Cradle Beach
Logic Model Summarized

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Summary of Research Logic Model

The Logic Model is a tool that guides evaluation and research initiatives and ensures that appropriate protocols are followed when conducting research to demonstrate short and long term impacts. The essence of a logic model is to tie three levels of outcomes; initial, intermediate, and impact; to the programming and programming goals of an organization. The Cradle Beach Logic Model is based on federally and national agency models including but not limited to:

- United States Department of Education
- United States Department of Health and Human Services
- New York State Education Department
- National United Way Model

The Logic Model details in general terms the pathways of Inputs, Environment, Outputs, and Outcomes in order to "logically" connect the initial changes to the desired impacts on participants. Furthermore, the Logic Model details the evaluation and research strategies currently being implemented and guides decisions for future research efforts. The Logic Model is a document that evolves as the organization engages its participants or new participants in new and innovative ways. The Cradle Beach Logic Model is designed specifically for current and future decision making.

Inputs & Environment

The inputs of the Logic Model are designed to paint a detailed picture of the environment in which the organization works, baseline data used to describe current conditions and demographics of participants, provider characteristics, project characteristics, and program management and implementation. Data sources for baseline data vary and can be both quantitative and qualitative. Sources of typical baseline data include but are not limited to:

- Buffalo Reads City Wide Needs Assessment
- Search Institute Data and Research
- NYS District and School Report Cards
- School and District Data (i.e. statistics for Character Education)
- US Census (2000)
- USDE and NYSED Databases

- Organizational History and Description
- Staffing and Organizational Chart
- Historical Evaluation and Research Reports
- Cradle Beach Strategic Plan
- Programmatic Management and Implementation Plans & Progress Reports

The Inputs & Environment data sources set the stage for what the organization is currently engaged in, the environment it works in, and the needs of its participants and surrounding community. Inputs and Environment data help to position the organization for decision making around program selection, innovation, and expansion; strategic planning; and resource (human and financial) planning.

Outputs

The Outputs of the program are the points-of-contact with participants. Cradle Beach has two strategic programs each of which have multiple points-of-contact. The Logic Model describes these interfaces in order to establish the point of initial outcomes. The bridge then becomes the behavior changes that occur as a result of the initial outcomes and the consequent impact on participants as a result of those behavior changes.

Outcomes

Outcomes are generally analyzed through rigorous evaluation and research methodologies. The 2nd and 3rd pages of this document provide detailed information on the evaluation and research methodologies including Outcomes, Target Indicators, Sources of Data, and Data Collection Methods. These details provide guidance on specific research strategies that will maintain the rigor expected of high quality, publishable research. All evaluation and research decisions by the organization shall be guided by these specifications.

Demonstrating Summer Session and School-Based Programming Impact

The following description provides details on the process for evaluating and researching Cradle Beach's Summer Session and School-Based Programs.

- ***Conceptual Phase:*** The conceptual phase of any research effort conducted by Cradle Beach (CB) will tie directly to the CB Logic Model and begin with a detailed analysis of the program and desired objectives. The analysis should demonstrate a suggested link between specific program activities and desired outcomes. It will be these activities that will like to initial outcomes and consequently tie to the impact of the programs. Without this analysis, it will be difficult to link programmatic activities to outcomes. The analysis should clearly describe the program activities and the desired outcomes. Process evaluation will ensure that the program is running true to design and the evaluation and research efforts will ensure that the desired outcomes align with the program. Adjustments should be made when a disconnect is revealed in the research and documentation of adjustments must be put in any final reporting of the research.
- ***Survey/Scale Selection:*** It is crucial to select research-based scales or surveys with citations in published peer-reviewed articles. This ensures that the scales and/or surveys have passed a rigorous review and that validity and reliability of the instruments have been established. Keep in mind that a review of the published articles is necessary to ensure appropriate methodology, statistical analyses, and effect size were utilized and achieved.
- ***Data Collection Process:*** The data collection process must be clearly defined prior to the initiation of any research effort. Careful adherence should be made with the Evaluation and Research Mapping portion of the logic model. This section will identify the Outcomes, Target Indicators, Data Sources, and Data Collection Method. If the new research requires the use of surveys or scales not identified on the Mapping, then they should follow the Survey/Scale Selection criteria identified in the previous section and once selected, should be added to the Evaluation and Research Mapping section of the logic model.
- ***Program Evaluation & Research:*** When conducting evaluation and research, careful attention should be paid to the administration of surveys. Consistent practices are essential to maintain the rigor expected of publishable research. The way to ensure this occurs is to train all those involved in the evaluation and survey administration process. Topics to be covered in an evaluation or research training should include but are not limited to:
  - Overview of Surveys

- Background on Expected Outcomes
- Overview on Linkages Between Program and Intended Outcomes
- Administration Guidelines
- Handling Participant Questions
- Handling and Storage of Surveys
- How to Reach Researchers for Questions

- ***Initial Outcomes Measurement:*** Initial outcomes are often directly linked to program activities and most often link to intrinsic or knowledge-based changes within the participants. The expectation is that as a result of these initial outcomes, the participants will change behaviors. Programmatic activities should consistently reinforce the outcomes. The rationale behind this emphasis is that the desired outcomes are what the program is intended to effect. Reinforcing those outcomes ensures greater likelihood of effecting positive change in the Initial Outcomes.
- ***Intermediate Outcomes Measurement:*** Intermediate Outcomes are the behavior changes that one expects to occur as a result of successfully achieving the Initial Outcomes. The behavior changes are carefully mapped out in the logic model and should be directly linked to research discourse (Theoretical Framework) which states that if a participant behaves in a particular manner, one may expect the desired impact. It is the behavior change linked to the initial outcome that ties the initial outcome and program activity to the impact outcome.
- ***Impact Outcomes Measurement:*** The impact outcome is the desired outcome a program claims it affects. Examples of Impact Outcomes are changes in Academic Achievement, Behavior Changes, Attendance Rates, Graduation Rates, and College Attendance Rates. When a program uses rigorous research methodologies, follows its logic model and evaluation and research mapping, and it achieves its impact outcomes; it can state that the program has the desired impact.
- ***Reporting Data:*** Reporting the evaluation and research findings in a public manner promotes the efforts of the agency to ensure that its programs have the desired impacts it states they have. Moreover, it demonstrates to foundations and donors that their monetary investments are appropriately invested in a sound program and agency. Programmatic outcomes should be reported on the Cradle Beach web site with the ability to disseminate findings in hard copy to those who do not have internet access.
- ***Publishing Results:*** Publishing research in peer-reviewed journal articles is based on the submitted research's addition to current discourse. If a research study does not extend current understanding in a particular academic field, it does not suggest that the research is not credible. When research studies are not published, it does not necessarily imply poor design. On the contrary, a study not accepted for publication in a peer-reviewed journal may be scientifically sound and maintain the rigors expected of publishable research, however, it simply is not extending current understanding. When this occurs, white papers are one of two desired reporting strategies. The other strategy is evaluation and research reports as well as executive summaries. Finally, all reports should be made public and submitted to local, state, and federal funding agencies as well as foundations.