evaluation model or method

A logic model is...

- a framework for describing the relationships between investments, activities, and results.
- An approach for integrating planning, implementation, evaluation, and reporting.

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What Does a Logic Model Look Like?

• Flowchart summarizing key elements of a program
  ➢ Resources
  ➢ Activities
  ➢ Products and services to be delivered
  ➢ External effects on program outcomes
  ➢ Causal linkages
  ➢ Hoped-for shorter-term results (intermediate outcomes)
  ➢ Hoped-for longer-term results (end outcomes)
  ➢ Overall impact of the program
Foundation of a Logic Model

1. Resources
2. Activities
3. Outputs
4. Outcomes
5. Impact

Your Planned Work

Your Intended Results

Where are you going?
How will you get there?
What will show that you’ve arrived?

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Resources include:

- People,
- Time,
- Materials,
- Funds...
- ...dedicated to or consumed by the program

- Resources can often be referred to as *inputs*.

Program Activities are:

- What the program does with the resources to achieve desired results.
- The processes, tools, events, technology, and actions are the intentional part of the program implementation.
Your Intended Results

Outputs are:
- The direct product of program activities and
- may include types, levels, and targets of services to be delivered.

Outcomes are:
- The changes expected to result from a program-
- Changes among participants, clients, communities, systems, or organizations.
  - Short-term 1-3yrs
  - Long-term 4-6yrs

Impact is:
- The fundamental intended or unintended change occurring in organizations, communities or systems as a result of program activities within 7-10 years.
If-then relationships

Underlying a logic model is a series of ‘if-then’ relationships that express the program’s *theory of change.*
Theory of Change

“A theory of change is a description of how and why a set of activities – be they part of a highly focused program or a comprehensive initiative – are expected to lead to early, intermediate, and long-term outcomes over a specified period.”

(Anderson, 2000)
How will activities lead to desired outcomes?
A series of if-then relationships

Advising Program Example

IF: We invest time, effort, and money

then: We can provide advising 10 hrs/week for 50 students

IF: Students struggling academically can be advised

then: They will learn better and improve their skills

IF: They will get better grades

then: The number of students who are retained and graduate will increase

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Common Problem!

A common problem is that activities and strategies often do not lead to the desired outcomes. Check your ‘if-then’ statements and ensure that they make sense and lead to the outcomes you want to achieve. A logic model makes the connections EXPLICIT.
Every day logic model – Family Vacation

**Inputs**
- Family Members
- Budget
- Car
- Camping Equipment

**Outputs**
- Drive to state park
- Set up camp
- Cook, play, talk, laugh, hike

**Outcomes**
Family members learn about each other; family bonds; family has a good time

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Logical chain of connections showing what the SEEC program is to accomplish and the activities being conducted to accomplish the initial goals.
Feedback loops and multi-dimensions

INPUTS
- Program investments

OUTPUTS
- Activities
- Participation

OUTCOMES
- Short
- Medium
- Long-term

What we invest 
What we do 
Who we reach 
What results
Fully detailed Logic Model

Program Action - Logic Model

**Inputs**
- What we invest
  - Consider: Mission, Vision, Values, Mandates, Resources, Local dynamics, Collaborators, Competitors

**Outputs**
- Activities
  - What we do: Conduct workshops, meetings, deliver services, develop products, curriculum, resources, train, provide counseling, assess, facilitate, partner, work with media

- Participation
  - Who we reach: Participants, Clients, Agencies, Decision-makers, Customers

**Outcomes - Impact**
- Short Term
- Medium Term
- Long Term
  - What the short term results are: Learning, Awareness, Knowledge, Attitudes, Skills, Opinions, Aspirations, Motivations
  - What the medium term results are: Action, Behavior, Practice, Decision-making, Policies, Social Action
  - What the ultimate impact(s) is: Conditions, Social, Economic, Civic, Environmental

**Assumptions**
**External Factors**

**Evaluation**
Focus - Collect Data - Analyze and Interpret - Report
Logic Models Help with Evaluation

Provides the program description that guides the evaluation process.

- Helps match evaluation to the program.
- Helps know what and when to measure.
  - Process, outcomes, and impact
- Helps focus on key, important information
  - Prioritize: where will we spend our evaluation resources?
  - What do we really need to know??
Logic model and common types of evaluation

Inputs

Outputs
Activities Participation

Outcomes - Impact
Short Term Medium Term Long Term

Assumptions

External Factors

Satisfaction

NEEDS

PROCESS

OUTCOMES

IMPACT

DMACC

DESMOINES AREA COMMUNITY COLLEGE
Macro-level Logic Model for all SEEC O-Teams

**INPUTS**
- Learning Village Team
- Networking Team
- Curriculum Team
- Advising Team

**OUTPUTS**
- Activities
- Participation

**OUTCOMES**
- Short
- Medium
- Long-term

**What we invest**

**What we do**

**Who we reach**

**What results**
Micro-level Logic Models for each SEEC O-Team

- Will allow us to create the macro-level logic model.
- Will maximize grant resources.
- Will provide the foundation for evaluation activities.
- Will share information about objectives, outcomes, and resources across the O-Teams.
Logic Model Development Activity for O-Teams (see handout)

<table>
<thead>
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<th>Resources: In order to accomplish our set of activities we will need the following.</th>
<th>Activities: In order to address our O-Team goals we will accomplish the following activities.</th>
<th>Outputs: What are the tangible products of our activities? (what do we expect to see as a result of our activities ...remember these are tangible).</th>
<th>Short Term Outcomes: What changes do we expect to occur within the short term (year 2 of the grant)?</th>
<th>Long Term Outcomes: What changes do we want to see occur after that?</th>
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## Example – Advising O-Team

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<td>On-site engineering advising for DMACC students (2-3 hours a week)</td>
<td>20 students advised per week</td>
<td>Through on-site advising students are more engaged in engineering as a career choice.</td>
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References


