



PLAN | IMPLEMENT | EVALUATE

**Leadership Pipeline
Internship Program
2020**

Abstract

To better meet the needs of organizations serving Chicago's most vulnerable populations, this internship program is designed for the evaluators at Planning, Implementation, and Evaluation Org to advance social justice by providing community members with advanced degrees, professional mentorship and an opportunity to support the non-profit organizations in Chicago's highest need communities; thereby creating a pipeline of qualified social-service professionals to provide high quality and rigorous planning, implementation, and evaluation services to organizations that otherwise may not be able to afford it.

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Background

In 2001, Dr. Tania Rempert began providing outcomes-focused technical assistance to Chicago-based nonprofit organizations that lacked the evaluation systems needed for accreditation. Rempert's unique and cost-efficient approach — referred to as evaluation coaching — has since grown into PIE Org, a leader in helping organizations in the highest-need neighborhoods identify, measure, and reporting relevant outcomes. This coaching often includes our Ph.D. level consultants sitting side-by-side front-line organization workers to re-imagining a system for evaluation where planning, implementation, and evaluation are automated into everyday work processes. Our system of large-group and individual one-on-one sessions helps individuals and organizations specifically identify their needs.

In the last three years, PIE Org has partnered with 48 nonprofit organizations to develop their internal planning, implementation, and evaluation capacity to better serve their clients and mission. Through large - group trainings and one - on - one evaluation coaching, PIE Org has helped each individual organization meet these measurable outcomes, including increasing organizations':

- Identification of measurable outcomes
- Development of measurement and reporting tools
- Knowledge of best practices in the purpose and applications of evaluation
- Creation of efficient, streamlined systems for ongoing data collection and entry
- Discussions about measurement tools to assess organizational effectiveness
- Utilization of data to improve programs and services

By providing these organizations with the internal knowledge and skill to improve programming efficacy and efficiency, PIE Org successfully empowers its partners to build organizational capacity and create a culture of evaluation, while using data to improve services through Total Quality Improvement processes and automated reports for various funders.

The efficacy of PIE Org's planning implementation and evaluation process has been proven by empirical evidence and published in numerous peer - reviewed journals. And all of our work since 2001 has been referred by word of mouth and provided on a sliding scale, based on organizations' ability to pay for this planning implementation and evaluation work out of their discretionary funds.

In order to meet the needs of our waiting list of organizations who desire such efficiencies, PIE Org became a 501(c)3 designation in 2015 in order to receive funding that would allow PIE Org to provide its services to mission - driven programs that lack the discretionary funds to hire a full - time staff evaluator on an open-door basis. As a non-profit organization, PIE Org is uniquely situated to fulfill our purpose as a hub for foundations to partner and pool supports to non-profit organizations who otherwise could not afford high-quality, rigorous planning, implementation, and evaluation services with a traditional consulting firm. Furthermore, our goal with every client is to help them build their organizational capacity and improve their services, making the funds they receive from foundations be more efficiently used.

While we often provide external evaluations of particular programs, we are not a once and done evaluation firm. We develop a relationship with organizations to help them create an institutional memory of the evaluation cycle. On average, we work with organizations for 3 years. By that time, the processes are internalized and have become part of the organization culture. We meet organizations where they are at in order to 1) understand their systems and workflow as well as their theoretical and practical readiness for evaluation and 2) institute realistic solutions and protocols.

Since the inception of PIE ORG, the organization has built numerous relationships with individuals, organizations, and communities across Chicago and the state of Illinois. During the previous fiscal year, PIE provided planning, implementation, and evaluation services to 16 organizations including: Mikva Challenge, South Suburban Family Shelter, Legacy Charter School, Illinois Action for Children, Juvenile Protection Agency, Chicago Cares, etc. The development of an internship program will address the needs of non-profit organizations while maximizing resources for all collaborators and stakeholders.

Statement of Need

Due to our place-based capacity-building work in neighborhoods like Cicero, North Lawndale, and Englewood, we would like to establish a comprehensive internship program for students, professionals, and future evaluators in Chicago to create a pipeline of non-profit professionals. We have found that organizations in the highest-need communities are those in the most need for structures, skills, and staffing to build efficient planning, implementation, and evaluation cycle.

According to a report from the Urban Institute, total private giving from individuals, foundations and businesses totaled \$358.38 billion in 2014. Grantees receiving these funds, are required to report their outcomes resulting from these numbers to several different funders in several different ways, costing countless hours of double data entry and reporting and re-reporting of similar yet different numbers. This is especially troublesome for organizations that cannot afford their own internal evaluation team.

Additionally, clients who have worked with PIE for more than 3 years regularly reach out to update protocols, help with special projects, or conduct higher level statistics that internal staff cannot handle. While PIE would like to provide services with an open-door policy to all of the organizations who we do not have the staff capacity yet to provide our services in an open-door policy. This internship program brings us closer to meeting the organizational needs of nonprofits in Chicago's highest need communities.

To support our mission and initiatives, we want to emphasize recruitment of minority students interested in careers in evaluation. As noted by the Annie E. Casey Foundation and the American Evaluation Association, researchers and evaluators from multiple, diverse backgrounds are needed to reduce bias and promote knowledge with the greatest impact in communities with the greatest need. In reference to the Leaders in Equitable Evaluation and Diversity (LEED) program – coordinated by the Annie E. Casey Foundation (2018) – they state, “The lack of racial and ethnic diversity within entities that steer the construction of knowledge, such as universities and research institutes, limits

our knowledge of social problems and jeopardizes our ability to resolve them. The lack of diversity in evaluation firms and policy think tanks also constrains our ability to use knowledge to improve practices and policies in social services.” Furthermore, the recent evaluation report by Forefront (2017) shows that many non-profit organizations in communities of color experience difficulty obtaining and sustaining financial resources and training for evaluation. Therefore, we seek to address both of these issues by offering this evaluation opportunity to emerging minority evaluators working in communities that need assistance.

This proposed evaluation program is an efficient model for providing employment options to educated citizens of these communities, providing them with real-world experience with high-quality Ph.D. mentors, as well as providing the non-profit organizations in these communities with high-quality, rigorous, planning, implementation, and evaluation services, with an evaluator on retainer, much like an organization may not be able to hire a full-time lawyer, but require one from time and time to support the mission-based work they do, these organizations cannot offered an \$80,000 per year evaluator, but will benefit greatly from the work and insights of these seasoned professionals developing relationships with them where they are at.

Internship Program:

A Pipeline Program to train graduate students to provide Outcomes-Focused Technical Assistance for Community Organizations

The purpose of the internship program is to create an opportunity for future and emerging professional evaluators to gain hands-on experience in research, assessment, and evaluation with nonprofit organizations. Furthermore, the program provides interns with the tools necessary to build the capacity of organization to utilize data for their programs, services, and mission. We have aligned the outcomes and activities of this internship pipeline program with the principles of the American Evaluators Association (2004) and the Chicagoland Evaluation Association.

Program Outcomes

For PIE interns:

- Real-world, applicable experience working with nonprofit organizations in Chicago.
- Development of the complete and comprehensive elements of professional evaluation.
- Ability to work in diverse environments and organizations and cater to stakeholder values and interests.
- Tailored professional development including leadership cohort sessions and mentoring from professional evaluators in PIE

For non-profit organizations and grantees:

- Improved ability to utilize data for program and service improvement.
- Greater consistency and maximization of funds used for capacity-building efforts.
- Increased social capital and relationships with professional evaluators and social change agents in Chicagoland.
- Dedicated personnel with industry-level training in evaluation and assessment for small and large non-profit organizations.

For foundations and funding networks:

- Better evaluation reporting from grantees and non-profit organizations receiving funding.
- Dedicated personnel with industry-level training in evaluation and assessment for small and large non-profit organizations.

Internship Eligibility

The PIE Internship Program opportunity is not purely for experienced evaluators; together with expert mentoring, the system that PIE has in place can equip college-bound H.S. seniors, college students, and graduate-level students, with an interest in non-profit management, evaluation and/or assessment, with transferable skills that will develop an evaluative way of thinking, regardless of their future career. Different types of opportunities are available for interns of different abilities.

Moreover, this can be provided as an academic credit opportunity at the preference of the intern, if the school requires or allows for an administrative internship experience for course credit. Generally, all interns should meet these requirements:

1. Interns must be at least 17 years of age.
2. Interns must have an interest in serving communities and organizations in Chicago's most vulnerable neighborhoods and be interested in learning how to apply research methodology, statistics, econometrics, and psychology to answering educational and social service questions.
3. When the number of applicants is greater than the number of internship positions, preference will be given to intern applicants from the communities served by the non-profit host sites.

Program Components and Activities

Once interns are selected for the program, successful completion of the internship includes the following components: one-on-one mentoring, participation in a professional development series, and one-on-mentoring throughout the program. Depending on the evaluation project, there may be additional opportunities available to the intern.

Evaluation Project with Host Organization (80%)

The hallmark of the internship experience is the pairing of an intern with a host nonprofit organization that currently works with PIE ORG. Each project may differ from the other, and as such, interns will be matched to projects based on their previous experiences, passions, familiarity with the organization, and expertise. All projects will have a deliverable that is presented to the host organization.

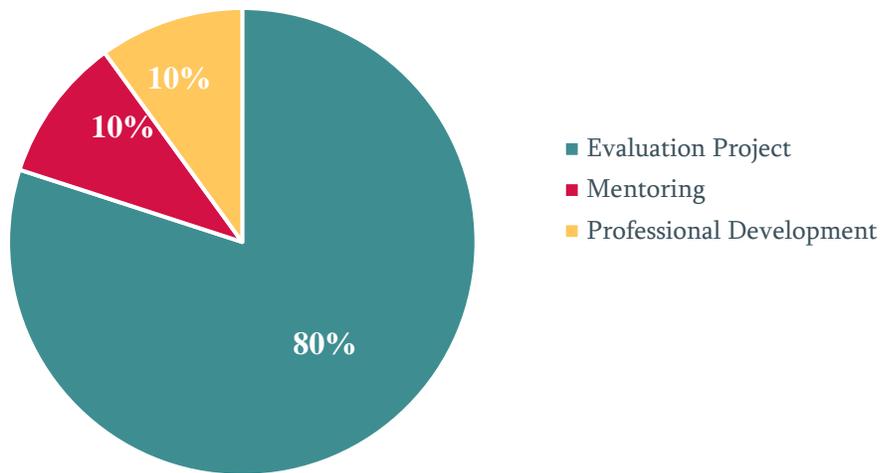
One-on-One Mentoring (10%)

Each intern will be paired with a PIE ORG professional evaluator. The experience of evaluators ranges from 4-17 years and each evaluator holds Ph.D. in research methodology, evaluation, and organizational management. Mentorship includes weekly one-on-meetings, assistance with evaluation projects, and mechanisms for feedback and assessment of the internship experience.

Professional Development Series (10%)

Throughout the internship, interns will participate in a series of workshops and programs that will enhance their evaluation and capacity-building skills. Topics include but are not limited to Servant Leadership, Developing a Theory of Change, Organizational Management, and Excel training.

Internship Program Activities



Timeline

The following timeline is standard but malleable to the needs of the host organization or foundations we are working with on specific projects.

August

- Recruit interns from local evaluation and academic programs.
- Contact host organizations to confirm contact information of internship supervisors and
- Set up interview dates/times for orientation schedules to begin in September.
- Contact organizations engaging in one-on-one capacity building activities to setup a schedule of large-group sessions with their employees to complete/update logic models, align outcomes, combine forms, and detail reporting requirements.

September

- Complete hiring process for interns by early September.
- Confirm date and schedule for professional development sessions through end of year.
- Interns complete orientation with supervisor and PIE mentor by end of the month.
- All logic models for capacity-building organizations updated.

October

- Outcomes for capacity-building organizations aligned internally via group meetings.
- Interns complete second monthly professional development workshop.
- Interns begin weekly reporting process; follow-up with PIE mentor and internship supervisor is on a monthly and/or bi-weekly basis.

November - December

- Continue intern development; break in mid-December observance of winter holiday and final exam schedules of the interns.

January

- Continue intern development; conduct mid-year internship feedback meeting.
- Interns complete third monthly professional development workshop.
- Re-group with large-groups of workers at each capacity building organization to begin aligning their forms based on reporting requirements.
- Confirm dates and content of large-group professional development sessions for the remainder of the internship program.

February

- Continue intern development with PIE mentor and internship supervisor.
- Interns complete fourth monthly professional development workshop.
- Continue aligning organization(s) forms based on reporting requirements in hard-copy documents for feedback.

March

- Continue intern development with PIE mentor and internship supervisor.
- Interns complete fifth monthly professional development workshop.
- Pilot hard copy forms with organizations on real client cases.

April

- Continue intern development with PIE mentor and internship supervisor.
- Interns complete sixth monthly professional development workshop.
- Pilot hard copy forms with organizations on real client cases at capacity-building organizations.

May

- Continue intern development with PIE mentor and internship supervisor.
- Interns complete seventh and final monthly professional development workshop.
- Make edits/updates to hard-copy forms and design reporting template for feedback for all stakeholders at each capacity-building organization.

June - July

- Conduct exit interview with each intern and supervisor to evaluate the program and plan for continuation.
- Send out retrospective outcomes survey to all interns about their experience
- Seek intern recommendations for potential and future internship applicants.

Programmatic Costs/Internship Compensation

Funding Area	Tasks	Budgeted Hours	Budgeted Amount	Notes
Leadership Capacity Building	1 full day orientation in September and 3 half-day training sessions in November, January and March for internship cohort	48	\$6000/ cohort	Specific topics include: Facilitating 101, Servant Leadership, Developing a Theory of Change, Strategic Planning, Implement Best Practices, and Evaluate Processes, and Outcomes, Excel Training with Formulas for Impact.
	Internship		\$8,600-\$20,000 intern	Our research with students and schools of evaluation indicate that the interns should be paid \$20/hr. The interns are required to spend the equivalent of 8-20 hours per week for 9 months at their host site (we encourage flex time). As a courtesy, we will also take out taxes, FICA, and insurance for the interns.
	Intern Support	120	\$6000/ intern	These regularly scheduled supervision meetings are necessary to discuss the parameters for the internship as well as one-on-one mentorship and follow up for specific topics that will directly benefit the non-profit organization and community.
	Overhead		10%	Gas, computers, scheduling,
TOTAL		3%	\$14,600-24,600 per intern	+ \$6000 training for cohort one time per year

Testimonials



“Interning with PIE Org. has and continues to be a wonderful learning experience. Not only do I get to learn from my experienced colleagues, I get to learn from the different people that I meet on various project sites. The assignments that I am assigned challenge and motivate me to grow professionally, as well. Furthermore, my experience with PIE Org. has inspired me to pursue a career in evaluation. I am now completing the Program Evaluation certification program at Loyola University Chicago”.

-Eleanor Titiml, PIE Intern 2017-2018



“Coming from the higher education sector, I was not sure what to expect conducting evaluations and working with non-profit organizations in Chicagoland. As soon as I was on-boarded, Tania and the rest of the PIE ORG staff welcomed me with open arms and gave me the necessary tools to complete projects while contributing to the community. I continue to work with PIE ORG because of this and can’t wait to see all they accomplish in the future!”

-Cobretti Williams, PIE Intern 2017



“Working with PIE has been an extremely rewarding experience. With a background in mathematics and a passion for research and education, I was hesitant to enter the non-academic world. But PIE gave me the rare opportunity to combine my knowledge of statistics with my interest in education, with the great plus of working in the non-profit sector. I had the wonderful opportunity of learning about a very diverse array of programs and to see how they are structured from the beginning. This experience will certainly help me keep my feet on the ground as I pursue my academic goals”

-Paula Mantilla, PIE Intern 2017-2018

References

American Evaluators Association. (2004). American Evaluators Association Guiding Principles for Evaluators. Retrieved from <file:///Users/cdw/Downloads/GuidingPrinciplesPrintable.html>

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College-Level Evaluation Internship

Who We Are

Planning Implementation and Evaluation Org (PIE) is a 501c3 non-profit organization that provides the research and evaluation leadership to other non-profit organizations throughout Chicagoland including, but not limited to: McCormick Foundation, Steans Family Foundation, Chicago Children's Museum, National Museum of Mexican Art, Cicero Neighborhood Network, Teen Parent Connection, etc.

About the Internship

In addition, we are adding a research internship to our work in helping organizations use their own data for decision making. The successful candidate will likely have the following characteristics:

- Culturally competent, aware, responsive, and comfortable working well with a variety of individuals and groups from economically challenged communities.
- Strong research skills, such as ability to conduct a thorough literature review, indicated by projects involving heavy analytical thinking.
- Deep interest in pursuing program evaluation in the non-profit sector.
- A huge plus for candidates who relish quantitative content, indicated by experience with statistical software (e.g., SPSS, STATA, R, etc.) and large data sets. Common analyses include T-tests, ANOVAs, effect size calculation, and multiple regression. Ability to synthesize data findings in a usable and easy-to-understand way a necessity.
- Preference for candidates with an intense interest in writing, data visualization, cultural issues, or demography.
- Preference for candidates with strong Excel skills, utilizing smart formulas for increased efficiencies and user ease.

The reason we are looking for internship talent at such a high level is that PIE is a resource for organizations that otherwise would not be able to afford rigorous evaluation research, and we think even the clients of under-resourced community organizations deserve to have their data taken

seriously, and not squandered in a system of double-data entry and data black holes. This vision is not unique to PIE, but our pragmatic blend of collective impact, systems engineering, and high quality process design offers evaluation results not realized by other approaches.

It is intensely analytical and demanding work. The work environment, however, is extremely casual, and the team genuinely cares about each other. While this role is not for everyone, it is a remarkable fit for someone with an unusual combination of talent, collaboration, and passion. Note the combination of those three items...they are critical.

Hours and Compensation

The compensation for this position is \$25 per hour. The work hours are flexible, but we need a work commitment between 10-25 hours per week, perhaps more during summer months, depending on how much time it takes for various analyses in between weekly meetings. Some of the research will be conducted remotely, although there will likely be one meeting per week at PIE Org in the Chicago Loop. Note that given the time we plan to invest in developing strong interns, we prefer candidates who might work with us for more than one year and would be interested in full-time employment at PIE at the end of the internship.

How to Apply

We will not be able to respond to phone inquiries or incomplete responses, but for those who think this may be the ideal fit, here are some tips to break through the application process:

- We want to see evidence of your skills and passions by providing a sample survey analysis with write up.
- We want to understand your interest in social science issues (whether through the lens of statistics, public policy, economics, community psychology, or social work, etc.), so include a cover letter that speaks to your interest and experience in these content areas.
- We like efficiency, so please send us an e-mail response to this inquiry with one PDF attachment saved as your last name, including your resume, cover letter, and sample analysis.
- Email replies to admin@pieorg.org

INTERNSHIP PROGRAM: LOGIC MODEL

