

Principles of Effectiveness

All New York State 21st Century Community Learning Centers must be implementing the following principles:

The Principles of Effectiveness provide a framework in which to plan, design and implement strategies to improve outcomes for a target population. Lead Applicant Agencies (LAAs) are required to adhere to the Principles of Effectiveness when applying for Title IV 21st Century Community Learning Center funding, and when implementing a funded program. The following Principles of Effectiveness shall govern the LAA's design of the proposed program, and the successful sub-grantee's use of Title IV, Part B funding:

Needs Assessment: The program shall be based upon an assessment of objective data regarding the need for before and after school programs (including during summer recess periods) and activities in the schools and communities. Needs assessments shall be conducted annually to ensure that the program remains aligned with potentially shifting needs of the target population. Implications of this process for any program modifications shall be reviewed in collaboration with the State Program Coordinator, to be implemented through formal [Program Modification Requests](#), as required.

Performance Indicators: The program will be based upon an established set of performance indicators aimed at tracking the progress of program implementation to ensure the availability of high quality educational, developmental, and recreational services for students and their families. All performance indicators must adhere to "SMART" criteria:¹

- **Specific:** *Who* will demonstrate the desired behavior? *What* will the target population do?
- **Measurable:** The indicator is quantifiable, specifies how it can be measured, and includes the expected result.
- **Attainable:** Indicators are realistic and can be achieved in the specified amount of time.
- **Relevant:** The indicators are aligned with the program goals that they are designed to track.
- **Time Oriented:** *When* will the indicator be achieved? There is a clearly defined timeframe including a target date.

Performance indicators may need to be updated to reflect any program modifications.

Scientifically-Based Research: To the extent that prior research is available relevant to the program's desired outcomes for the target population, the program shall be based upon scientifically-based research that provides evidence that the program or activity will help students meet the State and local student academic achievement standards. Such research should provide evidence that:

¹ Adapted from www.sandiego.edu/hr/documents/STAFFGoals-PerfPlanningGuide1.pdf

- The program is based on theory accepted by experts in the field;
- The theory provides logical explanation of why it should work;
- Similar programs have produced the desired changes in similar target populations; and/or,
- Research has been accepted by a peer-reviewed journal or approved by a panel of independent experts through a rigorous, objective and scientific review.

Evaluation: The program or activity shall undergo periodic evaluation to assess its progress toward achieving its goal of providing high quality educational, developmental, and recreational services. The evaluation will adhere to the requirements of the [NYS 21st CCLC Evaluation Manual](#) and [Evaluation Manual Addendum](#), which are designed to ensure that the evaluation accomplishes the following:

- Determine that the program is sound, operating as planned and achieving desired effect.
- Formative evaluation assesses the immediate or short-term outcomes of the program, appropriateness of content, methods, materials, media and instruments.
- Process evaluation identifies the barriers and supports, allowing for strategy development to optimize progress.
- Summative evaluation determines the impact or outcome of the program on target populations.
- The results of such evaluation shall be used for ongoing refinement, improvement, and strengthening of the program or activity, and to refine the performance measures. Results shall be made available to the public upon request, with public notice provided of its availability.

Last Updated: 2/21/20