



BUILDING EVALUATION CAPACITY INITIATIVE

BECI



YaleEVAL



“From building a logic model to creating a system to track data, this initiative has taught us how to be more intentional when looking at our programs.”

— Public Interest Law Center

“This initiative has markedly changed the way we view, discuss, and implement evaluation. The most striking shift is our confidence to approach evaluation ourselves without being intimidated or overwhelmed.”

— Lutheran Settlement House





our HISTORY

We are a university-based evaluation group, known as YaleEVAL, that offers a range of evaluation services and training to individuals, organizations, businesses, and government. Our home is The Consultation Center, which was formed more than 40 years ago as a collaborative endeavor of the Yale School of Medicine Department of Psychiatry, the Connecticut Mental Health Center, and The Consultation Center, Inc., a nonprofit 501(c)3 community organization.

The Yale Building Evaluation Capacity Initiative (BECI) provides training and consultation to organizations in Greater Philadelphia and Southern New Jersey to enhance organizational effectiveness through program evaluation, quality improvement, and data-driven decision making. BECI began in 2009 with pilot funding from The Scattergood Foundation to build evaluation capacity in the Philadelphia Mural Arts Program, which led to subsequent funding by several foundations to implement and evaluate the Porch Light Initiative.

Since 2009, BECI has provided a two-year program of consultation, training, technical assistance, and coaching to almost 50 organizations. After completing the two-year program, organizations are eligible to receive ongoing consultation and training through the Greater Philadelphia Program Evaluation Learning Collaborative.

For more information about YaleEVAL, visit: www.YaleEVAL.yale.edu. For more information about The Consultation Center at Yale, visit: www.consultationcenter.yale.edu.

“Staff are now actively engaged in evaluation related to the respective programs they lead.”

— 11th Street Family Health Services of Drexel University

The BECI Model



Typical Milestones

YEAR 1	YEAR 2	SUSTAINABILITY
<ul style="list-style-type: none"> Develop and share program logic model Identify measures and indicators Establish and pilot a data collection plan 	<ul style="list-style-type: none"> Implement and revise data collection Analyze and disseminate results Expand evaluation to other programs 	<ul style="list-style-type: none"> Participate in Learning Collaborative Obtain ongoing technical assistance Access evaluation resources and training



our **APPROACH**

We adopt a culturally-situated, strengths-based, collaborative, and interdisciplinary approach to evaluation that is data-driven, systems-oriented, and comprehensive. In BECI, we combine group trainings and individually-tailored consultation, technical assistance, and coaching to enhance evaluation capacity in four areas: evaluation planning and design; data collection, management, and analysis; targeted communication of findings that includes the use of data visualization; and building a sustainable organizational culture for evaluation.

Our BECI team has experience using qualitative, quantitative, and mixed methods; supporting the use of participatory evaluation approaches; and strengthening implementation of evidence-based practices. We also assist organizations to incorporate multiple and diverse stakeholders into the evaluation process so that evaluations are more likely to be culturally-appropriate, feasible, useful, and sustainable.

“During Year 2 of the Building Evaluation Capacity Initiative, we used data collected from the pilot to revise our training materials, data collection forms, and programming efforts to support broader implementation of our program.”

— Mental Health Association of Southeastern PA



our PARTNERS

BECI has partnered with about 50 organizations that have varied in size, populations served, and the types of programs offered. Organizations have offered programs in health and wellness, arts and culture, sports and recreation, education, and social and human services.

BECI is supported by The Scattergood Foundation, the Barra Foundation, The Philadelphia Foundation, and the United Way of Greater Philadelphia and Southern New Jersey.

BECI has also been a catalyst for related initiatives in Greater Philadelphia and Southern New Jersey conducted with The Scattergood Foundation. These have focused on evaluation capacity building, quality improvement, data-driven decision making, and evaluation research.

They include:

The Pottstown Trauma-Informed Community Connection (PTICC)— a coalition seeking to build a trauma-informed community in greater Pottstown, PA.

BECI-MCCC— capacity building to evaluate the Montgomery County Community College Power Program.

BECI-Delaware County— building evaluation capacity for the Delaware County Trauma-Informed Community Initiative.

BECI-KenCrest— a two-year program to build evaluation capacity at KenCrest, which serves individuals with intellectual and developmental disabilities and autism.

Making Data Count— a series of two half-day trainings to enhance readiness for evaluation capacity building for almost 150 community organizations supported by the United Way of Greater Philadelphia and Southern New Jersey.

BECI Funders

The Scattergood Foundation

Barra Foundation

The Philadelphia Foundation

United Way of Greater Philadelphia and Southern New Jersey

Funders of the BECI-Pilot & Related Initiatives

KenCrest

Montgomery County Community College

Pottstown School District with support from the Kellogg Foundation

Philadelphia Department of Behavioral Health and Intellectual disAbilities

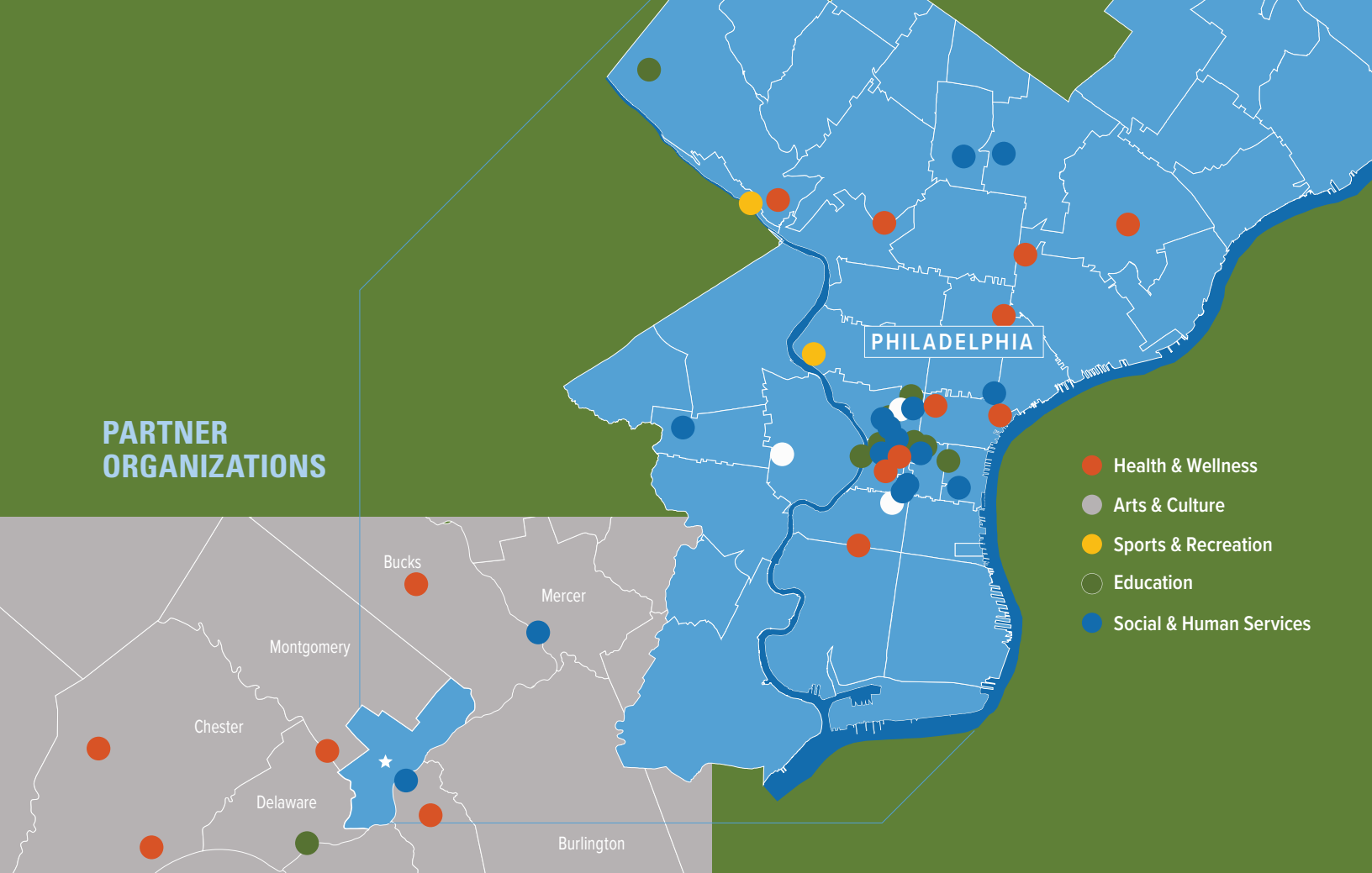
Philadelphia Mural Arts Program

Robert Wood Johnson Foundation

The Scattergood Foundation

United Way of Greater Philadelphia and Southern New Jersey

PARTNER ORGANIZATIONS



HEALTH & WELLNESS

11th Street Family Health Services of Drexel University
 Bancroft
 Center for Families and Relationships
 Children's Crisis Treatment Center
 Child Guidance Resource Centers
 Coatesville Youth Initiative
 Diversified Community Services
 Child Protection Program (CPP) at St. Christopher's Hospital for Children
 Community Organization for Mental Health and Rehabilitative Services (COMHAR, Inc.)
 JEVS Human Services
 La Comunidad Hispana
 Northeast Community Center for Behavioral Health
 Northern Children's Services
 Resources for Human Development
 The Council of Southeast Pennsylvania

ARTS & CULTURE

Art Sanctuary
 Philadelphia Murals Arts Program (BECI pilot program - Porch Light Initiative)
 Scribe Video Center

SPORTS & RECREATION

Smith Memorial Playground & Playhouse
 Starfinder Foundation

EDUCATION

After School Activities Partnership
 Boys and Girls Club of Chester
 Children's Literacy Initiative
 Health Federation of Philadelphia/Multiplying Connections
 Mental Health Association of Southeastern PA
 Need in Deed
 Pennsylvania Horticultural Society (PHS) City Harvest
 Schuylkill Center for Environmental Education
 Vetri Community Partnership
 WHYY

SOCIAL & HUMAN SERVICES

ACHIEVEability, Inc.
 Broad Street Ministry
 Cambodian Association of Greater Philadelphia
 Episcopal Community Services
 Free Library of Philadelphia
 Hopeworks 'N Camden
 Lutheran Settlement House
 MANNA (Metropolitan Area Neighborhood Nutrition Alliance)
 Mercer Street Friends
 Nationalities Service Center
 Pathways to Housing PA
 Philadelphia Food Access Collaborative
 Project HOME
 Public Interest Law Center of Philadelphia
 Turning Points for Children
 Welcoming Center for New Pennsylvanians



our **IMPACT**

Annual surveys of participants have documented quantitative changes in evaluation beliefs, knowledge, and skills by the end of BECI participation. The results are shown below.



Also, in a recent review, we completed a detailed analysis of annual progress reports submitted by organizations participating in BECI. We used content analysis in which pairs of BECI consultants independently coded each organization's year-end report. The results are shown here.

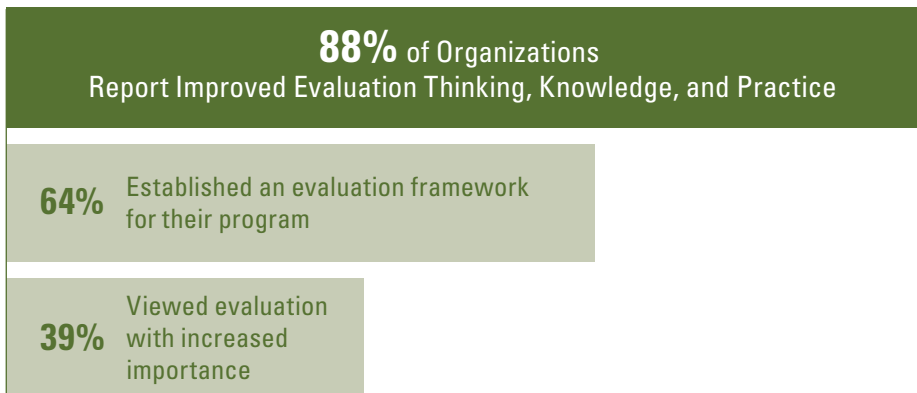
"Through the support of the data briefs and analysis created in this program, we have been able to secure funding to sustain the Collaborative's work and expand our partnerships."

— Philadelphia Food Access Collaborative



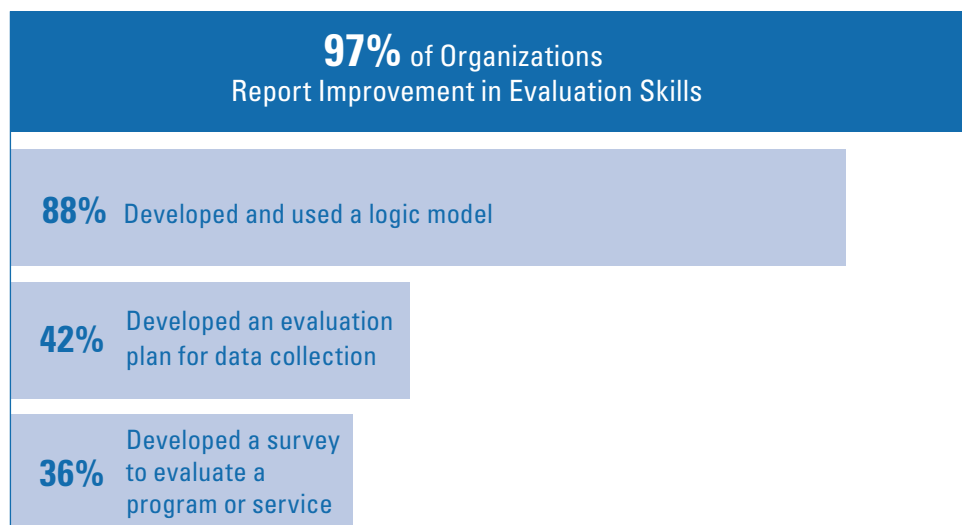
“This initiative both broadened and deepened our thinking and practice regarding evaluation. By enhancing our knowledge and skills in program evaluation, we are now more able to define our needs, identify our goals, and create objectives and action plans to reach those goals.”

— Children’s Crisis Treatment Center



“We are more thoughtful in our choices of what data to collect, making sure that the information we do collect is meaningful and useful.”

— JEVS Human Services





our TEAM

“For many of our guests the experience of being asked their opinions, and the realization that their experiences mattered, fostered further trust-building opportunities.”

— The Hospitality Program at Broad Street Ministry



Cindy Crusto, PhD

Cindy is a Senior Evaluation Consultant with YaleEVAL. She has experience training community organizations in program evaluation, and has conducted evaluations of early childhood systems, school readiness, young children’s exposure to trauma, college awareness and readiness, youth substance use, and systems of care. Cindy was chair of the American Evaluation Association Task Force that developed the AEA Public Statement on Cultural Competence in Evaluation.



Amy Griffin, MA

Amy is a Senior Evaluation Consultant with YaleEVAL. She has experience providing consultation on the development and implementation of program evaluations to nonprofit agencies, coalitions, foundations, and local and state departments. Amy has a Master’s degree in Communications, advanced graduate training in Family and Child Ecology, and expertise providing technical assistance and training to state departments and community-based organizations.



Elizabeth Grim, MSW, MPH

Elizabeth is an Evaluation Consultant with YaleEVAL. She uses data to strengthen organizations and communities, and has expertise in providing training and technical assistance to community-based organizations, evaluation, data visualization, and policy analysis. Much of Elizabeth’s work focuses on the social determinants of health, including housing, homelessness, child welfare, juvenile justice, and education.



Joy S. Kaufman, PhD

Joy is a Senior Evaluation Consultant with YaleEVAL and the Deputy Director for Operations at The Consultation Center. Trained as a clinical and community psychologist, Joy has experience conducting program evaluations, needs assessments, and evaluations of service delivery systems. She has provided consultation and technical assistance to state departments regarding the development of evaluation strategies for community providers, training and technical assistance to implement mandated reporting requirements, and helped organizations utilize data to inform program and policy development.



Samantha Matlin, PhD

Samantha is a Senior Evaluation Consultant with YaleEVAL and the Director of Evaluation and Community Impact at The Scattergood Foundation. She is also the former Special Advisor to the Commissioner at the City of Philadelphia Department of Behavioral Health and Intellectual disAbility Services. Samantha has experience providing evaluation consultation to community-based organizations and state agencies, including implementing and evaluating arts-based neighborhood initiatives, school-based social and emotional learning programs, and programs that serve children, youth, and families.



Michael S. Strambler, PhD

Michael is a Senior Evaluation Consultant with YaleEVAL and Director of Child Wellbeing and Education Research at The Consultation Center. He also provides data analytic expertise for BECI-related initiatives. Trained as a clinical/community psychologist, he has experience conducting program evaluations and applied research in schools, from preschool to postsecondary levels. Mike has established regional and state partnerships between practitioners and researchers to support the well-being and education of children, and provided training, technical assistance, and evaluation support for various school-based social and emotional learning programs.



Jacob K. Tebes, PhD

Jack is a Senior Evaluation Consultant with YaleEVAL and the Executive Director of The Consultation Center. He also directs the Building Evaluation Capacity Initiative (BECI). Jack has experience conducting child, youth, family, school, and community-based evaluations. In addition to conducting applied research on resilience, he has established public-academic partnerships using evaluation data to inform practice and policy; directed an evaluation of an arts-based neighborhood intervention in Philadelphia; and evaluated various school- and community-based initiatives focused on trauma and/or substance use.

Other technical and support staff for BECI include: Susan Florio, Administrative Associate; Maegan Genovese, M.A., Research Associate; and Erin Hoffman, B.A., Evaluation Assistant.

“The most significant benefit to us this year has been in our ability to develop shared language across the team.”

— Need in Deed

“We have learned how useful the logic model is in helping others, both within and outside of our agency, to understand our program better.”

— Pennsylvania Horticultural Society

“Participating in this initiative...helped each of us to proactively identify and begin to implement evaluation activities into our daily program management activities.”

— Health Federation of Philadelphia



YaleEVAL

THE CONSULTATION CENTER AT YALE

389 Whitney Avenue
New Haven, CT 06511
203.789.7645

<http://consultationcenter.yale.edu>