

TEI: THE EVALUATORS' INSTITUTE
CLAREMONT EVALUATION CENTER

 Claremont Graduate University

TEI Certificate Programs



tei.cgu.edu

Our certificate programs meet the immediate needs of professional evaluators, and help prepare them for the opportunities and challenges of the profession.

TEI Certificate Programs

The Evaluators' Institute (TEI) offers four certificate programs which range from the initial skills needed for effective evaluation practice, all the way to a "Master Evaluator Certificate." The curriculum is purposefully constructed to offer a meaningful instructional experience for practicing professional evaluators and those managing and/or overseeing evaluation projects. Our intent is to provide a flexible, comprehensive, and rigorous course of study for busy professionals.

The TEI certificate curricula continue to be informed by our renowned TEI faculty and other internationally and nationally respected evaluation professionals in the field. Three of our four certificates are course-based. The fourth, our Master Evaluator Certificate, is awarded upon the successful completion of an evaluation portfolio with mentorship from TEI faculty.

TEI Certificates

- Certificate in Evaluation Practice
- Certificate in Advanced Evaluation Practices
- Certificate in Analytic Evaluation Methods
- Master Evaluator Certificate (portfolio-based)

Certificate in Evaluation Practice

This certificate is awarded after the completion of a prescribed set of courses designed to increase one's understanding of the basic knowledge, skills, and attitudes essential to produce valid and useable evaluations. The Certificate in Evaluation Practice (CEP) is intended for evaluators who are seeking a course of study that concentrates on exposure across the fundamentals of evaluation practice. The CEP is designed for evaluation professionals who do not have substantive formal training in evaluation; for those who wish to brush up on recent developments; for those who are seeking a systematic understanding of evaluation practice; and for individuals who are approaching evaluation practice as a new endeavor. This certificate serves as the first prerequisite for the Master Evaluator Certificate. The CEP requirements include 30 days of instruction. Fifteen days are to be selected from a group of required courses, and the remaining 15 days are selected from among two groups

of elective courses (Design & Analysis and Evaluation Practice & Inquiry).

REQUIRED COURSES

Evaluation Foundation Courses

15 days from the following:

- Applied Measurement for Evaluation (3 days)
- Assessing and Developing Your Evaluator Competencies (2 days)
- Basics of Program Evaluation (3 days)
- Ethics in Practice: A Global Perspective (1 day)
- Evaluation Foundations and Careers (1 day)
- Evaluation Research Methods: A Survey of Quantitative and Qualitative Approaches (3 days)
- Informing Practice Using Evaluation Models and Theories (3 days)
- M&E: Frameworks and Fundamentals (2 days)
- Professional Standards and Principles for Effective and Ethical Practice (1 day)
- Project Management and Oversight for Evaluators (2 days)
- Working with Evaluation Stakeholders (2 days)

ELECTIVES

Design and Analysis

9 days selected from the following topic areas:

Design

- Case Studies in Evaluation (2 days)
- Conducting Successful Evaluation Surveys (2 days)
- Sampling (1 day)
- Using Non-experimental Designs for Impact Evaluation (2 days)
- Using Program Theory, Theories of Change, and Logic Models in Evaluation (2 days)
- Using Program Theory and Logic Models in Evaluation (2 days)
- Utilization-Focused Evaluation (1 day)

Analysis

- Applied Regression Analysis (3 days)
- Applied Statistics for Evaluation (5 days)
- Comparative Effectiveness (1 day)
- Introduction to Cost-Benefit and Cost-Effectiveness Analysis (2 days)

- Linking Evaluation Questions to Analysis Techniques (3 days)
- Making Evaluation Data Actionable (2 days)
- Mixed Method Evaluations (2 days)
- Needs Assessment (2 days)
- Qualitative Data Analysis (2 days)
- Qualitative Evaluation Methods (2 days)
- Social and Organizational Network Analysis (2 days)

Evaluation Practice and Inquiry

6 days selected from the following topic areas:

- Culture and Evaluation (1 day)
- Designing, Managing & Analyzing Multi-site Evaluations (2 days)
- Effective Reporting Strategies for Evaluators (1 day)
- Evaluability Assessment (2 days)
- Evaluating Training Programs (2 days)
- Evaluation Capacity Building in Organizations (1 day)
- Foundations in Data Visualization (1 day)
- How to Build a Successful Evaluation Consulting Practice (1 day)
- Participatory Evaluation: Frameworks, Approaches, Appropriateness and Challenges (2 days)
- Policy Analysis, Implementation, and Evaluation (2 days)
- Policy Evaluation and Analysis (2 days)
- Presenting Data Effectively (2 days)
- Strategic Planning with Evaluation in Mind (2 days)
- Strategy Mapping (2 days)
- Using Program Evaluation in Nonprofit Environments (1 day)



Certificate in Advanced Evaluation Practices

This certificate requires completion of the first level Certificate in Evaluation Practice, plus additional instruction designed to lead to an increased breadth and depth of understanding of the comprehensive array of approaches and theories of evaluation practice. It is for experienced evaluators and others who wish to expand their evaluation horizons, deepen their understandings, and increase their abilities to produce high quality evaluations tailored to programs that vary in nature and scope and that serve diverse audiences. This certificate completes the course requirements for the Master Evaluator Certificate.

REQUIREMENTS

Completion of the Certificate in Evaluation Practice, plus 30 days of coursework from at least four of the following areas listed below. The Certificate in Advanced Evaluation Practice (CAEP) is intended to provide a more comprehensive and in-depth exposure to evaluation practice. Courses completed as part of the CEP requirements do not count toward the 30 days of instruction beyond the CEP required for the completion of the CEAP.

TOPIC AREAS

Area 1: Evaluative Inquiry

No minimum required

- Designing, Managing & Analyzing Multi-site Evaluations (2 days)
- Evaluability Assessment (2 days)
- Evaluating Training Programs (2 days)
- Evaluation Capacity Building in Organizations (1 day)
- Implementation Analysis/Process Evaluation (2 days)
- Internal Evaluations (2 days)
- Participatory Evaluation (2 days)
- Policy Evaluation and Analysis (2 days)
- Strategy Mapping (2 days)

Area II: Design

No minimum required

- Conducting Successful Evaluation Surveys (2 days)
- Developmental Evaluation (2 days)
- Needs Assessment (2 days)
- Sampling (1 day)
- Using Non-experimental Designs for Impact Evaluation (2 days)
- Using Program Theory, Theories of Change, and Logic Models in Evaluation (2 days)

- Using Program Theory and Logic Models in Evaluation (2 days)

Area III: Analytic Approaches

No minimum required

Area IIIa: Quantitative Analysis

- Applied Measurement for Evaluation (3 days)
- Applied Regression Analysis (3 days)
- Applied Statistics (5 days)
- Comparative Effectiveness (1 day)
- Intermediate Cost-Benefit and Cost-Effectiveness Analysis (1 day)
- Linking Evaluation Questions to Analysis Techniques (3 days)
- Mixed Methods Evaluations (2 days)
- Practical Meta-analysis: Summarizing Results Across Studies (2 days)

Area IIIb: Qualitative Analysis

- Case Studies in Evaluation (2 days)
- Hierarchical Linear Modeling (1 day)
- Intermediate Qualitative Analysis (2 days)
- Qualitative Data Analysis (2 days)
- Qualitative Evaluation Methods (2 days)
- Social and Organizational Network Analysis (2 days)

Area IV: Outcome and Performance Assessments

No minimum required

- Evaluating Resource Allocations in Complex Environments (2 days)
- Making Evaluation Data Actionable (2 days)
- Measuring Performance and Managing Results in Government and Nonprofit Organizations (2 days)
- Outcome and Impact Assessment (3 days)
- Policy Analysis, Implementation, and Evaluation (2 days)

Area V: Evaluation Practice

No minimum required

- Culture and Evaluation (1 day)
- Presenting Data Effectively (2 days)
- Strategic Planning with Evaluation in Mind (2 days)
- Using Program Evaluation in Nonprofit Environments (1 day)

Certificate in Analytic Evaluation Methods

The Certificate in Analytic Evaluation Methods (CAEM) is awarded for completion of 30 days of coursework and is designed to assist evaluators in becoming more proficient in the use of a variety of designs and analytic approaches that are appropriate for evaluation studies.

The CAEM is intended for evaluators seeking to further their knowledge, understanding, and expertise in the area of quantitative and/or qualitative methods applied to the investigation and explanation of outcomes, impacts, effectiveness, and efficiency of programs, innovations, and interventions.

We recognize the need for practicing evaluators to have knowledge of both methodological approaches. Candidates for the CAEM may choose from courses focusing on quantitative and qualitative evaluation approaches; however, at least four days of instruction must be completed from courses identified as qualitative and at least four days of instruction must be completed from courses identified as quantitative.

Completion of the first-level Certificate in Evaluation Practice (CEP) before beginning the CAEM is strongly recommended, but is not mandatory. Three courses for the CEP are required for the completion of the CAEM.

There is overlap in terms of the elective courses that satisfy the CEP, CAEP, and the CAEM. Many CAEM candidates partially fulfill the CAEM requirements by completing the CEP and CAEP. Courses marked with an asterisk (*) are courses that satisfy the CEP. Courses marked with a plus symbol (+) are courses that satisfy the CEP or the CAEP.

REQUIRED COURSES

- Basics of Program Evaluation (3 days)
- Evaluation Research Methods (3 days)

ELECTIVE COURSES

Quantitative Focus

- Applied Measurement for Evaluation (3 days) * +
- Applied Regression Analysis (3 days) * +
- Applied Statistics (5 days) * +
- Comparative Effectiveness (1 day) * +
- Hierarchical Linear Modeling (1 day) +
- Intermediate Cost-Benefit and Cost-Effectiveness Analysis (1 day) +
- Linking Evaluation Questions to Analysis Techniques (3 days) * +
- Practical Meta-analysis: Summarizing Results Across Studies (2 days) * +

Qualitative Focus

- Case Studies in Evaluation (2 days) * +
- Intermediate Qualitative Analysis (2 days) *
- Qualitative Data Analysis (2 days) * +
- Qualitative Evaluation Methods (2 days) * +

- Using Program Theory, Theories of Change, and Logic Models in Evaluation (2 days) * +
- Using Program Theory and Logic Models in Evaluation (2 days) * +

Qualitative-Quantitative Applications

- Making Evaluation Data Actionable (2 days) * +
- Mixed Methods Evaluations (2 days) * +
- Sampling (1 day) * +
- Outcome and Impact Assessment (3 days) +

Design and Method

- Conducting Successful Evaluation Surveys (2 days) * +
- Evaluating Training Programs (2 days) * +
- Needs Assessment (2 days) * +
- Presenting Data Effectively (2 days) * +
- Social and Organizational Network Analysis (2 days)
- Using Non-experimental Designs for Impact Evaluation (2 days) * +



Master Evaluator Certificate

The Master Evaluator Certificate (MEC) is awarded after completion of two course-based certificates—the Certificate in Evaluation Practice (CEP) and the Certificate in Advanced Evaluation Practices (CAEP)—and after completion of a portfolio of experience developed with the guidance of a mentor—a senior evaluator with extensive experience both in actual evaluation and in the training of evaluators. The MEC is individualized, allowing for the tailoring of a learning experience, as well as an opportunity to demonstrate evidence of your knowledge and skills reflecting a

comprehensive range of evaluation approaches. The purpose of the portfolio is to demonstrate that the candidate can make practical application of previously studied concepts and theories and can take on the ordinary tasks of evaluation as an independent evaluator. The portfolio is a collection of documents that illustrates the quality and the variety of work you have accomplished as a practicing evaluator. The portfolio may include reflections on your work—things you might have done differently as a result of new learning.

Once the MEC candidate has completed the CEP and CAEP Certificates, they must complete an application to enroll in the MEC program. The application process will map out the requirements for the completion of the Master Evaluator Certificate and match the MEC candidate with an appropriate mentor.

REQUIREMENTS

- Completion of the Certificate of Evaluation Practice
- Completion of the Certificate of Advanced Evaluation Practice
- Actively working/practicing in the field of evaluation or evaluation-related activity

APPLICATION PROCESS

Annotated resume or curriculum vitae that includes:

- Educational background
- Current evaluation activities
- Work sample (e.g., evaluation report or presentation you have completed or worked on, listing of evaluation projects completed, etc.)

Personal statement that includes:

- Interest and motivation for completing the Master Evaluator Certificate
- Professional interests
- Portfolio Plan: Outline of the project(s) and/or work experience you plan to include as demonstrations of learning
- MEC candidate expectation from the MEC mentoring process

MENTORING AND PORTFOLIO REVIEW FEES

Application fee: \$225.00

Mentoring Portfolio Review: The fee for initial mentoring and portfolio review is equivalent to a three-day TEI course. The application will be reviewed and a mentor/reviewer will be assigned to the MEC candidate. The mentor will work with the MEC candidate to outline the

portfolio to be presented as evidence of their evaluation accomplishments and expertise. The expectation is that completion of the MEC will be done within one calendar year. Additional fees may be assessed for longer completion intervals.

We are currently designing opportunities for TEI learners to submit demonstrations of learning that support the Certificate in Evaluation Practice (CEP), the Certificate in Advanced Evaluation Practices (CAEP), and the Certificate in Analytic Evaluation Methods (CAEM). While demonstrations of learning are not currently required, this process would provide those seeking the MEC to begin the process of gathering evidence—demonstrations of evaluation accomplishment and expertise.



Frequently Asked Questions

Is the Certificate Program of The Evaluators' Institute a substitute for a university degree?

No. The certificate program of TEI is not a substitute for university experience. The certificates are meant to augment and enhance the learning students acquire from institutions of higher education and to offer alternative ways for individuals to add to their knowledge and skills for practicing evaluation. The certificates and supporting curricula identify a range of subject matter supporting the practice of high-quality

evaluations. TEI provides courses to help evaluators acquire knowledge and skills in those content areas.

The subject matter provided in many TEI courses is not available in university departments/colleges that offer degree programs in evaluation. (See next question.)

What are some benefits of attending TEI courses as compared to university curricula?

Some of the benefits include:

- Access to courses not offered through most universities in a concentrated instructional format.
- Instruction from internationally recognized faculty who are noted for their expertise in evaluation theory and practice. TEI faculty receive outstanding ratings from participants taking their courses.
- Opportunities to interact and network with evaluators and those overseeing and managing evaluation projects from many different organizations in the U.S., Canada, and abroad, including Europe, Africa, Asia, and Australia. Participants attending TEI represent more than 80 countries.

How much time does it take to complete the requirements for a TEI Certificate?

The Certificate in Evaluation Practice, Certificate of Advanced Evaluation Practice, and Certificate in Analytic Evaluation Methods each require 30 days of instruction.

The Master Evaluator Certificate (MEC) requires the completion of the Certificate in Evaluation Practice (CEP) and the Certificate in Advanced Evaluation Practices (CAEP), plus development of a portfolio of experience targeted to key knowledge and skills used in evaluation practice. An individual can complete the first MEC requirement, the CEP, after 30 days of TEI classes, and the CAEP after an additional 30 days of class time. There is no overlap of coursework across the CEP and CAEP.

The actual amount of time required to complete a certificate depends upon:

- Whether one is just beginning or has previously taken courses through TEI
- How many courses are taken each time one attends a TEI program
- How many programs per year are attended
- Whether university credit is substituted for some of the TEI courses

Courses taken as part of college/university degree programs may be substituted for TEI courses. Course

substitutions may not exceed more than 10 units per certificate (CEP, CAEP, CAEM).

How much do the TEI Certificate Programs cost?

The TEI course fees vary in terms of the length of the course. You may select from one-, two-, three-, and four-day courses, each having a different fee. The course fees are listed on the TEI website (tei.cgu.edu) under Upcoming Events.

Will the courses taken in previous TEI programs count toward the requirements for the certificates?

Yes. This means that many TEI past participants have already satisfied a number of the requirements for one or more certificates.

How can previous participants receive a record of attendance in previous TEI courses and determine their current status in terms of meeting requirements for one or more of the certificates?

You may email TEI at tei@cgu.edu. A listing of TEI courses completed will be provided.

Can the same course count toward more than one certificate?

This depends on the course and what it would fulfill. The CAEP is intended to provide opportunities for advanced learning, and therefore the same course does not count toward both the CEP and the CAEP. However, some courses taken to complete the CEP or CAEP certificates can count toward the completion of the CAEM. For example, Applied Measurement is an elective for both the CEP and the CAEP, and it is also a course option for the CAEM. If one completes this course and has not already satisfied the elective course requirement for the CEP, this course will count for the CEP. If the CEP has already been awarded, this course could be rolled in to the elective requirement for the CAEP. In either case, it will also count for the CAEM. So while there is no overlap between the CEP and CAEP, there is overlap between the CEP/CAEP and the CAEM certificates. Note, too, that all the courses will count toward the Master Evaluator Certificate, given that both the CEP and CAEP are requirements for the MEC.

Do the courses have to be completed in any order?

While there is no set order for the completion of the courses satisfying the award of a certificate, it is recommended that individuals begin with the required courses for the CEP. The courses were grouped within the certificate curricula to provide learners with an opportunity to be exposed to the most essential and most commonly used evaluation areas before going in

depth with more specialized content. Thus, the first six courses of the CEP make sense to complete in the early part of completing the CEP. We recognize that a certificate candidate may have a very pressing need for the content of a particular course at a particular time. In this instance, motivation to learn may outweigh any order that is suggested by a particular certificate. Remember, all the courses count toward the Master Evaluator Certificate.

Can I split a course over more than one TEI Program (i.e. take one day in Washington DC and the second day in Chicago)?

No. TEI instructors typically make minor changes to course materials, incorporating the experiences of previous courses. Additionally, the pace of the class may differ depending on the participants. What is covered in one day in Washington DC may differ from one day taught in Chicago.

Can one take courses that count toward the CAEP before finishing the CEP courses?

Yes. However, the CAEP will not be awarded until all the CEP coursework has been completed.

Can the CAEM be awarded before the CAEP?

Yes. The CAEM can be completed prior to the completion of the CEP and CAEP. However, while it is not required, we do recommend that the candidate complete at least the core-required courses of the CEP before completing the CAEM.

Note: Courses taken for the CAEM will also count toward either the CEP or the CAEP.

What do I have to do to begin the Certificate program?

When you register for TEI courses, we are automatically tracking the courses you select and complete. Just let us know that you are pursuing one or more of the certificates and we will flag your information in our database. Then, whenever you wish to receive a report showing progress to date, we are able to prepare a record of completed classes for you and for anyone else you might designate to receive that information.

Can I substitute college credit for some of the requirements for a TEI Certificate?

Yes. In certain instances, to be determined on an individual basis, college credit for a semester-length course may be substituted for TEI credit. Substitutions may be permitted for up to one third of the

requirements for a particular TEI Certificate (10 units of study).

Note: University coursework should be recent—i.e., within the past seven years. Conference workshops are not equivalent to TEI courses and are therefore not transferable as meeting partial TEI Certificate requirements.

What is the time limit for completion of a certificate?

Ten-year maximum for combined TEI courses and any university work transferred in to substitute for TEI courses.

What should I do to request college credit substitution for TEI Certificate requirements?

- Provide an official university transcript showing completion of substitute courses.
- Email tei@cgu.edu
- Identify each TEI course for which you request a substitution
- Describe the course you have completed and want to substitute for a TEI course (title, semester hours completed and grade, year completed, institution at which completed, name of instructor), along with a description of this course (description from university catalog or website or syllabus from completed course, with reference to where description came from)
- Provide a rationale for why the course taken at a university is sufficiently similar to the TEI course

If you have additional questions or comments, please contact us at tei@cgu.edu.

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