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.

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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.

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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

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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.

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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 how learn, behave, and their motivations
    - ➢ resources
    - ➢ staff
    - ➢ influences from the external environment
    - ➢ our starting knowledge base and what else we need to know

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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.

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What a logic model is not…

- A theory
- Reality
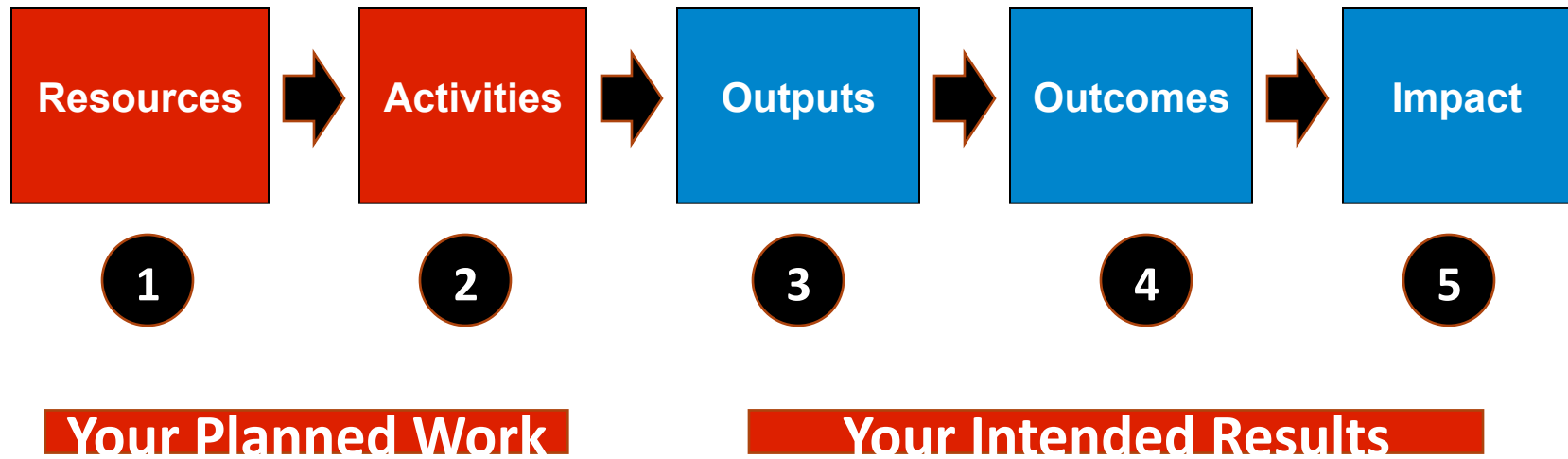- An evaluation model or method

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

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Your Planned Work…

Resources

Activities

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.

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Your Intended Results

Outputs	→	Outcomes	→	Impact
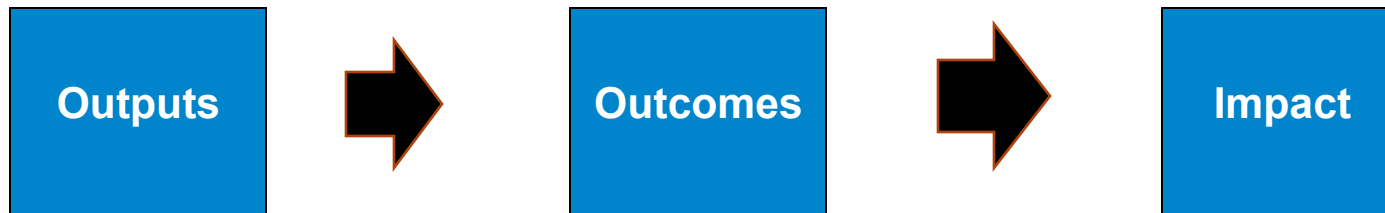
Outputs are:

- 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.

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If-then relationships

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

IF then   IF then   IF then

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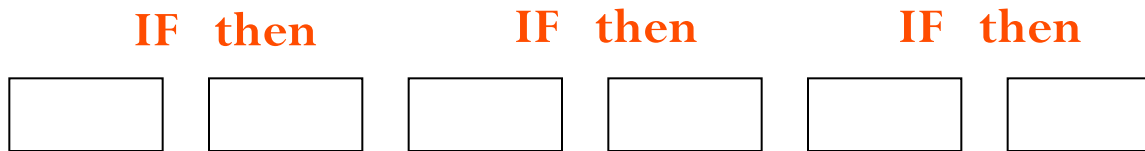
Theory of Change

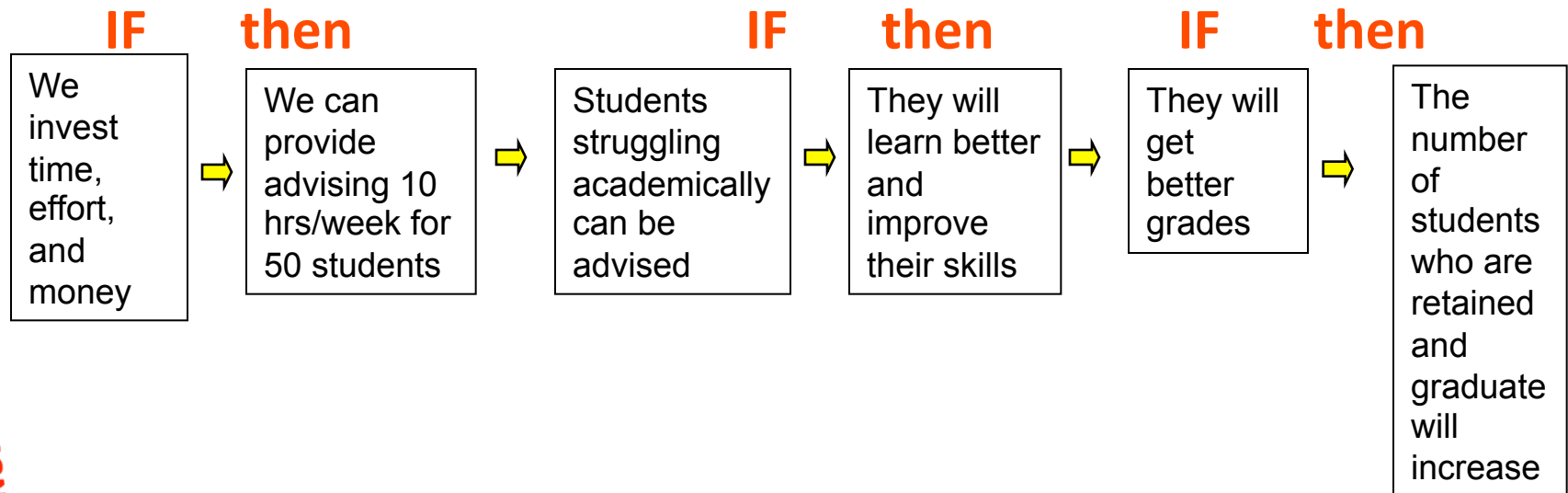"A theory of change is a description of how and why a set of activities – be they part of a highly focused program or a comprehensive initiative – are expected to lead to early, intermediate, and long-term outcomes over a specified period."

(Anderson, 2000)

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How will activities lead to desired outcomes?
A series of if-then relationships

Advising Program Example

IF	then		IF	then		IF	then

We invest time, effort, and money → We can provide advising 10 hrs/week for 50 students → Students struggling academically can be advised → They will learn better and improve their skills → They will get better grades → The number of students who are retained and graduate will increase

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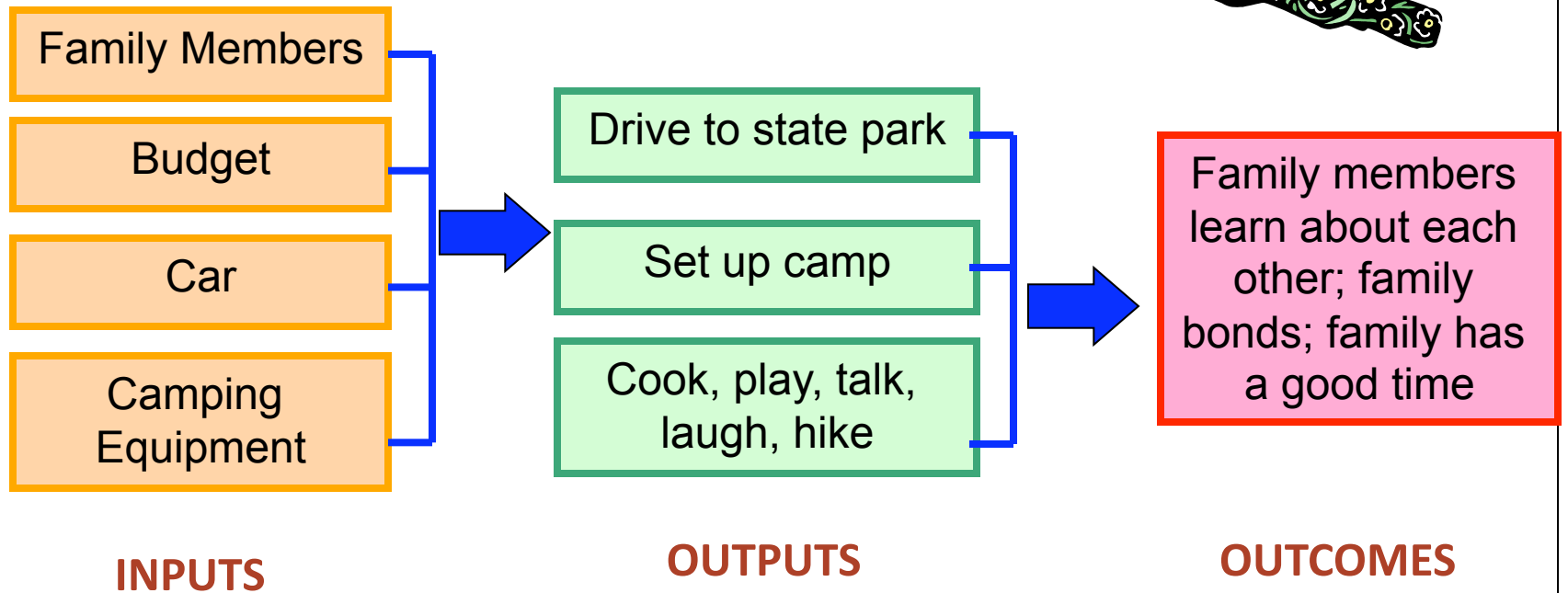DES MOINES AREA
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Common Problem!

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.

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Every day logic model – Family Vacation

INPUTS	OUTPUTS	OUTCOMES
Family Members	Drive to state park	Family members learn about each other; family bonds; family has a good time
Budget	Set up camp	
Car	Cook, play, talk, laugh, hike	
Camping Equipment		

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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.

SEEC: STUDENT ENROLLMENT AND ENGAGEMENT THROUGH CONNECTIONS

INPUTS	OUTPUTS		OUTCOMES		
Program investments	Activities	Participation	Short	Medium	Long-term

What we invest **What we do** **Who we reach** **What results**

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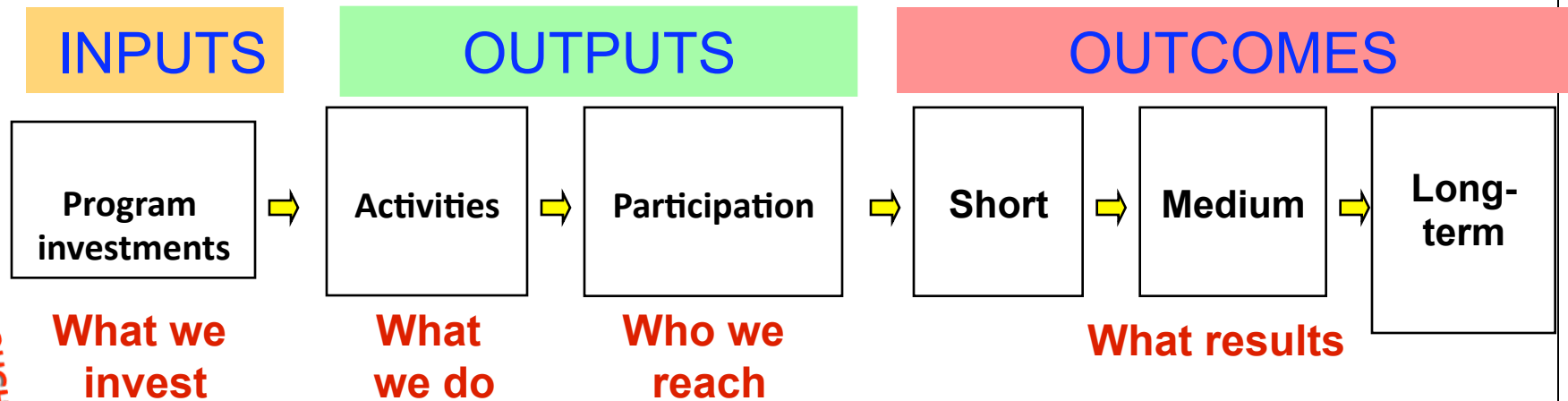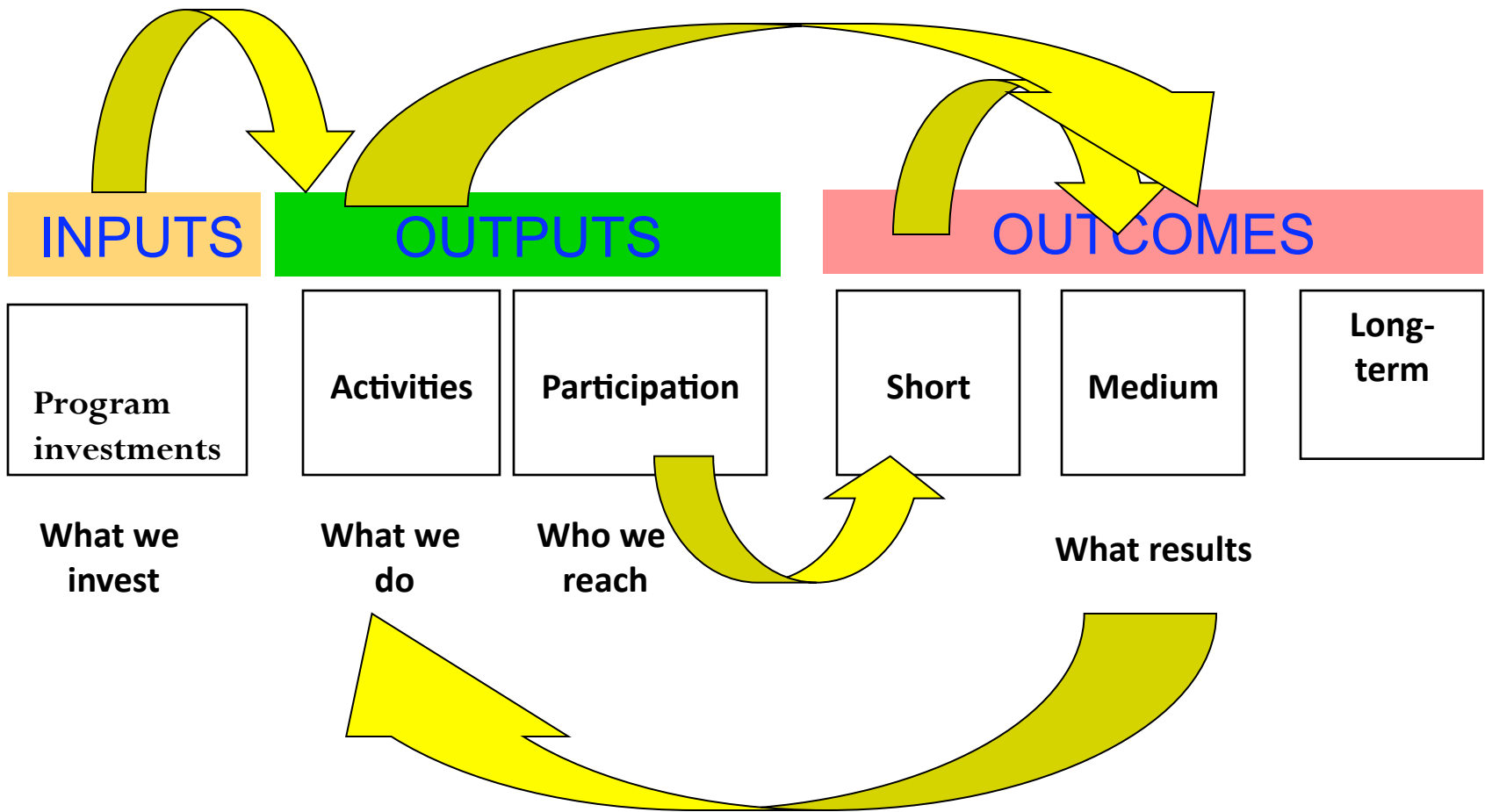
Fully detailed Logic Model

Program Action - Logic Model

Inputs	➡	Outputs		➡	Outcomes - Impact		
		Activities	Participation		Short Term	Medium Term	Long Term

Situation

Needs and assets

Symptoms versus problems

Stakeholder engagement

Priorities

Consider:
- Mission
- Vision
- Values
- Mandates
- Resources
- Local dynamics
- Collaborators
- Competitors

Intended outcomes

What we invest

Staff

Volunteers

Time

Money

Research base

Materials

Equipment

Technology

Partners

What we do

Conduct workshops, meetings
Deliver services
Develop products, curriculum, resources
Train
Provide counseling
Assess
Facilitate
Partner
Work with media

Who we reach

Participants

Clients

Agencies

Decision-makers

Customers

Satisfaction

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 <u>match</u> 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??

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Logic model and common types of evaluation
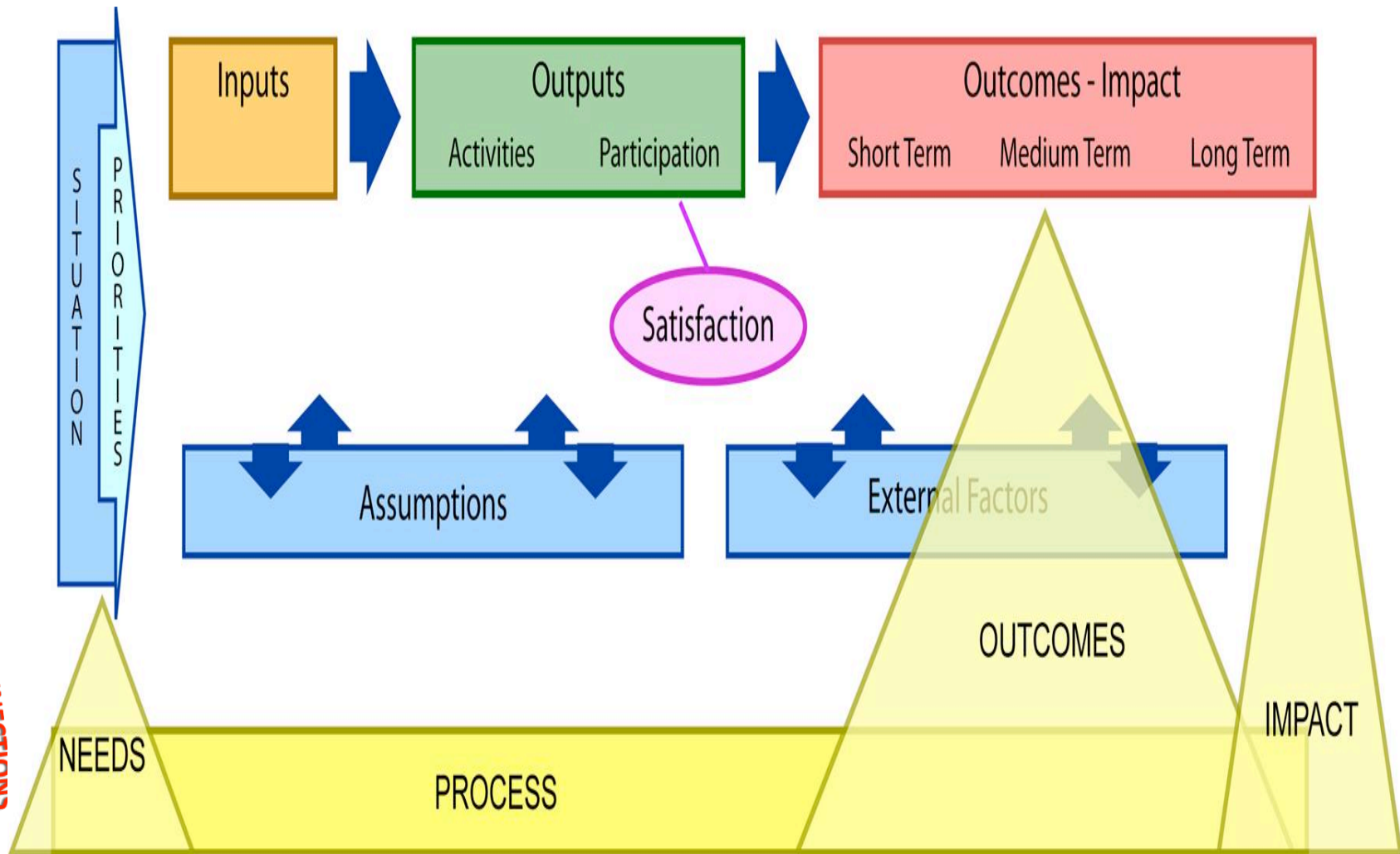
Macro-level Logic Model for all SEEC O-Teams

SEEC: STUDENT ENROLLMENT AND ENGAGEMENT THROUGH CONNECTIONS

INPUTS

Learning Village Team
Networking Team
Curriculum Team
Advising Team

What we invest

OUTPUTS

Activities	Participation

What we do   **Who we reach**

OUTCOMES

Short	Medium	Long-term

What results

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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.

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Logic Model Development Activity for O-Teams (see handout)

Resources: In order to accomplish our set of activities we will need the following.	Activities: In order to address our O-Team goals we will accomplish the following activities.	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).	Short Term Outcomes: What changes do we expect to occur within the short term (year 2 of the grant)?	Long Term Outcomes: What changes do we want to see occur after that?

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Example – Advising O-Team

Resources: In order to accomplish our set of activities we will need the following.	Activities: In order to address our O-Team goals we will accomplish the following activities.	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).	Short Term Outcomes: What changes do we expect to occur within the short term (year 2 of the grant)?	Long Term Outcomes: What changes do we want to see occur after that?
Advisors	On-site engineering advising for DMACC students (2-3 hours a week)	20 students advised per week	Through on-site advising students are more engaged in engineering as a career choice.	Through enhanced engagement students are more likely to be retained at DMACC in the STEM area and transition successfully to ISU in a STEM area.

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