

Transformative Change Engaging Stakeholders

The purpose of this tool is assist groups in identifying and engaging stakeholder groups in the evaluation of the innovation(s) as it is being scaled. This tool is associated with the following guiding principle:

*Scaling of transformative change will occur if evidence collected through ongoing and responsive **evaluation** is used strategically.*

Stakeholders are individuals who have an interest in the outcomes associated with the innovation(s) that is being scaled (Weiss, 1998). Stakeholder populations often include (but are not limited to):

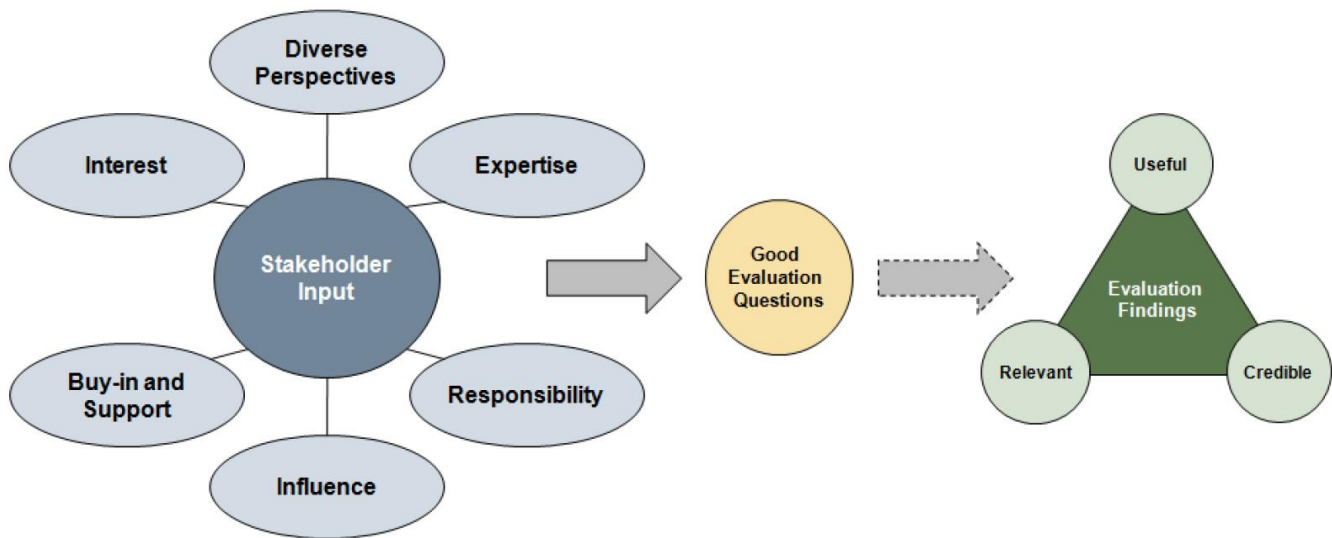
- the population(s) being served by the innovation(s);
- program staff and administration;
- college and/or consortium administration;
- industry, employer and community based partners;
- leadership and policy makers at the local, state, and federal levels.

Stakeholders have the potential to contribute expertise, influence, as well as, a diverse set of perspectives, experiences, skills, and knowledge to the initiative and its evaluation. They are also populations that share a sense of responsibility and ownership of the initiative, and as such have the ability to be strong proponents for the initiative and its evaluation (Preskill and Jones, 2009). The following figure, from Preskill and Jones (2009) illustrates the relationship between stakeholders' contributions, evaluation questions and evaluation findings (p.15).



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Relationship Between Stakeholders' Contributions, Evaluation Questions and Evaluation Findings.



Source: Figure 4 from Preskill and Jones (2009).

Preskill and Jones's (2009) [Practical Guide for Engaging Stakeholders in Developing Evaluation Questions](#) provides a full description of the stakeholder engagement processes and strategies; worksheets for planning stakeholder engagement, case examples and additional resources. This guide is an excellent resource for planning stakeholder engagement activities to support a strong evaluation. The worksheet on the following page is designed to help you identify stakeholders and select an engagement strategy.



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Identifying and Engaging Stakeholders

Directions for completion:

- **Stakeholder Populations:** Brainstorm all of the stakeholder populations both internal and external to your institution.
- **Motivation:** For each stakeholder population identify what is their interest in the innovation?
- **Contribution:** For each stakeholder population identify what ways they can contribute to the evaluation. Contributions include diverse perspectives, resources, expertise, influence and the ability to garner buy-in from others (Preskill & Jones, 2009).
- **Engagement Strategy:** For each stakeholder population identify who from this population you will engage in the evaluation, as well as, how and when you will engage them. Engagement strategies can include such activities as inviting stakeholders to be part of the evaluation team, one-on-one interviews, focus groups, and surveys.

Stakeholder Populations	Motivation	Contribution	Engagement strategy



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References and Additional Resources

For reading/resources on Transformative Change, see the Transformative Change Initiative booklet: <http://ocrl.illinois.edu/files/Projects/CCTCI/2014-tci-booklet.pdf>

Preskill, H., & Jones, N. (2009). *A practical guide for engaging stakeholders in developing evaluation questions*. Princeton, NJ: Robert Wood Johnson Foundation.
Retrieved from <http://tinyurl.com/khq8d42>

Weiss, C. H. (1998). *Evaluation*. Upper Saddle River, NJ: Prentice Hall.



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