

2007 Environmental Evaluator's Networking Forum

PRESENTER AND MODERATOR BIOS

ANDREW PULLIN is Professor of Environmental Systems at the University of Wales, Bangor. A conservation biologist, he has most recently developed the concept of evidence-based practice in biodiversity management, adapting methodology from the field of medicine and health care, and is now Director of the Centre for Evidence-Based Conservation (CEBC). Modeled on Centres for Review and Dissemination developed in the medical field, the CEBC was established in 2003 with the goal of supporting decision making in biodiversity conservation and environmental management. The central activity of the CEBC is the production and dissemination of systematic reviews of evidence evaluating the biodiversity impacts of development projects and the effectiveness of management and policy interventions. With support from a wide range of organizations in the environmental sector and the UK Natural Environment Research Council's Knowledge Transfer Programme, the CEBC website acts as a gateway to reliable information on impact and effectiveness based on the best available scientific evidence. Andrew is also President of the European Section of the Society for Conservation Biology, an Editor of the journal *Biological Conservation*, an author of a textbook on *Conservation Biology*, and member of the UK Government's (Department of Environment Food and Rural Affairs) Biodiversity Research Advisory Group.

ANDREW PURKEY has been the National Fish and Wildlife Foundation's program director for the Columbia Basin Water Transactions Program since 2003. From 1994 through 2002, Andrew served as the executive director of the Oregon Water Trust, a nonprofit that acquires existing water rights for conversion to instream water rights. He graduated from the University of Oregon in 1986, where he earned a bachelor's of arts degree. He earned a master's degree in public policy, with a concentration in natural resources policy, from Harvard University's Kennedy School of Government in 1989.

ANDY ROWE has been evaluating programs in the environmental and resource sector as well as in many other sectors for over twenty five years. He is a former President of the Canadian Evaluation Society and is active in the leadership of the American Evaluation Association. Andy has a PhD in economics from the London School of Economics and has undertaken evaluations in North America, Europe, Asia and the Caribbean. Recent contributions include developing the evaluation system for the practice of conflict resolution in environmental and complex public policy settings, a system used by four federal and several state dispute resolution agencies. More recently he led development of the SEEER evaluation system for environmental decisions - Systematic Evaluation of Environmental and Economic Results. Use of SEEER techniques leads to valid and reliable assessments of the environmental effects of a decision compared to a reasonable alternative. Dr. Rowe is currently working with EPA and the Department of the Interior to apply SEEER to selected decisions in those agencies. As well he is evaluating the National Fish and Wildlife Foundation Small Watershed Grants program, and leading two evaluations of urban governance and environmental services initiatives in India.

ANNELISE CARLETON-HUG, Ph.D., brings a background in natural resource management to her evaluation work, with a B.S. in Wildlife Management (Ohio State University), a M.S. in Fisheries Biology (Humboldt State University), and a Ph.D. in the Human Dimensions of Fisheries & Wildlife (Michigan State University). She has worked as a fisheries biologist for the Forest Service and an environmental volunteer with the Peace Corps in Poland. Her experiences in the natural and social sciences inform her approach to research and evaluation, with an emphasis on theory-based mixed-methods evaluations including environmental education program evaluations for Yellowstone National Park, small non-profit environmental organizations, residential outdoor learning centers, and a multi-state National Science Foundation-funded program working to transform doctoral education in mathematics and sciences. As Evaluation Associate for the Center for Learning and Teaching in the West, she assisted in the development of an Evaluation Apprenticeship training program for doctoral students. She is currently serving as the Program Co-Chair for the Environmental Program Evaluation Topical Interest Group for the 2007 American Evaluation Association annual conference.

BETSY SHAW is director of the Office of Environmental Policy in EPA's National Center for Environmental Innovation where she has responsibility for testing, evaluating, and implementing new environmental protection strategies that contribute to: 1) bringing about a more performance-oriented regulatory system that allows flexible strategies to achieve measurable environmental results; 2) promoting strong environmental stewardship in all parts of society to support sustainable development and pollution prevention; and 3) creating a culture of creative environmental problem-solving that encourages collaborative, results oriented work. Betsy helps manage the Agency's Innovation Action Council, (EPA's "steering committee" for innovation), the State Innovation Grant program, and the annual Program Evaluation Competition, among many other activities. Betsy started her career at EPA in the Program Evaluation Division, spent a number of years in EPA's Superfund program, and has done details to Regions 1 & 5 and an IPA to the Global Environmental and Technology Foundation (GETF). Betsy has an undergraduate degree from Smith College and a Masters in Public Administration from the John F. Kennedy School of Government at Harvard.

BRETT JENKS. Based in Arlington, Virginia, Brett has been the President and CEO of Rare since 2000 and has worked in the field of conservation and rural education since 1992. Rare is an international environmental conservation NGO that equips local conservationists in the world's most threatened natural areas with the tools and motivation needed to inspire conservation. A former journalist and filmmaker, he joined Rare's staff as a program director in 1995 after living and working for five years in Mexico and Costa Rica. Brett is a graduate of the University of Massachusetts (Magna Cum Laude, Phi Beta Kappa) and has a MBA from Georgetown University.

BRIAN GRATWICKE is the assistant director of Save The Tiger Fund, a partnership between the National Fish and Wildlife Foundation, the ExxonMobil Foundation and other donors that makes conservation grants to organizations working to save wild tigers. Brian has conducted a major portfolio evaluation of the last 10 years of Save The Tiger Fund's grant-making representing an investment of 12.6 million dollars in over 250 projects. Hailing from Zimbabwe, Brian is a well-rounded conservation biologist with a deep love for large mammals, birds and

fishes. He has a wide range of experience and ecological expertise and publications including terrestrial, aquatic & marine subjects. His current research interests include measures of conservation success and meta-analysis of grant programs. Brian holds a Bachelors degree in Biology and a Masters degree in Fisheries Biology from the University of Zimbabwe. He was awarded his DPhil in zoology from Oxford University in 2004.

BRIAN KLEINMAN is a Program Examiner in the Environment Branch at the Office of Management and Budget (OMB). He performs annual Program Assessment Rating Tool (PART) evaluations through review of evidence to answer standard questions about purpose and design, strategic planning, management, and accountability of Environmental Protection Agency programs. Brian also coordinates the PART review process for the Environment Branch. Brian has a Masters of Public Affairs and a Masters of Environmental Science from the Indiana University School of Public and Environmental Affairs

BRUCE MCDOWELL is President of Intergovernmental Management Associates, a Fellow of the National Academy of Public Administration (NAPA), a certified professional planner, and a Fellow of the American Institute of Certified Planners. Since retiring from the federal government in 1996, the clients served by his consulting practice have included state, metropolitan, university, and non-profit organizations. At NAPA, Dr. McDowell is currently directing a study of the nation's environmental programs for EPA, and recently completed a study of the U.S. Army Corps of Engineers budget process. His previous studies at NAPA include seismic safety in existing buildings, geographic information systems, the Government Performance and Results Act, disaster information systems, rural transportation consultations, monitoring the quality of HUD-assisted housing, management of federal wildland fire programs, administrative restructuring and risk management at the National Institutes of Health, and competitive sourcing at the U.S. Forest Service. Earlier in his career, Dr. McDowell held local and metropolitan planning positions in the Washington (DC) metropolitan area for 12 years. Dr. McDowell's federal experience included 24 years with the U.S. Advisory Commission on Intergovernmental Relations and two years as director of governmental studies for the National Council on Public Works Improvement.

CHRISTINA KAKOYANNIS is an American Association for the Advancement of Science (AAAS) Science and Technology Policy Fellow located in the U.S. EPA's Evaluation Support Division. She currently provides evaluation support to state and national-level environmental programs by reviewing and enhancing the design and methods of evaluations. She worked collaboratively with the National Fish and Wildlife Foundation to develop the 2006 Environmental Evaluator's Networking Forum. In 2006, she worked in the Office of Management and Budget's Performance and Integration Team on the Program Assessment Rating Tool's consistency check and appeals processes. Prior to becoming a Fellow, she was a Faculty Research Associate for the Department of Forest Resources at Oregon State University. As a social scientist, she focused her research on human interactions with the environment, including public acceptance of natural resource decision-making processes, organizational learning in natural resource partnerships, and subsistence uses of natural resources. From 2002-2004, she served as the student liaison for the Oregon Program Evaluator's Network, an affiliate of the American Evaluation Association. She has a B.A. in Biology from Franklin and Marshall

College, M.S. in Forestry from Michigan State University, and Ph.D. in Forest Social Science from Oregon State University.

DALE KEYES' work at the U.S. Institute focuses on multi-stakeholder collaborative problem solving and dispute resolution processes involving energy development, transportation planning and project development, and air and water quality. His projects span agency capacity building, dispute systems design, and specific conflict resolution cases. He is also involved in the development and implementation of the Institute's program evaluation system, and currently manages the second round of the Multi-Agency ECR Evaluation Study. Dale's previous professional experience includes positions at the University of Wisconsin, the Urban Institute in Washington, D.C., Energy and Environmental Analysis, Inc. in Arlington, VA, and Battelle Columbus Laboratories. While an employee of and later as a consultant to the U.S. Environmental Protection Agency, he worked on global climate change and indoor air quality projects. He was awarded EPA's Bronze Medal for Meritorious Service for his work on global climate change. Dale established his own environmental consulting company in 1982. Dale has a B.S. in Chemistry from Marietta College, M.S. degrees in Biochemistry and Urban & Regional Planning from the University of Wisconsin, and a Ph.D. in Geography from the University of Maryland. He has served on various environmental advisory committees and boards for local governments and federal agencies, and was a board member and officer for 10 years for the Grand Canyon Section of the Air & Waste Management Association.

DAN PETIT recently joined the National Fish & Wildlife Foundation as Director of the Bird Conservation Initiative. Prior to joining the Foundation, Dan held positions as Chief of Natural Resources at Cleveland Metroparks, National Coordinator of the Science Applications Program at the U.S. Geological Survey, National Nongame Bird Coordinator for the U.S. Fish & Wildlife Service, and was a Postdoctoral Research Fellow with the Smithsonian Environmental Research Center. Dan's primary area of expertise lies with temperate and tropical bird ecology, having spent nearly 10 years studying forest and agricultural systems in Central America, and 20 years investigating bird management and conservation issues in eastern United States. He received his Ph.D. in Zoology from the University of Arkansas and his M.S. in Zoology from The Ohio State University.

DIANA ESPINOSA is the Office and Management and Budget's Deputy Assistant Director for Management. In this role she assists the OMB Deputy Director for Management in providing government-wide leadership to Executive Branch agencies as they work to improve program performance and implement the President's Management Agenda. Ms. Espinosa manages implementation of the Program Assessment Rating Tool, a systematic method for assessing program performance and integrating performance information into the budget process. She also oversees analysis of personnel policy issues in OMB. Ms. Espinosa was formerly the Chief of the Office of Management and Budget's Health and Human Services Branch where she led the analysis of budget and management issues, and coordinated appropriations and budget development activities relating to the Department of Health and Human Services. Prior to joining OMB, Ms. Espinosa served as Operating Budget Coordinator for Miami-Dade County, Florida. Her responsibilities included overseeing the development of the county's operating budget, forecasting general fund revenue, preparing budget projections for the County's general fund, and conducting cost-benefit analysis of proposed legislation. Ms. Espinosa has a Master of Public Policy and a Bachelor of Arts in Social Anthropology from the University of Michigan.

ELIZABETH KENNEDY holds a BA in Biological Sciences, MS in Applied Economics and a PhD in Forest Sciences. During the early 90's she worked in the USA, focusing on threatened species' critical habitat requirements and establishing economic incentives for protection of threatened species on private lands. Her concentration on conservation objectives ultimately led to monitoring and evaluation of success, and her present position with Conservation International where she is lead for the institution's monitoring support program.

ELLEN G. GABEL is Program Director for the National Wildlife Refuge System Programs at the National Fish and Wildlife Foundation. In addition to working with the Refuge System, she also manages the Pulling Together Initiative and Native Plant Conservation Initiative small grant programs. Prior to coming to the Foundation, she worked for the Wisconsin Department of Natural Resources, Bureau of Wildlife Management as the Assistant Wetland Habitat Coordinator. She received a Master's in Environmental Management from Duke University and a B.S. from the University of Wisconsin.

GAIL ACHTERMAN is the Director for the Institute for Natural Resources at Oregon State University where she has organized and facilitated meetings among Oregon's natural resource agency heads and OSU deans as well as interdisciplinary teams engaged in comprehensive fire program review and salmon anchor habitat strategy for state forests. She has been the Executive Director of the Deschutes Resources Conservancy where she successfully developed a proposal and negotiated a \$780,000 carbon dioxide purchase agreement with the Climate Trust for a riparian reforestation project. In the early 1990s, she was Assistant to the Governor for Natural Resources where she developed interagency legislative priorities and worked with Legislature for passage, including major reform of the Oregon Forest Practices Act, innovative Groundwater Protection Act, creation and funding for Oregon Youth Conservation Corps, and legislation creating Governor's Watershed Enhancement Board. She has been the recipient of numerous awards, including the Richard Neuberger Award from Oregon Environmental Council (1986). She has a J.D. (cum laude) and a M.S. in Natural Resources Policy and Management from University of Michigan.

GINGER HINCHCLIFF has been working in coastal interpretation, education, and management for the past 25 years. She joined NOAA's Coastal Services Center in Charleston, SC, in 1999 and serves as its branch chief for Coastal Management Services. Ms. Hinchcliff's current efforts focuses on building the capabilities of the managers to understand and successfully engage their community, effectively use adaptive management strategies, and develop partnerships through fellowships, direct technical assistance, and training. Before becoming branch chief, Ms. Hinchcliff managed the Center's Coastal Learning Services Program which designs, implements, and evaluates learning experiences for the coastal and ocean management community. She also served as the director for the National Marine Protected Area Institute for Training and Technical Assistance. Prior to coming to the Center, Ms. Hinchcliff worked for the Rookery Bay National Estuarine Research Reserve in southwest Florida for 11 years as the education coordinator. In 1980, Ms. Hinchcliff earned a Bachelor of Science degree from Penn State University in outdoor recreation and environmental education with a minor in marine sciences. In 1999, she completed a master of education degree at Florida Gulf Coast University in instructional technology.

GUY ROBERTSON has degrees in philosophy, international studies and resource economics. He has worked for the Forest Service for the last ten years in research and management positions. He is currently an analyst in the research branch in the Washington Office, where he is charged with overseeing the technical and scientific aspects of the production of the 2010 National Report on Sustainable Forests.

HEATHER GEWANDTER, SRA International. Ms. Gewandter has a B.S. in Biology and a M.A. in Environmental and Resource Policy. She has been performing qualitative program evaluations for over five years, beginning with an internship with EPA's Evaluation and Support Division and continuing through her time with SRA International. Ms. Gewandter has had the opportunity of supporting multiple EPA offices with formal evaluations and other analyses including the Office of Environmental Justice, the Office of Water, the Land Revitalization Staff and the Office of Emergency Management.

JARED HARDNER is the managing partner of Hardner & Gullison Associates, LLC, a private consulting firm that provides technical assistance in the field of conservation to foundations, conservation groups, governments, and corporations. Jared has conducted two major portfolio evaluations for the National Fish and Wildlife Foundation: the Shell Marine Habitat Program and the NFWF-BLM General Call. He is now leading his firm in an evaluation of the Gordon and Betty Moore Foundation's Amazon Program, a portfolio of 275 projects distributed across eight countries in South America. In addition to evaluation, Hardner & Gullison Associates assists in the establishment of new conservation projects, conservation finance, economic analysis, protected areas management, and corporate environmental management. Members of the firm include among their past and present clients the National Fish and Wildlife Foundation, Moore Foundation, Avina Foundation, World Bank, Inter-American Development Bank, Asian Development Bank, U.S. Agency for International Development, The Nature Conservancy, World Wildlife Fund, Conservation International, National Parks Conservation Association, Environmental Defense, U.S. Fish and Wildlife Service, U.S. Environmental Protection Agency, BP and other corporations. Mr. Hardner holds degrees in economics from Princeton University and Yale University. For more information, please visit www.hg-llc.com.

JAY BENFORADO is the Director of the National Center for Environmental Innovation at the U.S. Environmental Protection Agency (EPA). His organization serves as a focal point within EPA for strategic thinking on innovative approaches to environmental management. Jay has been involved in conservation and environmental issues throughout his career. Before joining the EPA in 1985, he worked as a water policy analyst at The Conservation Foundation and as a wetland ecologist with the U.S. Fish and Wildlife Service. Within his current position, Jay is a passionate advocate for new approaches to environmental problem-solving that involve partnerships with all parts of society, innovative technologies, information, incentives, and performance measurement to drive environmental improvements. He has chaired the Environmental Management Committee of the President's Council on Sustainable Development; and represented EPA internationally in Russia, Mexico, Chile, India and several eastern European countries. Jay is a 1976 cum laude graduate of the University of Wisconsin at Madison with a degree in zoology and physical geography. He received a masters degree from Indiana University's School of Public and Environmental Affairs, with a concentration in ecology. Jay was awarded a Gold Medal, EPA's highest award, for his contributions to the Resource

Conservation and Recovery Act Implementation Study in 1990. In 1994, he was selected for membership into the Senior Executive Service, the federal government's elite corps of career managers.

JENNI WALLACE joined NOAA's Restoration Center in 2002 as a Presidential Management Intern and currently serves as the office's Interagency Habitat Restoration Program Coordinator. The NOAA Restoration Center plans, funds, and implements coastal restoration projects throughout the United States; its Community-based Restoration Program (CRP) is a model program for community collaboration, partnership building, and interagency coordination. Jenni's duties are to look for opportunities, encourage, & facilitate interagency coordination and collaboration in habitat restoration. Within this capacity Jenni currently chairs an interagency Cooperative Conservation Measuring & Monitoring workgroup that is charged to gather, review, analyze and share tools that measure and monitor how cooperative conservation activities help achieve environmental protection and natural resource management goals. Jenni has a Bachelor of Science in Marine Science from Eckerd College and a Master's of Environmental Management from Duke University.

JENNIFER HILL-KELLEY serves as the Environmental Quality Director for the Oneida Tribe of Wisconsin. She facilitates and supervises nine professional staff members toward accomplishment of Tribal goals for surface water resources, wetland protection and restoration, pollution abatement, brownfields, minimizing environmental impacts of land use and development projects, and the restoration of the Reservation fishery through the lower Green Bay/Fox River Natural Resource Damage Assessment (NRDA). For Oneida, she currently serves on the Fox River/Green Bay Natural Resource Trustee Council and EPA Region 5 Regional Tribal Operations Committee. She also is the chair of the Environmental Leadership Program Board of Trustees and the Secretary/Treasurer for the Oneida Tribe's Seven Generations Corporation. Jennifer has a Master's degree in Environmental Science and Policy from the University of Wisconsin Green Bay and a B.S. in Microbiology from the University of Oklahoma.

JENNIFER NASH is Director of the Regulatory Policy Program at the Mossavar-Rahmani Center for Business and Government, John F. Kennedy School of Government, Harvard University, where she manages research projects on new directions in regulation. Before coming to the Kennedy School she served as associate director and acting director of the Technology, Business, and Environment Program at the Massachusetts Institute of Technology and as executive director of the Delaware Valley Citizen's Council for Clean Air. She has written articles on the role of industry self-regulation in environmental performance improvement and government's response to private sector environmental initiatives. She received her master of city planning degree from MIT in 1988.

JOE E. HEIMLICH is known for his work in teaching-learning exchange theory across the lifespan, especially evaluation within the environmental arena. He has been engaged in environmental education free-choice learning for 16 years as a professor of environmental education and interpretation in the School of Environment and Natural Resources at The Ohio State University where he maintains an appointment. He serves as leader, Environmental Science for OSU Extension where he works in community development and environmental issues,

especially waste management, environmental NGO education and planning, and issue framing. Joe is also a Senior Research Associate with the Institute for Learning Innovation in Annapolis, Maryland and Leader, Environmental Sciences for OSU Extension. Joe holds a doctorate in Adult Education and Learning Theory from The Ohio State University; a B.A. in Communication Arts, Theatre and Dance, and a M.A. in Policy Education. He is the author of two textbooks, ten chapters in edited books, numerous academic journal articles and more than 300 popular publications. His primary work involves program evaluation in adult free-choice environmental and conservation institutions. Joe serves on numerous national and international committees and boards including the Scientific Committee for the World EE Congresses, the UNESCO DESD Research Agenda team, and is a past-president of the North American Association for Environmental Education.

JOHN A. MCLAUGHLIN, Ph.D. is an independent consultant in strategic planning, performance measurement, and program evaluation. For the past 30 years, he has assisted in the design, delivery, and evaluation of programs at federal/state/local government levels; and for 10 years has designed and implemented training and technical assistance for federal/state/local managers as they moved their organizations to becoming performance-based. Some of his clients in performance management have been Departments of Energy, Agriculture, Health and Human Services, Federal Bureau of Investigation, and the Environmental Protection Agency; Centers for Disease Control and Prevention; National Institutes for Health; The United Way of America; Virginia Department of Education, Virginia Department of Environmental Quality, City of Williamsburg, VA; and James City County, VA. He has co-authored several books including Research Methods in Special Education with Donna Mertens, a number of book chapters and journal articles; and received more than 35 funded grants and contracts for research and training. He has been an active member of the American Evaluation Association (AEA) since its inception, serving as Annual Conference Chair from 1991-97.

JOHN SEIDENSTICKER was raised on a cattle ranch in Montana and studied at the University of Montana and the University of Idaho, where he received the 1998 Distinguished Alumni Silver and Gold Award. He pioneered the use of radio telemetry to study the mountain lion in North America and wrote his Ph.D. dissertation on Mountain Lion Social Organization in the Idaho Primitive Area. As founding principal investigator of the Smithsonian-Nepal Tiger Ecology Project, he was co-leader of the team that captured and radio-tracked the first wild tigers in Nepal. He has traveled widely in Asia and served as an ecologist and park planner for the Indonesia World Wildlife Fund Program. He has also conducted fieldwork in the Sundarbans of Bangladesh and India, in Thailand, and in Sri Lanka. As a conservation biologist at the Smithsonian's National Zoological Park, Dr. Seidensticker's research efforts have focused on understanding and encouraging landscape patterns and conditions where large mammals can persist, training future conservation leaders, and diffusing environmental understanding through his writing, public appearance, and museum and zoo exhibits. He has been a member of the IUCN-World Conservation Cat Specialist Group since 1974, a professional fellow of the American Zoo and Aquarium Association since 1989, a member of the National Fish and Wildlife Foundation's Save The Tiger Fund Council since 1995, and its chairman since 1997.

JONATHAN MAWDSLEY is a staff scientist for the Environmental Reporting program at The Heinz Center. Before joining the Center, Dr. Mawdsley worked for five years at the National Fish and Wildlife Foundation, where he administered national and regional grant programs on

topics ranging from invasive plant management to the restoration of the Chesapeake Bay. Prior to working at the National Fish and Wildlife Foundation, he was a Postdoctoral Research Fellow in the Department of Entomology of the National Museum of Natural History, Smithsonian Institution. He has extensive experience in conducting surveys for tiger beetles and other rare invertebrates, and is the author of over 50 papers on entomological topics. He received his B. A. from Harvard University (Biology) and his Ph.D. from Cornell University (Entomology).

KATHERINE DAWES has served as the Director of the Evaluation Support Division in the United States Environmental Protection Agency (EPA) since 2000. This division conducts-- and enables partners throughout EPA to more effectively conduct -- program evaluations and analyses that inform management decisions, enhance organizational learning, promote innovation and foster environmental results. The division also manages a training curriculum for environmental program evaluation and performance measurement. As the Division Director, Katherine is particularly engaged in networking with all levels of government, academia and non-governmental organizations to promote new developments and new information regarding innovation analysis and environmental evaluation. Katherine is an active member of the American Evaluation Association and its Environmental Program Evaluation Topical Interest Group. Katherine started with EPA in 1990; she has worked in the brownfields and underground storage tanks programs, and on innovation and environmental justice issues. She has Masters Degrees in Public Administration (1990) and Geography (1993) from Syracuse University, and a Bachelors of Arts from Dartmouth College (1988). She is also a founding member and former Trustee of the Environmental Leadership Program, a non-profit, non-partisan organization designed to train and support the next generation of environmental leaders.

KATHRYN NEWCOMER, Ph.D. is the Director of the doctoral program in Public Policy and Administration, and Associate Director of the School of Public Policy and Public Administration, at the George Washington University where she teaches program evaluation, research design, and applied statistics. She is a sought-after trainer on the topics of performance measurement and program evaluation and has authored or co-authored numerous journal articles as well as five books, among them: *The Handbook of Practical Program Evaluation* (1994, 2004), and *Meeting the Challenges of Performance-Oriented Government* (2002). She was identified as one of the top 25 evaluation experts in the country in 2001 by the *American Journal of Evaluation*, is a Fellow of the National Academy of Public Administration, and currently serves on the Comptroller General's Educators' Advisory Panel. Dr. Newcomer earned her Ph.D. in political science from the University of Iowa.

KIM GREEN-GOLDSBOROUGH works in the National Center for Environmental Innovation in a variety of capacities – recently as Team Leader for the Collaborative Problem Solving and Communications Teams and most recently a new member of the Environmental Results Program (ERP) team. Every now and then she takes time to provide training or to facilitate meetings and retreats. Kim's path to this eclectic portfolio of responsibilities includes graduating from the University of Pittsburg with a BS in engineering, working a couple years as a Metallurgical and Materials Engineer with Westinghouse Corp., completing an MS in public policy and management from Carnegie-Mellon University, and entering EPA through the Presidential Management Internship Program. To infuse a little pizzazz into her 20 year career at EPA, Kim

is completing a Graduate Certificate program at Buffalo State Colleges International Center for Studies in Creativity.

LAURA PYZIK is a member of the EPA's Partnership Programs Coordination Team, which is working to ensure excellence in Partnership Programs design, measurement, coordination, marketing, and results. Laura is responsible for managing EPA's inventory of Partnership Programs, and was the lead author on EPA guidelines for measuring the performance of partnership programs. She also assisted in the development of a notification process and design guidelines for partnership programs. Laura also spent several months working with the Energy Star and Green Suppliers Network Programs, two of EPA's partnership programs. Prior to joining the coordination team Laura spent two years at the EPA's Chesapeake Bay Program office, working on Environmental Education and Outreach. She helped the Bay watershed states incorporate environmental education into their curriculum and presented to school groups across the Bay region. Laura has a Bachelor of Arts Degree in Biology from St. Mary's College of Maryland.

LEANNE NURSE is a program analyst for the U.S. Environmental Protection Agency, National Center for Environmental Innovation, staffing EPA's public involvement policy, collaborative problem solving initiative (including the Collaboration Practitioners' Network) and environmental justice team. Beginning in 1989, she served as a Superfund community involvement coordinator, a public affairs specialist for water and environmental justice programs, and later, as agency liaison to the Green Group (top 30 US environmental groups). She is an inaugural fellow of the University of Virginia's Natural Resources Leadership Institute and is certified by IAP2, the International Association for Public Participation. Prior to government, Leanne worked as an award-winning public and commercial television producer, editor and reporter.

LINDA MANNING has an interdisciplinary background in environmental policy analysis, evaluation, facilitation, communications, and social science. Her work has focused on improving communication of environmental issues and problems in order that individual citizens, and managers, government officials and educators can more effectively engage public support and resources in protecting and managing the natural environment. Ms. Manning has worked collaboratively and in a management capacity with a variety of audiences from high level federal government officials to subsistence farmers in West Africa. Her focus on facilitation and conflict resolution consistently reflect the richness of these multiple viewpoints and values in any issue in which she is engaged. Her subject area experience is both broad and deep with experience and interest in the following topics: water resources management; brownfields; economic redevelopment; sustainable development; endangered species; biodiversity protection; pollution prevention; international environmental policy; and community empowerment. As a consultant, Ms. Manning has also lead many policy analysis endeavors with an eye toward strategic planning and measurement. Ms. Manning has managed multi-million dollar projects, and staff with diverse technical and cultural backgrounds on complex, multi-disciplinary tasks under tight deadlines.

MARC HOCKINGS is a senior lecturer in the School of Natural and Rural Systems Management at the University of Queensland. Following undergraduate and postgraduate

degrees in zoology, Marc worked for the Queensland National Parks Service for 15 years, where he gained experience in diverse aspects of conservation and protected area management. His doctorate was on the evaluation of management effectiveness in protected areas and his current research interests focus on issues of monitoring and evaluation in conservation management. Marc is a vice-chair of the IUCN World Commission on Protected Areas (WCPA), and a member of the Commission's Executive Committee and the Global and Australian Steering Committees. Marc leads the program within WCPA on Science, Knowledge and Management of Protected Areas. He is a member of the Fraser Island World Heritage Area Scientific Advisory Committee. Marc was the principal author of the IUCN's best practice guidelines on evaluation of management effectiveness in protected areas. He is currently managing a joint United Nations Educational, Scientific and Cultural Organization (UNESCO)/IUCN project that is applying these guidelines in nine World Heritage sites in Africa, South Asia and Latin America. In conjunction with colleagues at the University of Queensland, he recently commenced a Global Review of Management Effectiveness Evaluations and a major research project on State of the Parks assessment and reporting in Australia. In this latter project, he is working principally with the NSW Department of Environment and Conservation, Parks Victoria and the Commonwealth Department of Environment and Heritage.

MARCUS C. PEACOCK is the Deputy Administrator of the U.S. Environmental Protection Agency. The EPA implements and enforces the nation's federal environmental laws and regulations; the Agency has over 18,000 employees nationwide and an annual budget of \$8.6 billion. He was sworn in August 8, 2005. Prior to joining EPA, Mr. Peacock served as the Associate Director for Natural Resource Programs at the Office of Management and Budget. He was responsible for reviewing policy and budget decisions regarding environmental, energy, and science issues. His portfolio included programs run by a dozen agencies including the Departments of Agriculture, Energy, the Interior and EPA. Federal spending in his area exceeded \$160 billion a year. Mr. Peacock also was responsible for implementing three Presidential Management Initiatives including creation of the Performance Assessment Rating Tool (PART) now being used to assess all federal programs. The PART won Harvard University's prestigious Innovations in Government Award in 2005. During this time Mr. Peacock also helped develop a performance-based system for funding U.S. Army Corps of Engineers' projects and, in 2006, was awarded the Army's Outstanding Civilian Service Medal for this effort. Mr. Peacock's prior experience includes being the staff director of a subcommittee in the U.S. House of Representatives, a staff position at the Office of Management and Budget, work in private practice, and employment as an engineer and supervisor in a printing plant. Mr. Peacock has a Master of Public Policy from Harvard University and a Bachelor of Science in Industrial and Systems Engineering from the University of Southern California. He registered as a Professional Engineer in the District of Columbia in 1995 (license currently inactive).

MARK HERTKO, Project Director, National Academy of Public Administration. Previous research efforts include working with the Department of Interior; Environmental Protection Agency's National Center for Environmental Innovation, Office of Environmental Information, Office of Water, Office of Environmental Justice, Office of Air and Radiation; Department of Energy's Office of Energy Efficiency and Renewable Energy; and other federal agencies. Former positions include: Government Relations Researcher Intern, Defenders of Wildlife; Quality Assurance/Quality Control Inspector for Indoor Mercury Contamination, Accord

Enterprises; Community Relations Coordinator Intern, Illinois Environmental Protection Agency; Environmental Educator, Illinois Ecowatch.

MARK MCDERMID. Currently Mark is the Bureau Director for Cooperative Environmental Assistance at the Wisconsin Department of Natural Resources (DNR). The program works with those interested in building performance-based relationships with the Department. He has previously served in DNR field operations as well as other positions the Department of Natural Resources' Air and Waste Division. Prior to rejoining state service in 1994 he worked for three years in production systems management with Cray Computer Corporation. He also worked as the director of management services at a 500-bed intermediate health care facility.

MATTHEW BIRNBAUM, Ph.D., Evaluation Science Officer, National Fish and Wildlife Foundation. A regional and urban planner by formal training, Matt has worked over 15 years in the evaluation profession. He arrived at the Foundation in 2004 to serve as its conservation science officer for evaluation. Since then, he has guided the creation and implementation of a comprehensive evaluation system. These revised and expanded evaluation tools are helping the Foundation to increase its overall effectiveness in grant giving by emphasizing performance metrics and balancing grantees' individual obligations for self-evaluation with the contracting of third party experts for assessing particular suites of grants. Prior to his arrival at the Foundation, Matt was a faculty member in the University of Wisconsin-Oshkosh's Graduate Program of Public Administration. He has published numerous manuscripts on evaluation-related topics over his career and his professional affiliations include membership in the American Evaluation Association.

MATT KEENE is a social scientist working with the U.S. EPA's Evaluation Support Division. He currently researches evaluation practice and theory across environmental organizations and disciplines and applies that learning to enhancing the quality of EPA program evaluations. His past work has focused on improving the practices of the environmental community through evaluation, adaptive management, and collaborative learning and decision-making initiatives. Some highlights from his work include assessing the effectiveness of protected areas; designing and conducting socioeconomic surveys of resource users; developing market-based and spatial policy alternatives for fisheries; facilitating collaborative efforts to design measurable and adaptive marine protected area management plans; and preparing draft language for the California Marine Life Protection Act. Matt's graduate work analyzed methods of evaluating protected areas and proposed an approach to measuring the success of the global system of marine protected areas. Matt has a Master's degree in Coastal Environmental Management from Duke University and a BS in Biology from Virginia Tech University.

MICHAEL JACOBSON is the Performance Management Director for King County Executive Ron Sims. He is responsible for performance management activities for seven Executive agencies and launching "KingStat," a regular reporting and discussion forum of performance measurement information. He is also responsible for integrating measures in the budget process and supporting a performance management training program and is working to create a comprehensive performance management framework with the other branches of county government. During his brief tenure, King County's newly revised performance measurement report, *King County AIMS High: Annual Measures and Indicators*, has won the prestigious

national "Certificate of Excellence in Service Efforts and Accomplishments Reporting" from the Association of Government Accountants, one of only six agencies in the nation to do so. From 2002-2006, Michael was the Performance Measure Lead in the Director's Office at King County's Department of Natural Resources and Parks (DNRP). Michael has also been a leader in bringing the performance community together in the Pacific Northwest. Michael previously worked as a program evaluation consultant to the philanthropic community, in particular the David and Lucille Packard Foundation's Conservation Program, and has done formal program evaluations of the United Nations Environment Program's Regional Seas Programme and the U.S. Department of Energy's Office of Science and Technology. Michael has a B.S. (Trinity College, Hartford CT) in biology and environmental studies, a MMA in Marine Affairs (School of Marine Affairs, University of Washington), and an MAIS in International Studies (Jackson School of International Studies, University of Washington).

MICHAEL MASON is the Program Evaluation and Accountability Team Leader for the Office of Water at the U.S. Environmental Protection Agency in Washington, DC. Michael has been with the EPA for over 21 years working at the Headquarters and Regional Offices in the areas of hazardous waste, water quality, and planning and evaluation. Over the past 4 years, Michael has been responsible for coordinating the development of the Office of Water's responses to OMB's Program Assessment Ratings Tool (PART), working with the Government Accountability Office and EPA's Office of Inspector General on audits and evaluations, and providing training on logic modeling and performance measurement. Michael has conducted numerous evaluations for EPA senior managers over the past 18 years including studies focused on the state experiences with the watershed approach, the development of water quality standards, EPA's community-based environmental protection initiative, and multi-media enforcement. He has a B.Sc. in biology and chemistry, M.A.'s in history and environmental policy and administration.

MICHELLE KNAPIK. Michelle recently joined the Dodge Foundation after serving as the Director of Energy Policy for the City of Philadelphia. Her desire to understand the interconnection between social and ecological systems led Michelle to East Stroudsburg University, where she earned a BA summa cum laude in Sociology and Women's Studies and later to Temple University School of Law, where she received a JD. Her desire to promote social change then led her to the Environmental Leadership Program where she remains an active Senior Fellow. This journey resulted in Michelle's view of the environment as a common thread binding rural, suburban and urban life together in one deeply textured tapestry. As Philadelphia's director of energy policy, Michelle put her experiences to work. She built bridges between the public and private sectors and took the lead in forging an array of sustainable development initiatives, including a building material reuse pilot. She carried her passion for community building into nonprofit service including board membership with the Energy Coordinating Agency and the Delaware Valley Green Building Council. Michelle also participated in the Sustainable Business Network of Greater Philadelphia.

NEAL FEEKEN. Neal is the Assistant Director for the National Fish and Wildlife Foundation's Central Partnership Office in Minneapolis. He began his work with the Foundation in 2003 and is primarily responsible for special program management with particular emphasis on the Upper Mississippi River watershed and for developing the Foundation's alternative agriculture grants portfolio. He has extensive experience in agricultural conservation and prior to the Foundation

worked as the Director of a local Soil & Water Conservation district in southern Minnesota. He has an undergraduate degree in Wildlife & Fisheries Science from South Dakota State University and a master's degree in Nonprofit Management from Hamline University. He lives in Bloomington, Minnesota with his wife Jennifer, one-year old daughter Anna, and their black lab Boo.

NICK SALAFSKY is Co-Director of Foundations of Success (www.FOSonline.org), a non-profit organization that seeks to improve the practice of conservation. FOS works with conservation practitioners around the world to define clear and practical measures of conservation success, determine sound guiding principles for using conservation strategies, and develop the knowledge and skills of individuals and organizations to do good adaptive management. Nick is also a product manager for the Miradi Adaptive Management Software program (www.miradi.org). Prior to starting FOS, Nick worked for the MacArthur Foundation where he was responsible for environmental grantmaking in Asia and the Pacific. Before that, Nick worked for the Biodiversity Support Program, testing enterprise-based approaches to biodiversity conservation across the Asia/Pacific Region. Nick also spent several years in West Kalimantan, Indonesia, conducting interdisciplinary research on the forest gardens, a locally developed agroforestry system, and the behavioral ecology of the red-leaf monkey. Nick has a Ph.D in Environmental Studies and an MA in Resource Economics from Duke and an AB in Biological Anthropology from Harvard.

PAUL J. FERRARO is on the faculty in the Department of Economics at Georgia State University's Andrew Young School of Policy Studies. He is a Senior Science Fellow at the World Wildlife Fund and a member of Global Environment Facility's Science Advisory Panel. Dr. Ferraro's research focuses on the design and evaluation of cost-effective environmental policies and institutions, and the use of experiments to study human behavior and decision-making. He received his PhD in economics from Cornell University. He also holds a BA in biology and history, and an MS in economics, from Duke University. He is a collaborating author on the 2005 Millennium Ecosystem Assessment, and his research appears in journals such as Conservation Biology, Journal of Economic Behavior and Organization, Journal of Environmental Economics and Management, Journal of Policy Analysis and Management, Land Economics, PLoS Biology, Science and Trends in Ecology & Evolution (see <http://epp.gsu.edu/pferraro> for more details).

PER MICKWITZ works as a Senior Researcher in the Research Programme for Environmental Policy at the Finnish Environment Institute. He is also an Adjunct Professor of Environmental Policy at the University of Tampere. Between 2003 and 2005, Dr. Mickwitz was the president of the Finnish Evaluation Society (FES). During the last years most of his work has focused on the theory and practice of environmental policy evaluation. Based on his research Per Mickwitz has published several monographs and many articles in peer review academic journals, the latest being "Evaluating Policy Integration: The Case of Policies for Environmentally Friendlier Technological Innovations" (co-authored with Paula Kiviimaa) in the newest issue of the journal Evaluation (13:1).

PETER STANGEL is Director of Science and Evaluation for the National Fish and Wildlife Foundation, and is responsible for developing the Foundation's Keystone Conservation

Initiatives. Peter received a B.S. in biology from Furman University and Ph.D. in Ecology from the University of Georgia. At the Foundation Peter also oversees conservation partnerships with Southern Company, Wal-Mart, ConocoPhillips, Shell Oil, and a number of other corporations.

RICHARD WELLS is President of The Lexington Group, Environmental Management Consultants, Inc. He has served as a United States delegate and expert to ISO Technical Committee 207, which is developing the ISO 14000 series standards. An expert on corporate environmental, health, and safety management and corporate environmental performance measurement, Mr. Wells has worked with corporations, governments and non-profit organizations in the United States and abroad to improve environmental management methods. His work for corporate clients has focused on the development of management systems and management measures of success, including the development of corporate-level ISO 14001 system implementation models and benchmarking of "world class" environmental management systems. For the World Bank, he designed a supply chain model of environmental management systems that is being implemented in several countries. For national governments, he has designed environmental strategies that take into account voluntary private initiatives and public requirements. Mr. Wells is Council Director for The Conference Board's Americas EHS Council. Mr. Wells is a graduate of Harvard College and holds a master's degree in management from MIT's Sloan School of Management.

ROBIN O'MALLEY directs the Heinz Center's Environmental Reporting program, which recently released *The State of the Nation's Ecosystems: Measuring the Lands, Waters, and Living Resources of the United States*. Mr. O'Malley came to The Heinz Center in November 1997 from the Department of the Interior, where he led U.S. Government efforts to establish a biodiversity information network throughout the Americas. From 1993 to 1996, he was Chief of Staff for the National Biological Survey, where he was responsible for numerous program development, budgeting, implementation, and outreach activities. Mr. O'Malley has also served as a Special Assistant to Interior Secretary Bruce Babbitt; Deputy Science Advisor within the Interior Department; Associate Director for Natural Resources at the White House Council on Environmental Quality (CEQ); and senior environmental advisor to Governor Thomas H. Kean of New Jersey; he has also held a variety of environmental positions within New Jersey's Department of Environmental Protection involving financing of environmental infrastructure, hazardous site remediation, and solid waste management. He holds a master's degree from Harvard University's Kennedy School of Government and a bachelor's degree from the State University of New York.

SHELLEY METZENBAUM is a Visiting Professor at the University of Maryland School of Public Policy (UMD SPP) and Executive Director of the Environmental Compliance Consortium (ECC), a consortium of state environmental protection agencies working together to find better ways to measure and manage environmental programs, with a special emphasis on compliance and enforcement. (www.complianceconsortium.org) Dr. Metzenbaum helped launch the Facility Reporting Project (www.facilityreporting.org), a multi-stakeholder project developing credible, comparable, facility-level sustainability metrics to be used with performance-focused voluntary and regulatory programs. Metzenbaum previously served as Associate Administrator at the U.S. Environmental Protection Agency for Regional Operations and State/Local Relations; Undersecretary of the Massachusetts Executive Office of Environmental Affairs; Director of

Capital Budgeting for the Commonwealth of Massachusetts; and Executive Director of the Executive Session on Public Sector Performance Management at Harvard's Kennedy School of Government. She currently serves as faculty chair at UMD SPP for an executive education program on regulatory policy in science agencies and consults to federal, state, and local governments on performance management. Dr. Metzenbaum holds a Ph.D. in public policy from the Kennedy School of Government, Harvard University, and a Bachelors degree in Humanities and Asian Studies from Stanford University. She is a fellow of the National Academy of Public Administration, a principal of the Council for Excellence in Government, and sits on the Massachusetts State Advisory Board for the Conservation Law Foundation and on the Advisory Board of the Environmental League of Massachusetts.

STEVEN (STEVE) A. WILLIAMS, Washington D.C.: President of the Wildlife Management Institute, a 95-year old, non-profit scientific and educational organization dedicated to providing leadership to conserve, restore, and enhance North American wildlife and their habitat. He serves on the boards of the following organizations: American Wildlife Conservation Partners, Hunting Heritage Trust, National Conservation Leadership Institute, National Fish and Wildlife Foundation, Sustainable Forestry Board, and the Theodore Roosevelt Conservation Partnership. Prior to his current position, Steve was the Director of the United States Fish and Wildlife Service within the Department of the Interior from 2002-2005. He has also held the positions of Secretary of the Kansas Department of Wildlife and Parks, Deputy Executive Director of the Pennsylvania Game Commission, and Assistant Director for Wildlife and Deer Project Leader for the Massachusetts Division of Fisheries and Wildlife. Steve received a Ph.D. in Forest Resources from The Pennsylvania State University in 1986, a M.S. in Biology from the University of North Dakota and a B.S. in Environmental Resource Management from The Pennsylvania State University. He and his wife, Beth, reside in McLean, VA and Gardners, PA.

SUSAN GOODWIN is a conflict resolution specialist with Department of the Interior's Office of Collaboration Action and Dispute Resolution. She assists DOI's programs and bureaus with convening and designing collaborative processes with stakeholders. She is involved in evaluating the outcomes of collaborative processes, including negotiated rulemakings that National Park Service has carried out.

TOM KELSCH currently serves as the Director of Conservation Programs for the National Fish and Wildlife Foundation. Since joining the Foundation in 1988, he has served as the Foundation's Eastern Regional Director and Director of Conservation Education. Previously, Tom worked for eight years as an environmental scientist with the U.S. Environmental Protection Agency's Office of Wetlands, Oceans and Watersheds in Washington, D.C. Since 1995, he served as Chief of the Wetlands Regulatory Policy Section. He also has extensive experience as an environmental planner for a private consulting firm. Tom earned a Masters Degree in Environmental Studies from Yale University and holds a Bachelors Degree in Landscape Architecture from Michigan State University.

V. NEIMANIS is the Manager of Evaluation, in the Audit and Evaluation Branch of Environment Canada in Ottawa, Canada. He has worked in evaluation for 12 years conducting formal evaluations about environmental programs. He has spent his entire 31 year career with

Environment Canada. Mr. Neimanis has held numerous progressive positions since his graduation with a Master's degree in geography from Carleton University in 1976. He has had extensive work experience in a range of areas including environmental policy, land and water conservation, federal land management, geographic information systems as well as state of the environment reporting in addition to evaluation.

WILLIAM HALL has worked in U.S. EPA's Conflict Prevention and Resolution Center since 2000. He is a mediator and facilitator, manages EPA's ADR case tracking and evaluation systems, and conducts training and outreach. Mr. Hall's more than 15 years of national and international experience in dispute resolution and negotiation includes eight years developing National Pollutant Discharge Elimination System policy, providing advice to an environmental peace-building NGO in Northern Ireland, and serving as a Peace Corps volunteer in the Democratic Republic of Congo. Mr. Hall is a Ph.D. candidate at George Mason University's Institute for Conflict Analysis and Resolution, specializing in environmental conflict resolution.

WILLIAM TROCHIM is Professor of Policy Analysis and Management at Cornell University and is the Director of Evaluation for Extension and Outreach. He received his PhD from the Department of Psychology at Northwestern University in Methodology and Evaluation Research. His research is broadly in the area of applied social research methodology, with an emphasis on program planning and evaluation methods. In his career, Dr. Trochim developed quasi-experimental alternatives to randomized experimental designs, including the regression discontinuity and regression point displacement designs. He created a structured conceptual modeling approach that integrates participatory group process with multivariate statistical methods to generate maps and models useful for theory development, planning and evaluation. In recent years, Dr. Trochim has been conducting research with the National Institutes of Health and the National Science Foundation on the use of systems theory and methods in evaluation. Dr. Trochim has published widely in the areas of applied research methods and evaluation. He is well known for his textbook, the *Research Methods Knowledge Base*, and for his social research methods website. Dr. Trochim is currently the President-elect of the American Evaluation Association.