Cipp-Based Evaluation On English For Sport Science at Sport Education Study Program Of The University Of Ma'Arif Nahdlatul Ulama (Umnu) Kebumen

By

Hastri Firharmawan

The objective of this research is to evaluate the effectiveness of a program called English for Sport Science at Sport Education Study Program of Universitas Ma'arif Nahdlatul Ulama Kebumen (UMNU) based on CIPP. The study focuses on the elements of the CIPP by Stufflebeam (1971), namely: context, input, process, and product. It is an evaluation research and conducted qualitatively. The research was excecuted in 2016 at Sport Education Study Program of UMNU Kebumen, Central Java. The participants are the students, the English teacher, and chief of the program. Data were gained by in depth interview with the research participants, analysis of the existing documents, and observation. The data are analyzed through four steps by using interactive model as proposed by Miles and Huberman, (1994), as follow: 1) Data collection, 2) Data reduction, 3) Data serving; and, 4) Verification. The technique to use in data validation is by using source triangulation. The study found that the program was ineffective. There were four main factors to cause the ineffectiveness: First, the teaching context was less supportive to good teaching practices. Second, the inputs for the program were in lack of quality, indicated by unprofessional teachers. Third, the process of teaching and learning didn't meet the stakeholders' expectation; and last, the product indicated the students' less competency on good communication skills required. In other words, the program didn't achieve its goal; and, it is a clear prove to Dunkin's and Biddle's theory (1974) that context variables, presage variables or the input teachers, process variables, and product variables interrelatedly affect the success of teaching for a course program.

Key words: Evaluation, CIPP, program

Introduction

obligatory As an course, English should be taken by students in Indonesian universities in order to graduate. Based on *Undang-undang* No 12 Tahun 2012, this course is classified into Mata Kuliah Dasar Umum (MKDU). The aim of MKDU is to produce Indonesian people who have strong characters, good knowledge, and applicable skills to support the development of the Indonesian nation (http: //www.kopertis12.or.id/2013/02/13/ penyampaian-modul pembelajaranmkdu-tahun-2013.html).

To support the government policy like the stated in the education law, UMNU Kebumen prepares its students to become S1 certificate holders. UMNU offers its students an English course program called "English for Sport Science". The program is offered to the students of Sport Education Study Program. The course aims at facilitating students with good English competency in the field of sports science. Considering that the goal of the program is parallel with the learners' field of study and their future job, the program is labeled as English for Specific Purposes (ESP). It is similar to what Hutchinson and Waters (1987: 19) told that ESP is an approach to language teaching in which all decisions to content and method are based on the learner's reason for learning.

Although the program was directed to help lerarners gain competency of using English for communication, observation indicates the students are still in lack of that competency. Some indicators of that were, for example, the students cannot speak fluently and spontaneously. Their writing sentences is also poor. Therefore, to know the goal attainment of the program, it is significant to evaluate the program. It is supportive to Rea-Dickins and Germaine's opinion (1992: 3) that evaluation can provide a wealth information to use for the direction of future classroom practice.

This course program evaluation is to describe the extent to which the goal is gained. The research used CIPP evaluation model (Context, Process, and Product) Input, proposed by Daniel Stufflebeam (1971). The research assumed that the success of teaching and learning in the class is affected by many factors varying from the context of teaching and learning, the inputs of the course, the process of teaching and learning within the course etc. CIPP evaluation model is considered to be suitable to use in this research since it makes evaluators possible to look over and evaluate the program more comprehensively. This evaluation is also a decisive model by which policy makers may have reasoning whether the program should be continued, removed, or improved as the implication.

Methodology

This study belongs to an evaluation research. The evaluation type is CIPP model. Gall (2003: 541)

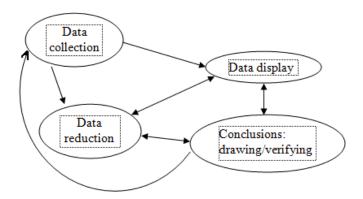
states that evaluation research is important to policy makers, program managers, and curriculum developers because it can be used for policy analysis and program management.

This research calls for the teacher, students, and chief of Sport science study program of UMNU Kebumen as the participants. There were two teachers to be interviewed consisting of a female and male teacher. Both were the English teachers who had ever taught and were teaching the program. The were 20 students who were involved in the research. They consisted of students who had completed the program and 10 students who were taking the course. They were chosen randomly. The teachers and students were selected as the research participants since they played roles as teaching-learning participants who directly got involved with excecution of the program and were assumed to know the real condition of the program. To obtain some significant information related to the context of teaching, the chief of the program was also involved.

Data in this research detailed description of the four components of the CIPP. This includes the detailed description of context of the Sport Science Study Program at UMNU Kebumen, the detailed description of the inputs in the program, the detailed description of process of teaching and learning within the program, and the description of product from the collected program. Data were

through three techniques, namely, observation, in-depth interview, and document analysis. Since the researcher also teaches in the university, the observation had begun long time before the research was done; and then, it was continued during the research.

In this Study data analysis was conducted by using interactive model as described by Miles and Huberman (1994: 12).



The model above shows that analysis can be defined as consisting of three concurrent flows of activity namely: data reduction, data display, and conclusion drawing / verification. In this study, the researcher collected the data through in depth interview and documentation. After that, the mass

of data from the interview and documentation were reduced in order meaningful. Miles Huberman (1994: 71), call it data reduction. "Data reduction refers to the process of selecting, focusing, simplifying, abstracting, and transforming the data that appear in written field notes up or transcriptions". Not only do the data need to be condensed for the sake of manageability, they also have to be transformed so they can be intelligible in terms of the issues being addressed.

The next step is data display. It is used to provide an organized, compressed assembly of information that permits conclusion drawing. According to Miles and Huberman (1994: 71),A display can be an extended piece of text or a diagram, chart, or matrix that provides a new way of arranging and thinking about the more textually embedded data. Data displays, whether in word or diagrammatic form, allow the analyst to extrapolate from the data enough begin to discern systematic patterns and interrelationships. At the display stage, additional, higher order categories or themes may emerge from the data that go beyond those first discovered during the initial process of data reduction. Data display in this research is the form of word or description on four of the CIPP components.

The last is conclusion drawing or verification. Miles and Huberman

(1994: 72) explain that conclusion drawing involves stepping back to consider what the analyzed data mean and to assess their implications hand.6 for the questions at Verification, integrally linked to conclusion drawing, entails revisiting the data as many times as necessary cross-check or verify these emergent conclusions. "The meanings emerging from the data be tested have to for their plausibility, their sturdiness, their 'confirmability' - that is, their validity". (Miles and Huberman, 1994, p. 11). In this research, the researcher looked at the document and crosschecked the participants' point of views to the course to evaluate the effectiveness of the program.

The result of the study in this research is presented in the forms of description of the four evaluation results namely: the context evaluation, input evaluation, process evaluation, and product evaluation.

Discussion

It is confirmed that language plays important olesr for human life. It is a means by which a person communicates with others. Without language, communication will not of happen. As a means communication, English is spoken in almost all over the world. However, English itself plays different roles from one country to another conutry. One country may use English as the native language while some others use it as the second or foreign language.

Indonesia declared the status of English in 1955 at a conference of teacher trainers, when Mr. Wachendorff, the first head of the Central Inspectorate of English Language Instruction in the Ministry of Education, stated that English could never be widely used in daily life in Indonesia, or even be the second official language, but it should be the first foreign language (Komaria, 1998: 24-25). Following this, on December 12, 1967, the Minister of Education issued Decree No 096/1967, stipulated that English as the first foreign language to be

taught in Indonesian schools (Pusat Pembinaan dan Pengembangan 1984: 126). **Teaching** Bahasa. English was directed to develop modern science and technology for the advancement of Indonesia. Based the Indonesian Government Regulation No 57/1957/1988, at university level English language is both spoken as a foreign language and as a means of communication.

English for Sports Science Program at the Sport science study program of UMNU Kebumen can be classified into English for Specific Purpose or ESP as the course focuses on gaining students' communication ability of English in related field of study. It is like what Evans (1997) portraits that: first, ESP explained as a separate discipline may be helpful to fulfill the requirements of learners; Second, ESP helps to use learner's contextual knowledge and different techniques and approaches it serves; third, ESP emphasis on the appropriateness and the meaning of communication rather than on the structures of language.

To analyze the complexity of teaching-learning for the program, the theory proposed by Dunkin and Biddle (1974) was used. It is told there are four variables which affect the success of teaching, namely: the presage variables, context variables, variables, process and product variables. The presage variables are made up of the teachers' formative experience, the teachers' training teachers' experience, and the teaching skills. The context variables

involve pupils' formative the experience, the properties of the pupils, the schools and community contexts, and classroom contexts. The process variables are made up of the teachers' and students' actions during classes; and last, the product variables are things related to the immediate growth and students' long-term effects of the teaching. The complexity of teaching can be pictured as follow:

Presage Variables Teacher. training -experiences experiences Social class University attended Process Variables Teaching Training-program features Practice-teaching skills Intelligence Motivations The Classroom experiences Teacher classroom behavior Observable Context Variables Product Variables Pupil formative — experiences Pupil Pupil properties Immediate classroom pupil growth Abilities Knowledge Attitudes Subject-matter Adult personality Social class learning Professional or Attitudes toward subject Growth of other skills occupational skills School and community contexts Class size Climate Textbooks Ethnic composition Educational of community Bussing School size

Figure 2 Model for the study of classroom teaching

From the model above, it can be assumed that the success of teaching can be seen from the results of its

product. If the goal of teaching is achieved, it means that the program is successful. However, the success itself depends on now students' growth, observable through changes in the students' behavior. The changes; however, depend on how the teachers conduct the class and how their pupils fit into the class during teaching and learning process. All of this will be determined by both the presage variables (input teachers) and the context variables which include the pupils' properties and their formative experience, the classroom contexts, and the school and community contexts. In other words, the teaching success is influenced by many factors which are interrelated one and another.

Similarly, Richard (2001: 198) explain that quality teaching achieved not only as a consequence of how well teachers teach, but through creating contexts and work environments that can facilitate good teaching. He claimed that there are four factors which cover learner factors, teacher factors, teaching factors, and institutional factors.

To measure the success of the English for Sport Science at Sport Science Study Program of UMNU Kebumen, evaluation was done.

According to Worthen and Sanders (1973),evaluation means the determination of the worth of a thing. It covers obtaining information for use in judging the worth of a program, product, procedure, or object, or the potential utility of alternative approaches designed to attain specified objectives. In other words, evaluation directs the program in order to attain its goals.

The evaluation type used in this research is called CIPP proposed by Stufflebeam (1971). It stands for context evaluation, input evaluation, process evaluation, and product evaluation. This evaluation can be used to see whether a program effective or not by looking at four elements of the evaluation namely the context, input, process, and product. Considering the fact that the success of teaching and learning in the class is affected by many factors varying from context of teaching and learning, inputs that the course has, process of teaching and learning within the course etc., the CIPP evaluation model seems to fit this study. By using the CIPP evaluation model it is possible for evaluators to look over and evaluate the program more comprehensively. In addition, it is also expected that the use of the CIPP evaluation model will give a picture on whether the course achieves its goal or not.

1. Context of the English for Sport Science at Sport science study program of UMNU of Kebumen.

Based on the documents found, the vision of the Sport Science Education Study Program of UMNU Kebumen is to become a competitive institution and yield professional graduates in sports science in 2019. Based on its vision, the department develops three missions, namely, grounding its teaching and learning processes competency-based learning, conducting its education based on "Tri Dharma Perguruan Tinggi" principles, and conducting stakeholders-oriented teaching and learning. The Study Program also formulated three goals to achieve, namely: to provide competitive S1 graduates in the region of Central Java and for national scope; to yield

professional S1 graduates that have good mastery of sports science; and last, to yield S1 graduates with good foreign language and entrepreneurship skills.

To implement S1 graduates with good mastery of foreign language, English for Sports Science was programmed for the students. The course is to facilitate students with English communication skills mainly in sports or related field of study. The skills cover written and orally, but being emphasized orally.

Based on the interview result with the teachers, in general the classrooms are good enough for a language class. There are enough seats and tables. There is enough space and light for class activities. The class is also comfortable for it has enough windows ventilation for fresh air to circulate. The class also provides students with active-speakers for listening activities. However, the teachers highlight the importance of language laboratory. They said that it may help learning.

Different from the teachers' point of view, it is found that there are still some students to complain about the classroom condition. They insisted the urgency of air condition to make a more comfortable classroom. What more, they also suggest that the classroom be far from volley ball court and parking lot to avoid unwanted noise to interfere learning. Head of the Sport science study program told that this happens due to the limited number of classrooms provided for learning from the institution that students adapt to the existing condition.

For the facilities. the students also agree with urgency of language laboratory. They even compare with their previous learning experience in their schools. Although they confess that it would not affect their learning results significantly, they think that the existence of language laboratory would support their learning. This is in line with Richard's idea (2001) that the existence of some facilities; like, a multi-media laboratory, language laboratory, and so on have impacts on the quality of a program. A number of students also complain about the inconvenient projector they have. According to them, the projector is auwful because it does not always function well. Students are sometimes to do the repair themselves before learning to be done. This condition distracts learning. To see this, it is contradictory with Richard's suggestion which emphasize the importance of classroom equipments. According to Richard (2001:207), classroom equipments are very essential. If such investment is lacking, there may be negative impacts on teachers' workload. This can, of course, cause program ineffectiveness.

Another thing that the students complain about is the module for learning. They say that there is no module to guide their learning. It causes them to be difficult to learn. They argue that they should get a module in to make learning easier.

Dealing with the number of the students, each teacher has different point of view since they handle different classes whose number of the student is not equal one and another. In general, the teachers do not feel troubled with the number of the students since they usually find only more or less 20 students in their classes. They even have less than 10 students for sometime in their class. However, it is found that there is still a teacher who feels that her class is to be over capacity for a language class since there are more than 30 students in her classroom. This contradict with must the requirement of a good language class which should not exceed 15 students in it (Richard: 208). The result is that it affects the quality of instructions which means allowing the class to be distracted or not effective.

In relation to the student backgrounds, in general, the students who join the program are local students who live in Kebumen or around the town. Kebumen itself is a small town of 1,581.11 km² in the southern part of Central Java province. Based on data which was taken on 1^{st} 2014 September in winarsih2.tripod.com/lokasi.html, farming is the dominant job of its society with 52% compared to others. The students themselves who join English for Sport Science, based on the teachers' explanation, can be categorized into two categories, namely, the school fresh graduates and those with a part time job. The first type of students is mostly younger than that of the second type. All students attend the class in the afternoon. Apart from their ages, the teachers say that there is a great deal of difference between the first type of students from the second one in term of their learning motivation. According to the teachers, the students with a part time job are less motivated than those students who are not. This may be caused by the class is set in inappropriate time. The students of the second type learn

when they are already tired from their work places. Some often missed classes the as consequences of their work demand. It must be not supportive to learning. As Richard (2001), says that motivation is one of the learner factors to affect teachinglearning success. To solve this problem, the teachers allocate a few times to motivate the students during their teaching. teachers also discuss such a problem with their collegues informally for certain cases.

2. The Quality of Inputs of the English for Sports Science Program

Based on the document analysis, it is found that there are two assigned teachers to handle English for Sport Science Program. The teachers are university attended holding graduate certificate in teaching. English However, teachers have not held professional certification for teaching from the related ministry. In addition, the teachers are less work and teaching experience. Data shows that all of the teachers started their teaching from 2015 which means that their teaching experience for high level of education is less than 5 years. It leads teachers not to be able to successfully manage the teaching. These two teachers also have to teach various ESP course program such as English for engineer students and English for informatics. What more, there is no native speaker of English to teach the course program as well.

Based on the document, it is also found that there is very low participation of the teachers for joining any kinds of training, workshop, seminar, research or project. The interview with the teachers proves that they were rarely sent to trainings or workshops to improve their skills and broaden their knowledge. Consequently, they are in a lack of teaching competence and not professional in teaching.

In relation to the curriculum, the teachers have it from the institution. The institution gives the syllabus. Then, the teachers make the lesson

plan based on the given syllabus. Next, they select the appropriate materials based on the curriculum and syllabus. However, they didn't create any moduls for learning.

3. The Process of Teaching and Learning of the English for Sport Science Program

Based on the explanation from the teachers at the program, the program seems to adapt the operative teaching-learning model. Roberts (1998: 103) explains, in the operative model the teacher is meeting restricted to the requirements of a centralized system, such as the delivery of a text book as planned. In the English for Sport Science, the teachers were provided with a set of syllabus by the Institution in order to be applied in their teaching. Accordingly, the teaching materials were created based on the given syllabus. However, no modul is to be provided. Teachers are demanded to create their own materials.

To evaluate the teachers' performance, the administrator

distributed questionnaires to the students at the end of each The results of the semester. questionnaires are given to teachers as their teaching feedback from their students. The questionnaire consists of 8 items from which the students can score about their teachers' performance from 6 to 10 indicating the low quality to the high one. The 8 items are: 1. "Ketepatan waktu mengajar dosen", 2. "Penampilan berpakaian dosen". 3. "Pemberian motivasi kepada mahasiswa", 4. "Penguasaan dosen terhadap materi kuliah", 5. "Pemberian kesempatan diskusi/latihan mahasiswa", perkuliahan 6. "Kejelasan pemberian mata kuliah", 7. "Kejelasan menjawab pertanyaan mahasiswa", 8. "Sistematika penyajian mata kuliah". Based on the students' interview, it is pictured that the students highlight on point 3, point 4, point 5, point 6, and point 8 which has something to do with teachers' roles of being learning motivators, the teachers' mastery teaching subject, on learning exercises or practices, and course presentation. According to them, those factors are considered poor.

To evaluate the students' performance during the course, the teachers use the grading system which the teachers propose based on four criteria, namely first, the students' class participation with 10% of the total score; second, the course assignment with 20% of the total score; third, the mid-term test with 30% of the total score; and last, the final test with 40% of the total score.

Based on the document analysis, the final score gained by the students after they complete the course is good or marked "B" in average. This means that the course objectives are achieved. However, the results of the interview with the students prove another thing. They feel that they have not achieved their goals. It is because they have not been able to communicate well by using English yet. The students explain to the researcher that in order to

gain good mark they just need to see the test tips given before the day of the test. According to them, the questions in the test are just the same as or similar to those of the tips given previously. Therefore, it does not reflect the student's real competence. This must contradict with what a good test should look like.

4. The Extent to which the Intended Goals of the Course Program Achieved

Based on the Interview with the teachers, it is considered that the English for Sport Science at UMNU Kebumen is ineffective in terms of gaining the student communication skills. It because of some factors ranging from the context of learning, the quality of inputs, and the process of the teaching and learning itself. Simply, we can classify those factors into four main categories, namely, the institutional factors, the teacher factors, the learner factors, and the teaching factors or the process of teachinglearning. The research findings in

detail can be described in the

following table.

Table

Classification of factors contributing to the ineffectiveness of the program

Institutional	Teacher factors	Learner factors	Teaching factors
factors			
1. Incomfortable	1. less motivating	1. Not interested in	1. Needing more
classroom	students	English	practice or exercises
2. No language	2. Unable to make	2. Not being active	2. Needing additional
laboratory facility	interesting presentation	learner	time or more
is available	3. Being insensitive to	3. lack of motivation	frequency of meeting
3. No modules or	students' suggestion		3. Invalid evaluation
textbooks are available	4. Not mastering the		instrument
	material well		4. needing various
	5. Being unable to control the class		teaching
	6. Only reading the slides when teaching		
	7. Not communicative		

Based on the table we can see that the most dominant factors to cause the program ineffectiveness are the teacher factors. Second, there are 7 items which are considered to block the effectiveness of the program. All of these 7 items give the researcher a clear description on the teachers' way of teaching. First, the students feel that the teachers are still poor in motivating their students. Second, students think that the teachers do not give them interesting presentations when teaching. Another, it is found that there is insensitivity of the teacher in listening students' suggestion during teaching. Fourth, students think that the teachers do not master the materials which become the focus of learning. Fifth, the teachers are immobile as they only sit infront of the class so there is no good contact with the students. Sixth, the students think that the teacher do not explain the materials to them in detail. In contrast, the teacher only read the slides that he or she presents without giving enough elaboration. And last, it is indicated that the teachers are not communicative as she speaks soundlessly while teaching.

The next factors are the learner factors which have 2 items contributing to the ineffectiveness of the program. Those factors cover the students' low motivation, being inactive participation during the class, and their "do not like" feeling to English subject.

Next, the teaching factors which lead to the ineffectiveness of the program consist of four items too. First, it is found that the students need to have more practices or exercises. And then, some students also point out the urgency of adding the duration of their learning time or having the meeting more frequently

done. Besides, the students expect to have more varieties of learning. And last, the evaluation of learning fails to give measures on students' ability.

The last factors to cause the ineffective program were institutional factors which cover the learning facilities. It is found that the students are put in an uncomfortable room. Another, is the institution do not support the students with language laboratory to help them learn. The last, the students are also not given the hard copy of the module so it slows down their learning.

Conclusion

Based on the discussion in this research, it is concluded that the ESP course of the English for Sport Science Program which is conducted at the Sport science Education study program of UMNU Kebumen is ineffective. This can be elaborated as follow:

 The context of the teaching does not support for the existence of good teaching practices. It is because the institution lacks sufficient facilities, such as, comfortable rooms, language laboratory, and appropriate modules for learning. Besides, learners' behavior toward learning also supports for the ineffectiveness of the program.

- 2. The quality of inputs for the program is still far from the required standard for good teaching which is characterized by the existence of unprofessional teachers.
- 3. The process of teaching and learning has not fulfilled the learning stake holders' expectation. The students indicate that the teaching shoud incorporate more exercises and time allocation, use of various teaching methods, and provide valid measurement instruments to measure the students' competence.
- 4. The product of the course indicates that the students have not gained good communication skills of English yet. In short, the course fails to achieve its goal. The failure of the course also proves Dunkin's and Biddle's theory (1974), that the context

variables, presage variables, process variables, and product variables interelatedly affect the success of teaching for a course uprogram.

REFERENCES:

- Brindley, G. (1984). Needs analysis and objective setting in the adult migrant education program.

 Sydney: N.S.W. Adult Migrant Education Service.
- C. Richard, Jack. (2001). Curriculum

 Development in Language

 Teaching. United State of

 America: Cambridge University

 Press.
- Davidson, J., and J. Tesh. (1997). "Theory and practice in language program organization design", in Christinson and Stoller 1997. 177-198.
- Fitzpatrick, J., Sanders, J., & Worthen, B. (2011). Program evaluation: Alternative approaches and practical guidelines (4th Ed.). New York: Allyn & Bacon. Canadian Publisher.
- Gall, M.D., Gall, J.P., and Borg, W.R. (2003). *Educational Research: An Introduction*. USA: Pearson Education, Inc.
- Halim, A. (1998) Bahasa Indonesia Menjelang Tahun 2000: Risalah

- Kongres Bahasa Indonesia V1. Indonesian Language by 2000: A paper presented in Indonesian Language Conference V1. Centre for Language Development, Department of Education and Culture, Jakarta. p 133-140.
- Henry, A.R. (1997). "The decision-maker and negotiator", in Christinson and Stoller 1997. 77-90.
- http://www.credoreference.com.ezprox y.lib.ucalgary.ca/entry/spredev/th e_cipp_model_for_evaluation
- http://www.kopertis12.or.id/2013/02/13 /penyampaian-modulpembelajaran-mkdu-tahun-2013.html.
- Hutchinson, T. and Water, A. (1987).

 English for Specific Purposes.

 Cambridge: Cambridge
 University Press.
- Kiely, R. & Rea-Dickins, P. (2005). Program Evaluation in Language Education. New York: Palgrave Macmillan.
- Klinghammer, S. (1997). "The strategic planner", in Cristison and Stoller 1997. 67-76.
- Komaria, O. (1998). *The History of English Teaching in Indonesia*. Unpublished thesis submitted for the degree of M.A. Applied Linguistics (English Language).

- Atma Jaya Catholic University, Jakarta.
- Leung, C., and A. Teasdale. (1998). "ESL teacher competence: Professionalism in a social market". Prospect 13(1): 4-24.
- Mertens, D. & Wilson, A. (2012).

 Program evaluation theory and practice: A comprehensive guide.

 New York: Guilford Press.
- Morris, P. (1994). *The Hong Kong school curriculum*. Hong Kong: Hong Kong University Press.
- Patton, Q. M. (1997). *Utilization* focused evaluation: The new century text (3rd Ed.), London: Sage Publications.
- Pusat Pembinaan & Pengembangan Bahasa (1984), *Politik Bahasa Nasional (The National language politics)*. Jakarta: PN Balai Pustaka.
- Stufflebeam, D. L., & Shinkfield, A. J. (2007), Evaluation theory, models, and applications. San Francisco: Jossey-Bass
- Stufflebeam, D.L., Madaus, G.F., and Kellaghan, T. (2000). Evaluation Model: Viewpoints on Educational and Human Services Evaluation. New York: Kluwer Academic Publisher.
- Stufflebeam, D. (2003). "The CIPP model of evaluation", in T. Kellaghan, D. Stufflebeam & L. Wingate (Eds.), Springer

international handbooks of education: International handbook of educational evaluation

Zhang, G., Zeller, N., Griffith, R., Metcalf, D., Williams, J., Shea, C. & Misulis, K. (2011). "Using the context, input, process, and product evaluation model (CIPP)

as a comprehensive framework to guide the planning, implementation, and assessment of service-learning programs". *Journal of higher education and outreach engagement* 15(4), 57 – 83.