The University of Texas at Tyler

College of Business and Technology
Department of Human Resource Development and Technology

Summer 2022
Syllabus

Course:	HRD5307	Instructor:	Greg G. Wang
Title:	Measurement and Evaluation in HRD	Office:	COB 315.13
Section:	560	Office Hours:	By appointment on Zoom
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Welcome to HRD5307 Measurement and Evaluation in HRD. I am your instructor, Dr. Greg Wang. I look forward to meeting with you in our virtual classroom. This course is designed to help you with various backgrounds to understand and practice measurement and evaluation (M&E) of learning programs in HRD.

This course is developed in a modular format to assist you in organizing your time and efforts in learning. Each module will describe a particular aspect of E&M and will provide resources for further studies. Each module will specify required reading, writing, and discussion requirements.

Please read through each section of the Syllabus carefully. Please refer back to the information contained in this Syllabus anytime you have a question regarding the basic course information, due dates, or requirements. You may wish to print out the Syllabus for your future references along the learning process.

If you are unfamiliar with accessing the Internet or have questions regarding technical requirements, please look for the links on your learning portal for Technical Support or Canvas 101. In addition, you can access the UT Tyler website for general information and its student services.

Introduction

If this is your first time to take a web-based online course, you will find it dramatically different from your previous experiences. There is no face-to-face contact with your instructor and fellow participants. You may feel you are working alone. You may feel confused and anxious because you can't ask questions and receive immediate feedback.

Relax! You are not alone, and any anxiety you feel will go away as you become familiar with this environment. You may even begin to prefer this environment because of the flexibility that it affords you in managing your time and the learning materials.

I want to stress to both the experienced and inexperienced online learning participants that the key to successful completion of this online course, or any online course, is organization. This syllabus outlines in detail my expectations of you as participant, including required textbooks, grading policies, assignments, and projects, and a schedule of readings and assignment/project due dates. This is not a self-paced course. Deadlines exist because the course is offered within the UT Tyler course schedule and to help you complete the course successfully in a timely manner.

As mentioned earlier, the course has been designed in modules to assist you in organizing your efforts. There are five instructional modules that require you to learn assigned text material, to respond to discussion questions, to prepare assignments, and to complete projects.

Course Description:

A study of HRD/Tech intervention measurement methods, evaluation procedures, and assessment criteria for learning that takes place in business and industry as well as in formal education environments.

Course Learning Objectives:

Upon completion of this course, students should be able to:

1. Articulate the role of the HRD/Tech Ed professionals in program evaluation
2. Discuss the evolution of, and challenges in, program evaluation methods
3. Specify context evaluation, implementation evaluation, and outcome evaluation and their roles in HRD/TECH.
4. Distinguish and discuss various program evaluation and measurement models
5. Identify advantages and disadvantages of current evaluation models and methods
6. Design and construct appropriate instruments in relation to learning program assessment
7. Perform major data collection approaches to performance improvement and program evaluation
8. Become familiar with current practices in performance analysis and evaluation
9. Conduct initial data analysis for HRD/Tech Ed program evaluation
10. Plan, organize and prepare to conduct an evaluation and measurement project.
11. Describe the standards and ethical practices of evaluation and measurement.

Textbooks

Russ-Eft, D. and Preskill, H. (2009). Evaluation in Organizations: A systematic approach to enhancing learning, performance, and change. Philadelphia, PA: Perseus. ISBN: 978-0-465-01866-6 (Referred to as RP in reading assignments)

Wang, G. G. and Spitzer, D. (2005, Eds). *Advances in HRD Measurement and Evaluation: Theory and Practice*. A Special Issue published in the journal of *Advances in Developing Human Resources*, Vol, 7, No. 1. (Referred to as WS in reading assignments. Note that all articles in the special issue may be downloaded for free through UT Tyler online library)

(The first textbook is available from the university bookstore. The second book is available at the UT Tyler online library as well as on the course learning site)

Other related materials will be assigned online. Also see reference list below.

Grading Policy and Criteria to Determine Final Course Grade:

The course is organized as an adult learning experience within the university semester frame. Students are expected to take responsibility for the learning, active participation of online discussion, and presenting information related to the learning subject. The following specific

learning activities are designed as part of the curriculum. As a graduate course, students are expected to conduct research-based learning in addition to reading the required readings and learning for the course content. Such effort should be demonstrated in your completed assignments and online discussions. Students will be assessed on the basis of the quantity, quality, and timeliness of their efforts.

Assignment	Grade
2 Article Critiques (15 each)	30
Participation of Online Discussion Forum (6 point for each module)	30
Final Project Paper	30
Online Project Presentation	10
Total	100

Grading Scale

A	91 – 100
B	81 – 90
C	71 – 80
D	61—70
F	60 or below

All late assignment submission, including discussion posts and writing assignments will receive 20% point deduction.

Date of Final Exam:

This course will not have a close-book final examination. The equivalence of a final exam is your final project and online presentation. The due date for both is Sunday, July 31, 2022.

Date to Withdraw without Penalty:

Please check with the University Registrar's office for any deadline changes and on applicable penalty after that date based on UT Tyler policy.

Class Attendance and Make-up Policy

As a class delivered through online format, you can study at your own pace and follow the semester time frame.

Learning Agenda

Module 1: Introduction (May 9—14)
Readings:
Russ-Eft and Preskill (RP): Chapters 1 and 3.
Additional readings are listed in the learning modules

Online Discussion Due: May. 14

Module 2: Models and Theories of Evaluation and Measurement (May 15—28)
Readings:
RP: Chapters 2 and 17.

Online Discussion Due: May 28.
Article Critique One Due: June 28.

Module 3: Evaluation Scope and Process (May 29—June 18)
Readings:
RP: Chapters 5 and 15.

Online Exercises Due: June 18.
Article Critique Two Due: June 18.

Module 4: Data Collection and Analysis (July 19—July 9)
Readings:
RP: Chapters 6-13.

Online Discussion Due: July 9.

Module 5: Evaluation Reporting (July 10—July 31)

Readings:

RP: Chapters 4, and 14-16.

Final Project Paper Due: July 31.

Online discussion due: July 31.

Project presentation due: July 31.

** Instructor reserves the right to revise the course outline and agenda.

It is the student's responsibility to locate the additional readings listed. Please take this as opportunities for literature search. All reference articles should be available online at UT Tyler library's periodical locator unless indicated otherwise.

To locate a journal on UT Tyler online library, go to http://library.uttyler.edu click on "Journals by Title". Type in the journal title, e.g., Advances in Developing Human Resources, in the box and click on "search". Once the journal link come up, click on it will bring up a page asking for your Patriot ID and password. Completing this step will take you to that journal website. You may chose year/volume/issue and download articles in PDF format.

Academic Honesty

Making references to the work of others strengthens your own work by granting you greater authority and by showing that you are part of a discussion located within an intellectual community. When you make references to the ideas of others, it is essential to provide proper attribution and citation. Failing to do so is considered academically dishonest, as is copying or paraphrasing someone else's work. The consequences of such behavior will lead to consequences ranging from failure on an assignment to failure in the course to dismissal from the university. Because the disciplines of the Humanities value collaborative work, you will be encouraged to share ideas and to include the ideas of others in our papers. Please ask if you are in doubt about the use of a citation. Honest mistakes can always be corrected or prevented.

Requirements for All Assignments:

All assignments, unless specified otherwise, must contain a cover page (do not forget to put your name on the cover page), and be double-spaced with page numbers, and margins of 1" on all sides, in either Arial or Times New Roman 12 font size. All references must be consistent with APA style.

Important: Please name all your assignments in the following format: "last name followed by first name initial". For example, **wangg.docx**.

Disability/Accessibility Services

In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University of Texas at Tyler offers accommodations to students with learning, physical and/or psychological disabilities. If you have a disability, including non-visible diagnosis such as a learning disorder, chronic illness, TBI, PTSD, ADHD, or you have a history of modifications or accommodations in a previous educational environment, you are encouraged to visit https://hood.accessiblelearning.com/UTTyler and fill out the New Student application. The **Student Accessibility and Resources** (SAR) office will contact you when your application has been submitted and an appointment with Cynthia Lowery, Assistant Director Student Services/ADA Coordinator. For more information, including filling out an application for services, please visit the SAR webpage at http://www.uttyler.edu/disabilityservices, the SAR office located in the University Center, # 3150 or call 903.566.7079.

Article Critiques

Objectives

This assignment is designed for students' self-directed learning regarding the subject of program evaluation and analysis. Among others, the objectives include
1. Conduct research oriented learning
2. Practice analytical and critical thinking

Assignments

You need to identify a peer-reviewed published paper on the subject of HRD/Tech measurement and evaluation and following the requirement below. You may choose any article in the reading list of this course. You may also select articles outside the reading list as long as they are relevant to the topic of this course. (Note: Please do not use articles from general or commercial websites. It has to have a journal title and volume/issue and page numbers.)

Note: If you select Kirkpatrick's work for critiques, you need to include all four articles. They are available in the Canvas learning site under the link of "Syllabus and Required Readings…" above Module 1.

Requirements:

1. Begin the Critiques with a complete bibliographic citation in proper APA style format [Author, (year of publication). Article title. *Journal Title*, *volume* (issue), page range]. APA style is established by American Psychological Association for all psychology related fields. For detailed APA requirements, please visit www.apastyle.org.
2. Briefly summarize why the article is important for students in HRD 5307. (e.g., How does it relate to M&E in HRD? Why is it important to enhance our understanding in M&E? How important is the article to the field of HRD?)
3. Summarize the article's content: No more than 2 pages and use your own words to paraphrase. Please avoid copying from the article abstract.
4. Discuss the practical applications (if any) of the article for practitioners. What should they be able to do or to learn regarding M&E after reading the article?
5. Be sure to critique the article, discuss any weaknesses or any occasions when you think the author's theory, model, process or ideas won't work and explain why with literature support. Note that a major portion of your grade will depend on the quality of your critiques.

6. The paper should be at least 6 double-spaced typed pages in length excluding cover page. 20 percent points will be deducted for late submissions (all critiques must be completed to receive a grade for the assignment).
7. You are strongly encouraged to reference additional research articles. Please structure your writing with headings and subheadings.

Final Evaluation Project

Requirements:
- The paper should be at least 12 pages in length, double-spaced with 1" margins on all sides; At least 10 references from related journals and books. Required page length includes references but does not include appendices, e.g., questionnaire surveys.
- This is an independent project for students to show their demonstrated learning.

Objectives
This assignment is intended to develop students' hand-on experience in learning HRD/TECH program evaluation. Among other things, the objectives include
1. Obtaining service learning-based experience
2. Gaining in-depth knowledge on real world evaluation and measurement project
3. Applying models and methods covered in the course
4. Practicing analytical and critical thinking

Assignments
Identify an HRD/TECH program in an organization and conduct a program evaluation and measurement project. You may conduct any levels of evaluation per Kirkpatrick's taxonomy beyond level one. In other words, no reaction level evaluation will be accepted. Ideally, your project report is to be a service for a host organization or a community to improve the effectiveness of a learning related program under evaluation.

The evaluation report should at least include the following:
1. Describe a selected training or HRD program and the organization background. (Answer the question of "what is happening?")
2. Specify the evaluation question. (Answer the question of "what are you trying to do?")
3. Discuss the evaluation method. (Answer the question of "What approach is used?")
4. Explain the data collection process. (Answer the question of "where the data comes from?" and "how the data is collected?")
5. Describe your analysis and the findings/results. (Answer the question of "how do you analyze the data and what have you found?)
6. Discuss recommendations to the program based on the evaluation results. (Answer the question of "So what?")
7. Lessons learned from the project.

You are encouraged to be creative in your evaluation report. However, you must include the above seven components in your final report. The following is a recommended structure for the report:

Program Evaluation Report -- Content Outline Guide
a. Title page (with a project title and author name)
b. Table of Content
c. Brief background on the organization and the program (2-3 pages)
   - Basic information about the organization and the program

- Purpose and/or rationale of the evaluation
- Evaluation question(s)
- Stakeholders of the program
- Audiences of the program evaluation

d. Evaluation Design (2 -3 pages)
- Evaluation questions
- Data collection methods and procedures
- Variables or measures of success
- Instruments for data collection
- Sampling procedures
- Data analysis procedures and statistics

e. Results (3-5 pages)
- Description of sample
- Results of data analysis

f. Discussions, Recommendations, and Implications (1-2 pages)

g. Appendices if applicable

UT Tyler Honor Code

Every member of the UT Tyler community joins together to embrace: Honor and integrity that will not allow me to lie, cheat, or steal, nor to accept the actions of those who do. Students

Campus Carry

We respect the right and privacy of students 21 and over who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available at http://www.uttyler.edu/about/campus-carry/index.php

UT Tyler is a Tobacco-Free University

All forms of tobacco will not be permitted on the UT Tyler main campus, branch campuses, and any property owned by UT Tyler. This applies to all members of the University community, including students, faculty, staff, University affiliates, contractors, and visitors.
Forms of tobacco not permitted include cigarettes, cigars, pipes, water pipes (hookah), bidis, kreteks, electronic cigarettes, smokeless tobacco, snuff, chewing tobacco, and all other tobacco products.

There are several cessation programs available to students looking to quit smoking, including counseling, quitlines, and group support. For more information on cessation programs please visit www.uttyler.edu/tobacco- free.

Students Rights and Responsibilities
To know and understand the policies that affect your rights and responsibilities as a student at UT Tyler, please follow this link:
http://www.uttyler.edu/wellness/StudentRightsandResponsibilities.html

Grade Replacement/Forgiveness
If you are repeating this course for a grade replacement, you must file an intent to receive grade forgiveness with the registrar by the 12th day of class. Failure to do so will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates will receive grade forgiveness (grade replacement) for only three course repeats; graduates, for two course repeats during his/her career at UT Tyler.

State-Mandated Course Drop Policy
Texas law prohibits a student who began college for the first time in Fall 2007 or thereafter from dropping more than six courses during their entire undergraduate career. This includes courses dropped at another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the 12th day of class (See Schedule of Classes for the specific date).
Exceptions to the 6-drop rule may be found in the catalog. Petitions for exemptions must be submitted to the Registrar's Office and must be accompanied by documentation of the extenuating circumstance. Please contact the Registrar's Office if you have any questions.

Student Absence due to Religious Observance
Students who anticipate being absent from class due to a religious observance are requested to inform the instructor of such absences by the second class meeting of the semester.

Student Absence for University-Sponsored Events and Activities
If you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the planned absence. At that time the instructor will set a date and time when make-up assignments will be completed.

Social Security and FERPA Statement:
It is the policy of The University of Texas at Tyler to protect the confidential nature of social security numbers. The University has changed its computer programming so that all students have an identification number. The electronic transmission of grades (e.g., via e-mail) risks violation of the Family Educational Rights and Privacy Act; grades will not be transmitted electronically.

Emergency Exits and Evacuation:
Everyone is required to exit the building when a fire alarm goes off. Follow your instructor's directions regarding the appropriate exit. If you require assistance during an evacuation, inform your instructor in the first week of class. Do Not re-enter the building unless given permission by University Police, Fire department, or Fire Prevention Services.