Promoting Evaluation Use

The Importance of Relationships, Stakeholder Involvement, and Interdependence

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How can evaluation promote evidence use?

1. Communication
2. Relationships
3. Commitment to use
4. Cooperative Interdependence
5. Stakeholder involvement

Interpersonal

Evidence Use

Evaluation

1. Rigor
2. Relevance
Evidence Use

**Instrumental**
The *direct* use of findings to guide or inform decision-making or changes to the organization

**Conceptual**
The use of findings to change the way a person *views* their organization or problems facing their organization

**Process**
The change in attitudes, thinking, and behavior as a result of participating in the *process* of being in a research or evaluation study

Methods

**Sample**: AEA & AERA members, RPP members, Social Media

**Participation rate**: 12.6% (n = 586)

**Completion rate**: 49.8% (n = 292)
RQ1: How do each correlate with evidence use?

Interpersonal \rightarrow Evidence Use

Research/ Evaluation \rightarrow Evidence Use
RQ1: How do each correlate with evidence use?
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RQ1: How do each correlate with evidence use?
RQ2: Do interpersonal relate to evidence use above and beyond evaluation factors?
Years in Partnership

**Instrumental**
- $r = .20^{***}$

**Conceptual**
- $r = .20^{***}$

**Process**
- $r = .25^{***}$
Relevance
Conceptual
Rigor
SI - Control
Years

Interpersonal

Instrumental

R² = 22.3%

Conceptual

R² = 21.4%

Process

R² = 26.3%

Χ² (56) = 125.20, CFI = .848, TLI = .913, RSMEA = .059, SRMR = .059
How do we promote...

**Instrumental Use**
1. Relationships
2. Communication
3. Diversity of Participants
4. Relevance

**Conceptual Use**
1. Relevance
2. Cooperative Interdependence
3. Relationships

**Process Use**
1. Relationships
2. Commitment to use
3. Cooperative Interdependence
4. Depth of Participation

Also, *more time together.*
“Think about the relationships between you and other members of the partnership. Please describe in detail how your partnership builds and maintains relationships, particularly between the evaluators and the organization staff.”

**Low 17**

“There are too many people involved and it is difficult to build meaningful relationships.”

“Relationship building has not been a task of the work and the organization has been quite elusive.”

**Mod 118**

“Frequently discuss the program and raise questions about evaluation strategy changes that need to be made.”

“We have frequent meetings and one-on-one communication opportunities.”

**High 96**

“Relationships are built through open engagement, communication, mutual respect, common vision, values, etc.”

“We meet quarterly and try to build in team bonding time to foster trust.”

**Max 19**

“We try to build our relationship by being friendly, asking them about their lives, and trying to remember important things they've told us before about their personal lives and following up with those things.”
Coded Relationship Quality

Instrumental

$F(3, 246) = 4.28, p = .006^{**}$

$\eta_p^2 = .05$

Conceptual

$F(3, 246) = 3.59, p = .014^{*}$

$\eta_p^2 = .04$

Process

$F(3, 246) = 5.04, p = .002^{**}$

$\eta_p^2 = .06$
Building and Maintaining High Quality Relationships in Partnerships
“...in the absence of strong relationships and trust, partnerships usually fail.”

Henrick, Cobb, Penuel, Jackson, & Clark, 2017, p. 5