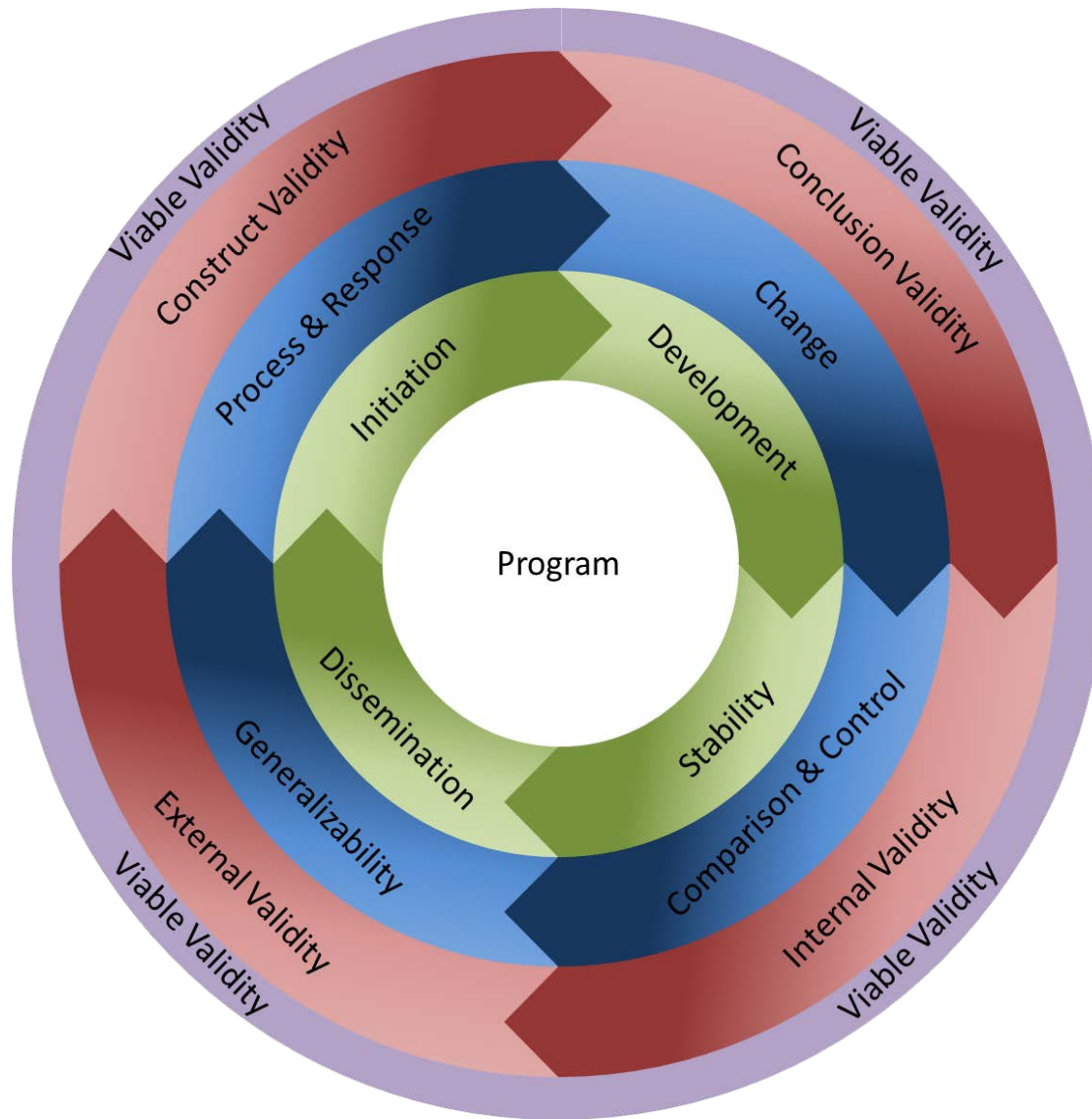|	**Program Lifecycle**		**Evaluation Lifecycle**	
Phase I Initiation	Program is in *initial implementation(s)*, either as a brand new program or as an adaptation of an existing program.	Phase IA	Examines *implementation, participant and facilitator satisfaction*. Uses process and participant *documentation* and assessment and *post-only evaluation of reactions and satisfaction*.	**Process & Response**
	Program still undergoing *rapid or substantial change* or revision, after initial trials.	Phase IB	Focuses on *implementation*, and increasingly on *presence or absence of selected outcomes*. Evaluation is *post-only*; outcome measures are under development with attention to internal consistency (reliability).	
Phase II Development	*Scale and scope of revisions are smaller*; most program elements are still developing while a few may be implemented consistently	Phase IIA	Examines *program's association with change in group outcomes,* for these participants in this context. Uses *unmatched pre- and post-test of outcomes*, quantitative/qualitative assessment of change, assessment of measure reliability and validity.	**Change**
	Most program *elements* are *implemented consistently*; minor changes may still take place as some elements may still be developing	Phase IIB	Examines *program's association with change in group (and/or individual) outcomes,* for these participants in this context. Uses *matched pre- and post-test of outcomes*, quantitative/qualitative assessment of change, verifying measure reliability and validity.	
Phase III Stability	*Program is implemented consistently;* participant experience from one implementation to the next is relatively stable (formal lessons or curricula exist)	Phase IIIA	Assesses *effectiveness* using design and statistical controls and comparisons (*control groups, control variables or statistical controls*).	**Comparison & Control**
	Program has *formal written procedures or protocol* and can be implemented consistently by new facilitators	Phase IIIB	Assesses *effectiveness* using *controlled experiments or quasi-experiments (randomized experiment; regression-discontinuity.)*	
Phase IV Dissemination	Program is being *implemented in multiple sites*; adaptations to new contexts have been made	Phase IVA	Examines *outcome effectiveness across wider range of contexts*. Multi-site analysis of integrated large data sets over multiple waves of program implementation.	**Generalizability**
	Program is *fully protocolized and is being widely distributed*	Phase IVB	Formal assessment across multiple program implementations that enable general assertions about this program in a wide variety of contexts (e.g., meta-analysis).	

Evolutionary Developmental Lifecycle Model

Excerpted from: Urban, J., Hargraves, M., & Trochim, W. (under review). An evolutionary developmental systems perspective on program evaluation. For more information, contact urbanj@mail.montclair.edu