



## 2010 Environmental Evaluators Networking Forum

The Environmental Evaluators Network (EEN) is hosting its 5th annual Forum in Washington DC at The George Washington University on June 7-8, 2010. The purpose of the EEN is to advance the field of environmental program and policy evaluation through more systematic and collective learning among evaluators and evaluation users. Each year, environmental evaluators and practitioners from the U.S. and around the world attend the EEN Forum to network and share innovative evaluation approaches. The EEN is comprised of environmental, conservation, and natural resource evaluators and evaluation consumers. Individuals from academia, consulting organizations, foundations, government agencies, and non-profit organizations are all welcome to participate. Participation is international.

The 5th annual EEN Forum brings together evaluators and users of evaluation to explore and articulate the significance of the emerging era of results-based performance on the quality of environmental evaluations. Growing awareness of the interdependencies of our social, economic, and ecological systems requires more efficient use of scarce resources to evaluate complex problems. In this heightened era of accountability, recipients and funders of environmental programs want evidence of what works, and what does not, and better mechanisms for using real time information for decision-making. How will the era of results-based performance affect the quality of environmental evaluations? What must be done to improve the quality of environmental evaluations to meet the requirements and desire for better and more accessible evidence of program and policy effectiveness? The EEN 2010 Forum will explore the practical and theoretical aspects of evaluation quality that are most pertinent to environmental evaluators.

## Acknowledgements

Thank you to our co-sponsors, without whom the Forum would not be possible:



Thank you to our gracious host:  
The George Washington University  
Trachtenberg School of Public Policy and Public Administration

Cover design and Forum navigation icons by Chris Metzner.





## Table of Contents

2010 ENVIRONMENTAL EVALUATORS NETWORKING FORUM.....	1
ACKNOWLEDGEMENTS.....	1
IN MEMORY OF DR. DEVRA G. KLEIMAN .....	5
FORUM LOGISTICS.....	6
MARVIN CENTER FLOOR PLAN .....	7
MAP OF FOGGY BOTTOM, WASHINGTON, D.C.....	8
NAVIGATING THE FORUM .....	9
MONDAY JUNE 7, 2010: SHORT AGENDA.....	10
TUESDAY JUNE 8, 2010: SHORT AGENDA.....	12
MONDAY JUNE 7, 2010: AGENDA WITH ABSTRACTS .....	14
TUESDAY JUNE 8, 2010: AGENDA WITH ABSTRACTS .....	27
PARTICIPANT BIOGRAPHIES .....	40
NOTES.....	98



## In Memory of Dr. Devra G. Kleiman

Devra G. Kleiman, a renowned conservation biologist whose groundbreaking research on giant pandas and South American monkeys showed how zoos can play a critical role in preserving endangered species, passed away on April 29, 2010, at the age of 67.

Throughout her career, Dr. Kleiman helped create and define the field of conservation biology, whether by leading an international effort to save golden lion tamarins from extinction or by leading a team of scientists working to breed the National Zoo's first pair of giant pandas. Her research emphasized the biology of monogamy in mammals.

Dr. Kleiman also studied and reported on the effectiveness of conservation programs. She conducted evaluations of species conservation programs and contributed significantly to the development of the Environmental Evaluators Network and the field of environmental evaluation. The EEN is grateful for her sustained enthusiasm and encouragement.



Dr. Kleiman was born in the Bronx, N.Y. She graduated from the University of Chicago in 1964 and received her doctorate in zoology from the University of London in 1969. She became one of the National Zoo's first female scientists in 1972. She became head of the Department of Zoological Research in 1979 and the zoo's assistant research director in 1986. Recently, she served as an Adjunct Professor at the University of Maryland's Department of Biology.

For the Washington Post article celebrating Dr. Kleiman's life and achievements, go here: [www.washingtonpost.com/wp-dyn/content/article/2010/05/03/AR2010050304360.html](http://www.washingtonpost.com/wp-dyn/content/article/2010/05/03/AR2010050304360.html)

### *Representative Publications*

Miller, B., Conway, W., & D.G. Kleiman, et. al. Evaluating the conservation mission of zoos, aquariums, botanical gardens, and natural history museums. *Conservation Biology* 18, 86-93 (2004).

Kleiman, D.G., Reading, R., & B. Miller, et. al. Improving the evaluation of conservation programs. *Conservation Biology* 14, 356-365 (2001).

Kleiman, D.G., & J.J.C. Mallinson. Recovery and management committees for lion tamarins: partnerships in conservation planning and implementation. *Conservation Biology* 12, 27-38 (1998).

Kleiman, D.G., Allen, M., Thompson, K., & S. Lumpkin, eds. *Wild Mammals in Captivity*. University of Chicago Press: Chicago (1996).

Kleiman, D.G. Mammalian sociobiology and zoo breeding programs. *Zoo Biology* 13, 423-432 (1994).

Kleiman, D.G. Criteria for the evaluation of zoo research projects. *Zoo Biology* 4, 93-98 (1985).

## Forum Logistics

### Connect to the Wireless Network

To connect to GW's wireless network, select gw\_events from the list of available wireless networks.

When prompted by your laptop, enter the networks' username: EPA-EEN and password: spring2010.

### Join the EEN LinkedIn Group!

Join the Environmental Evaluators Network group on LinkedIn - the EEN's primary online platform for collaboration, discussion, and networking. [www.linkedin.com/groups?home=&gid=1773788](http://www.linkedin.com/groups?home=&gid=1773788)

### Use the EEN Forum Twitter Hashtag

Are you posting to Twitter or other social networking platforms? Use the hashtag #EENF when contributing updates from the conference. Want to learn more about hashtags and how to follow conferences online that you cannot attend? Come to Tuesday's 11:00am session, "Social Media and Evaluation," with Susan Kistler (AEA) and Katherine Dawes (EPA).

### Area Restaurants

Founding Farmers (American Bistro and Wine Bar; Free Wi-fi): 1924 Pennsylvania Ave NW - IMF HQ2 Building, (202) 822-8783

Lindy's Bon Appétit (Burgers, Breakfast/Brunch, Sandwiches/Subs): 2040 I St NW, (202) 452-0055

Kinthead's (Seafood): 2000 Pennsylvania Ave NW, (202) 296-7700

Prime Rib (Steakhouse, American, Seafood): 2020 K St NW, (202) 466-8811

Kaz Sushi Bistro: 1915 I St NW, (202) 530-5500

Froggy Bottom Pub: 2142 Pennsylvania Ave NW, (202) 338-3000

Capitol Grounds Coffee: 2100 Pennsylvania Ave NW, (202) 293-2057

Thai Place: 2134 Pennsylvania Ave NW, (202) 298-8204

El Chalan (Latin American): 1924 I St NW, (202) 293-2765

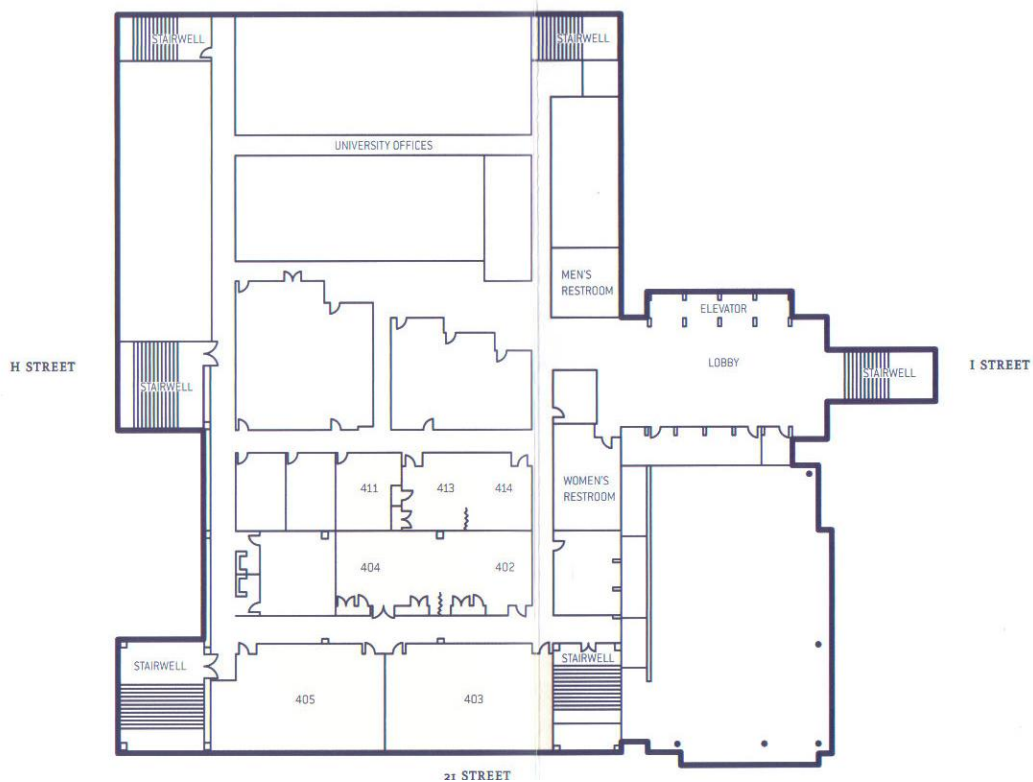
Bertucci's (Italian, Pizza): 2000 Pennsylvania Ave NW, (202) 296-2600

# Marvin Center Floor Plan

## 3<sup>rd</sup> Floor



## 4<sup>th</sup> Floor



## Map of Foggy Bottom, Washington, D.C.





## Navigating the Forum

To help Forum participants navigate the Forum and find the sessions most relevant to participants' work and interests, each concurrent session and Evaluators Café table is mapped to one to two thematic tracks and icons. These icons appear on the agenda and signage related to each session.

### Icon

### Thematic Track



**Methodology:** Session participants will learn about and discuss approaches to designing and conducting evaluations.



**Tools and Skills:** Session leaders will introduce and describe tools and skill sets and provide resources where participants can learn more.



**Data and Analysis:** Presentations and discussions will focus on aspects of data collection, analysis, management and use.



**Case Study:** These sessions introduce specific and practical examples of organizations, methodologies, evaluations, etc. to illustrate main points and support discussions.



**Government:** Aspects of these sessions are set in the context of local, state, national and international agencies and organizations.



**Non-profit:** Non-government environmental organizations are highlighted in presenter discussions.



**Conservation:** Biodiversity and ecological conservation, from species to global scale, are fundamental components of these discussions.



**International:** Topics span evaluation issues across the globe.










## Monday June 7, 2010: Short Agenda

7:45 am	<b>Sign-in: Registration, Meet &amp; Greet Continental Breakfast</b>	3rd Floor Lobby 302
8:30 am	<b>Welcome: Overview of 2010 Forum, Outline of Schedule and Goals</b> Kathryn Newcomer, The George Washington University; Matt Keene, EPA	Grand Ballroom
9:00 am	<b>Keynote Speakers</b> Robert Verchick, EPA Deputy Associate Administrator; Monica Medina, NOAA Principal Deputy Undersecretary for Oceans and Atmosphere; Shelley Metzenbaum, OMB Assistant Director of Performance and Personnel Management	Grand Ballroom
10:00 am	<b>Plenary Roundtable: Improving the Quality of Environmental Evaluations in an Era of Results-Based Performance</b> Shelley Metzenbaum, OMB (moderator); Jonathan Breul, IBM Center for the Business of Government; Andrew Pullin, University of Bangor, UK; Nick Salafsky, Foundations of Success	Grand Ballroom
11:00 am	<b>Break &amp; Refreshments</b>	Grand Ballroom
11:15 am	<b>Networking Session: Speedy Introductions and a Stroll About</b> Facilitator: Britta Johnson, EPA	Grand Ballroom
12:00 pm	<b>Catered Lunch</b> <i>Seating available in Grand Ballroom and, weather permitting, outside terraces.</i>	302
1:15 pm	<b>Concurrent Sessions</b>	
 	<b>1. Evaluation and Conservation Planning</b> Madeleine Bottrill, University of Queensland, Australia; Alejandro Ortega-Argueta, Instituto de Ecologia, A.C., Mexico. Facilitator: Helen Fox, World Wildlife Fund	308
 	<b>2. Social Network Analysis and Evaluation</b> Ken Vance-Borland, The Conservation Planning Institute; Chris Ellis, NOAA; Ken Genskow, University of Wisconsin-Madison. Facilitator: Lou Nadeau, ERG	307
 	<b>3. Communities as Engines of Change: Achieving Quality in Environmental Policy Evaluations</b> Mary Kreger, University of California-San Francisco; Johanna Morariu, Innovation Network; Rosemarie Moreken, Inter-American Foundation; Andre Barros, Environmental Defense Network Cabo de Santo Agostinho. Facilitator: Kim Penn, NOAA	309
 	<b>4. Evaluating Coalition and Advocacy Capacity</b> PeiYao Chen and Kate Locke, TCC Group; Rhonda Schlangen, Evaluation Consultant. Facilitator: Richard Gelb, King County Government, State of Washington	301
 	<b>5. Evaluative Thinking from the Beginning</b> Chuck Herrick and Diana Lane, Stratus Consulting, Inc.; Terell Lasane, EPA; Tracy Dyke Redmond, Industrial Economics, Inc. Facilitator: Natalie Hanson, EPA	402/ 404

## Monday June 7, 2010: Short Agenda

2:15 pm      **Break & Refreshments** Grand Ballroom

2:45 pm      **Concurrent Sessions**

- |   |  |  |
|---|--|--|
|       | <p><b>1. Response to Ecosystem Change - Case Examples of Measuring Species Recovery and Governance Response to Ecosystem Change</b> <span style="float: right;">308</span></p> <p>Glenn Page, SustainaMetrix; H. Bruce Rinker, North Cross School. Facilitator: Lawrence Baschak, Saskatchewan Ministry of Environment</p>                       |  |
|       | <p><b>2. Multi-Method Evaluation: Tools that Work and Ones that Don't</b> <span style="float: right;">301</span></p> <p>Russ Winn, New Mexico State University; Alison Kerry, Environmental and Management Consulting; Michael Gullo, Stratos. Facilitator: PeiYao Chen, TCC Group</p>   |  |
|       | <p><b>3. Data Visualization and Evaluation</b> <span style="float: right;">302</span></p> <p>Juan Paulo Ramirez, University of Nebraska; Richard Gelb, King County Government, State of Washington. Facilitator: Linda Zarow, EPA</p>  |  |
|       | <p><b>4. From Science to Service: Evaluating Quality and Impact of Science Translation for Decision-Makers</b> <span style="float: right;">309</span></p> <p>Kalle Matso, University of New Hampshire; Chad English, Communication Partnership for Science and the Sea; Holly Hartmann, University of Arizona. Facilitator: Kate Barba, NOAA</p> |  |
|   | <p><b>5. Increasing the Capacity of Results-Based Management for Conservation Efforts</b> <span style="float: right;">402 / 404</span></p> <p>Nick Salafsky, Foundation of Success; Mark Humpert, Association of Fish and Wildlife Agencies; Matt Birnbaum, NFWF</p>   |  |

3:45 pm      **Break**

4:00 pm      **Plenary: Building Results-Based Management Practice in the Biodiversity Conservation Community: Implementer and Funder Perspectives** Grand Ballroom

Moderator/Discussant: Patrick Grasso, Evaluation and Management Consultant; Mark Zimsky, Global Environment Facility; Elizabeth O'Neill, World Wildlife Fund International

5:00 pm      **Day Two Preview** Grand Ballroom

5:15 pm      **Catered Reception**      The Terrace, The Marvin Center, The George Washington University

## Tuesday June 8, 2010: Short Agenda

7:45 am	<b>Sign-in: Registration, Meet &amp; Greet</b> <b>Continental Breakfast</b>	3rd Floor Lobby 302
8:45 am	<b>Day Two Introduction</b> Matt Birnbaum, NFWF; Katherine Dawes, EPA	Grand Ballroom
9:00 am	<b>Featured Presentation: Navigating Evaluative Complexity in the Age of Obama</b>  Eleanor Chelimsky, U.S. GAO, Former Assistant Comptroller General for Program Evaluation and Methodology	Grand Ballroom
9:45 am	<b>Plenary Roundtable: Improving the Quality of Evaluative Practice by Embracing Complexity</b> Andy Rowe, ARCeconomics; Andrew Knight, Stellenbosch University; Seerp Wigboldus, Center for Development Innovation; John Stephenson, U.S. GAO; Claudia Romero, University of Florida	Grand Ballroom
10:45 am	<b>Break &amp; Refreshments</b>	Grand Ballroom
11:00 am	<b>Concurrent Sessions</b>	
 	<b>1. Social Media and Evaluation</b> Susan Kistler, American Evaluation Association; Katherine Dawes, EPA. Facilitator: Annelise Carlton-Hug, Trillium Associates	308
 	<b>2. Organizational Approaches to Measurement and Evaluation</b> Kerstin Åstrand, Swedish EPA; Jill Ferguson, Natalie Hanson and Jeffrey Harris, EPA. Facilitator: Rhonda Schlangen, Evaluation Consultant	307
 	<b>3. Program Learning in Complex Systems: Improvement Through Modeling</b> Jeff Wasbes, Research Works Inc.; Daniel Hayden, Rare Conservation. Facilitator: Kara Crohn, Research Into Action, Inc.	309
 	<b>4. Evaluation Policy in the Environmental Community</b> Kristin Komives, ISEAL Alliance; Per Mickwitz, Finnish Environment Institute. Facilitator: Ginger Potter, NOAA	301
 	<b>5. EEN Forums in the U.S. and Abroad: Supporting Emerging Nodes in the Network</b> Open Discussion. Facilitator: Matt Keene, EPA	310
12:00 pm	<b>Catered Lunch</b> <i>Seating available in Grand Ballroom and, weather permitting, outside terraces.</i>	302
12:00 pm	<b>Optional Training Session: Applying Adaptive Management Principles to Logic Models: Interactive Session on Results Chains</b> Nick Salafsky, Foundations of Success; Matt Birnbaum, NFWF	310

## Tuesday June 8, 2010: Short Agenda

1:15 pm    **Networking and Capacity Building Session: Evaluators' Café**

Grand Ballroom

1. The Evaluators' Institute: Building and Supporting Quality in Evaluation Practice

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2. From Environmental Justice Concerns to a Pro-equity Posture - Tools and Techniques for an Emerging Imperative

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3. Measurement and Evaluation of Biodiversity Markets Offset and Compensation Programs

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4. Applying a Journalistic Approach to Environmental Evaluation

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5. What is the Value of Two Spare Eyes? Fostering Quality Through Non-peer Review

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6. Forest Service: Performance Measurement and Evaluation

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7. Environmental Program Evaluation (EPE) Topical Interest Group of AEA

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8. Satellite Images Are your Friends (They Are Free, Updated, and \*Almost\* Ready to Be Used!)

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9. Demonstrating Conservation Impact: How Rare Is Measuring Conservation Outcomes in the Northern Andes

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10. The Path Toward Interdisciplinarity - Exploring Methods, Tools and Ideas for Measuring Progress in Multi/Interdisciplinary Environmental Research, Education, and Training

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11. Quantity or Quality? Why are so Many Cons Plans Done, but so Few Evaluated?

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12. Evaluating Environmental Education: Navigating to Quality

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13. Preparing You for Success!

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14. Closing the "Quality Doughnut Hole": EPA Pilot Efforts to Improve the Quality of Collection and Analysis of Social Science Data

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15. Social Network Analysis for Environmental Evaluation

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16. An Introduction to Miradi Adaptive Management Software

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17. Atlas of Global Conservation

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18. EPA Partnership Program Evaluation Guidelines

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19. NEWS NEWS NEWS: New Reports, Articles and Books

3:15 pm    **Break**

3:30 pm    **SUPERPlenary Network Weaving and Closing Discussion**  
Facilitator: Annelise Carlton-Hug, Trillium Associates

Grand Ballroom

4:30 pm    **Adjourn and Celebrate!**

## Monday June 7, 2010: Agenda with Abstracts

7:45 am     **Sign-in: Registration, Meet & Greet**     3<sup>rd</sup> Floor Lobby

**Continental Breakfast**     302

8:30 am     **Welcome: Overview of 2010 Forum, Outline of Schedule and Goals**     Grand Ballroom  
Kathryn Newcomer, The George Washington University  
Matt Keene, EPA

9:00 am     **Keynote Speakers (Grand Ballroom)**  
Robert Verchick, EPA Deputy Associate Administrator  
Monica Medina, NOAA Principal Deputy Undersecretary for Oceans and Atmosphere  
Shelley Metzenbaum, OMB Assistant Director of Performance and Personnel Management

10:00 am     **Plenary Roundtable: Improving the Quality of Environmental Evaluations in an Era of Results-Based Performance (Grand Ballroom)**  
Shelley Metzenbaum, OMB (moderator)  
Jonathan Breul, IBM Center for the Business of Government  
Andrew Pullin, University of Bangor, UK  
Nick Salafsky, Foundations of Success

Growing awareness of the interdependencies of our social, economic, and ecological systems requires more efficient use of scarce resources to evaluate in complex systems. In this heightened era of accountability, recipients and funders of environmental programs want evidence of what works, and what does not, and better mechanisms for using real-time information for decision-making. Participants in this session will begin discussions about how an era of results-based performance affects the quality of environmental evaluations. They will also introduce and explore specific opportunities for improving the quality of environmental evaluations so that meet the requirements and desire for better and more accessible evidence of program and policy effectiveness.

11:00 am     **Break & Refreshments**     Grand Ballroom

11:15 am     **Networking Session: Speedy Presentations and a Stroll About**     Grand Ballroom  
Facilitator: Britta Johnson, EPA

According to Leslie Cooksy, current President of the American Evaluation Association, "Evaluation quality can be looked at from philosophical, political, theoretical, practical and other perspectives." In this moderator-led session, 10-15 Forum participants will have two minutes to introduce themselves and convey their perspectives on the most important factors in maintaining and improving the quality of their evaluations or the quality of evaluations in their organizations. In the second half of this session, the audience will be encouraged to choose one of the presenters to join at a designated area in the Grand Ballroom to continue the discussion and networking into lunch.

12:00 pm     **Catered Lunch**     302  
*Seating available in Grand Ballroom and, weather permitting, outside terraces.*

1:15 pm Concurrent Sessions



### 1. Evaluation and Conservation Planning

308

Madeleine Bottrill, *University of Queensland, Australia*

Alejandro Ortega-Argueta, *Instituto de Ecología, A.C., Mexico*

Facilitator: Helen Fox, *World Wildlife Fund*

Conservation planning represents a transparent and systematic process for identifying priorities, allocating investments and negotiating trade-offs in deciding where, when and how we act to protect biodiversity and other natural values. Reflecting its perceived benefits, conservation planning has attained greater emphasis in institutional frameworks and project management; yet the overall impact of planning on improved conservation outcomes has rarely been accounted for.

In this session, the presenters outline recent progress and new developments in evaluation strategies applied in two areas of conservation planning: recovery planning for threatened species and spatial prioritisation to inform conservation management. Although generally applied across different scales in the conservation geography, the presenters argue these planning approaches share common attributes and challenges in the design, implementation and uptake of informative evaluation strategies. In particular, the session focuses on the establishment of adequate indicators for measuring intermediate and long-term progress on ecological, social, financial and institutional outcomes emerging from plans (e.g., change in land use policy, leverage of funds, personal learning, and improved attitudes to conservation). The presenters will explore inadequacies and biases in current reporting systems through a series of case studies. They will call on session participants to debate the value and feasibility of different indicators for achieving higher quality data and evaluation results, but also ultimately for more effectively measuring the worth and impact of conservation plans.



## 2. Social Network Analysis and Evaluation

307

Ken Vance-Borland, *The Conservation Planning Institute*

Chris Ellis, *NOAA*

Ken Genskow, *University of Wisconsin-Madison*

Facilitator: Lou Nadeau, *ERG*

Join NOAA CSC's Chris Ellis, U. Wisconsin-Madison's Ken Genskow, and Ken Vance-Borland of the Conservation Planning Institute to explore the potential utility of social network mapping, analysis, and facilitation for environmental program evaluation. Social Network Analysis (SNA) is a multidisciplinary research method that is increasingly being used to uncover relationships among individuals and groups in both personal and professional contexts. The social network perspective assumes that: 1) relationships among actors are important; 2) actors are interdependent rather than autonomous; 3) relationships represent a flow of material or non-material resources between actors; and 4) network structures support or inhibit an actor's ability to act. Social network analysis in program evaluation was the topic of a special issue of *New Directions for Evaluation* (no. 107, Fall 2005).

Understanding existing professional and social relationships and structures is vital to maximize communication, nurture supportive relationships, and build efficiencies among coworkers and collaborators. This session will provide a general overview on the theory and practice of SNA, and will highlight examples of SNA research projects that illustrate practical use and application of SNA data in the environmental context. Following a brief presentation, participants will have the opportunity to “network” about social networking for environmental evaluation. This will be accomplished by means of small breakout discussions and a facilitated group engagement.





**3. Communities as Engines of Change: Achieving Quality in Environmental Policy Evaluations**

309

Mary Kreger, *University of California-San Francisco*

Johanna Morariu, *Innovation Network*

Rosemarie Moreken, *Inter-American Foundation*

Andre Barros, *Environmental Defense Network Cabo de Santo Agostinho*

Facilitator: Kim Penn, *NOAA*

Policy advocacy and community change arenas are difficult to evaluate in meaningful ways that facilitate the work in communities and by policy makers. These presentations and discussions outline specific tools, indicators, and issues of scale that are critical to ensure quality in evaluation for communities, funders, and policy makers. Methods and strategies that strengthen communities and their local organizations, expand networks, and promote advocacy are discussed.



#### 4. Evaluating Coalition and Advocacy Capacity

PeiYao Chen and Kate Locke, *TCC Group*

Rhonda Schlangen, *Evaluation Consultant*

Facilitator: Richard Gelb, *King County Government, State of Washington*

301

Successful advocacy efforts are essential to many programs and policies to address environmental problems and advance sustainable solutions. For advocacy organizations or any organization interested in enhancing its advocacy efforts, evaluation can be a powerful learning tool to help them become more effective at achieving desired outcomes. Yet, evaluating advocacy efforts presents unique challenges—complexity, multiple players and dynamics, lengthy time frame, and the need shift strategies to adapt to the changing environment, to name a few.

In this session, Rhonda Schlangen, an independent advocacy evaluation consultant, will be joined by PeiYao Chen and Katherine Locke of TCC group to discuss evaluation tools and strategies to assess the short- and long-term impact of advocacy efforts as well as organizations' advocacy capacity. Rhonda will start the conversation focusing on strategies and lessons learned in evaluating policy change projects. Her discussion will include key differences between advocacy evaluation and more conventional evaluation approaches, including results-based management systems, innovative 'real world' strategies for evaluating advocacy for environmental policy change.

Effective advocacy is predicated on a strong foundation. It is important for advocacy organizations to identify and assess the internal capacities that are necessary to develop and implement their selected strategies. Based on TCC's work with foundations and their grantees, PeiYao and Katherine will share a concrete framework for understanding the internal capacity of advocacy organizations and an assessment tool (Advocacy Core Capacity Assessment Tool) designed to help organizations engaged in advocacy to evaluate and strengthen their leadership, adaptive, management and technical capacities.



### 5. Evaluative Thinking from the Beginning

Chuck Herrick and Diana Lane, *Stratus Consulting, Inc.*

Terell Lasane, *EPA*

Tracy Dyke Redmond, *Industrial Economics, Inc.*

Facilitator: Natalie Hanson, *EPA*

402/

404

In this session, the presenters will consider different roles evaluators may play, from independent evaluator to project consultant, and will reflect on how evaluators can work within these roles starting at the outset of a project to gather meaningful, high-quality data to inform program improvement. In the first presentation, two of the panelists will describe a unique pilot project where evaluators worked with the U.S. EPA early on to explore how implementation of a compliance assistance initiative in the auto body sector could support a statistically-rigorous evaluation design. In the second presentation, two of the panelists will describe real-time environmental evaluation, which offers the promise of providing data, information, and analysis to a project team to allow on-going or mid-course corrections that can lead to improved project outcomes. Following the presentations, the panelists will respond to questions and then will engage participants in a discussion based on a proposed continuum that highlights potential differences between real-time or "from the beginning" evaluation and traditional evaluative approaches. The presenters will discuss with session participants relevant variables such as: Who is the client? What degree of input do they have into the evaluation approach and methodology? What is the basic perspective of the evaluation (summative or formative)? When is the evaluator engaged? Is the program a fixed entity or a work in progress? Does the evaluation unfold through time with on-going input and new data or is the data universe constrained? Please come prepared to share your experiences and offer your insights regarding "from the beginning" environmental evaluation. What challenges have you faced or do you imagine facing when evaluations begin from the beginning?

*Real-time Evaluation for Environmental Evaluators: Bridging the Gap between Monitoring and Evaluation (Dr. Charles Herrick and Dr. Diana Lane, Stratus Consulting)*

Real-time evaluation is used to assess and refine projects and programming as they unfold. This type of evaluation can be particularly useful when a program is targeting specific "windows of opportunity" to accomplish environmental goals. In such cases, a traditional ex post evaluation may offer "lessons learned" that are no longer relevant or helpful for accomplishing the desired outcomes. In contrast, real-time evaluation offers the promise of providing data, information, and analysis to a project team that will allow on-going or mid-course corrections that can lead to improved project outcomes. However, applying real-time evaluation frameworks in an environmental context presents some unique challenges. Questions that will be considered in the presentation include: What are the

## Monday June 7, 2010: Agenda with Abstracts (continued)

relevant time frames for conducting real-time evaluation? What kinds of data and information can be most helpful and appropriate for detecting the need for program course corrections? How can the reliability of real-time data be judged? How does an evaluator work closely with a project team in a real-time fashion yet still retain independence and credibility as a 3rd party voice? The presentation will conclude with a consideration of the unique role that environmental evaluators can play in program improvement.

*The Statistically Valid Pilot: Taking Advantage of Unique Opportunities to Design and Implement Rigorous Program Evaluations (Dr. Terell Lasane, EPA and Tracy Dyke Redmond, IEc)*

The task of ascertaining a program's definitive effects is difficult to achieve in field settings where multiple factors pose rival explanations for a program's causal impacts. However, in some cases it is possible to test for program impact if evaluation considerations are considered in the early stages of program design. In this session, the presenters will describe a unique project where EPA set out to develop a rigorous evaluation design to measure the effects of EPA's compliance assistance in the auto body sector. The evaluation design includes random assignment to treatment and control groups, random selection from an identifiable universe, and a differences-in-differences analytical approach to analyze two comparison groups over time. While the specifics of this design are unique, several aspects of the design may be transferable to other evaluations seeking to assess program impacts. These transferable aspects include, for example, building a common set of measures for different regulatory/assistance agencies to measure the performance of regulated entities, and using these common measures to assess performance of regulated entities in comparison groups subject to different policy approaches. In addition, this project has benefitted by developing a shared understanding of evaluation goals and methods with program staff at the outset of the project, which has encouraged program staff to ensure data quality and minimize potential biases during sample selection and data collection. In this session, the lead evaluators will provide a brief overview of the evaluation's history, design, and implementation, and will highlight potential applications of the design in other contexts.

## Monday June 7, 2010: Agenda with Abstracts (continued)

2:15 pm    **Break and Refreshments**

Grand Ballroom

2:45 pm    **Concurrent Sessions**



### **1. Response to Ecosystem Change - Case Examples of Measuring Species Recovery and Governance Response to Ecosystem Change**

308

Glenn Page, *SustainaMetrix*

H. Bruce Rinker, *North Cross School*

Facilitator: Lawrence Baschak, *Saskatchewan Ministry of Environment*

The world is undergoing unprecedented changes and collective responses to these changes will define our future. This session will explore the importance of a conceptual framework to understand complex systems dynamics and how the establishment of a baseline as a reference point to measure response to change is essential. The SustainaMetrix conceptual framework will be presented as a means of illustrating the need to focus on both process and outcomes in highly complex scenarios. The presenters will have illustrative case examples serving as a basis of a comparison for how to understand ecosystem integrity and resilience and the effects on human well being. A case example of Cojimies Estuary in Ecuador will be presented in contrast to the Recovery Credit System Pilot at Fort Hood, Texas and the similarities and differences of the approaches within a common framework.



## 2. Multi-Method Evaluation: Tools that Work and Ones that Don't

301

Russ Winn, *New Mexico State University*

Alison Kerry, *Environmental and Management Consulting*

Michael Gullo, *Stratos*

Facilitator: PeiYao Chen, *TCC Group*

This session focuses on methods used to promote quality in environmental evaluations. Two presentations will highlight the tools employed to assess the success and impact of (1) a major environmental conference and (2) environment legislation, profiling their strengths and weaknesses. The value of logic models and performance measurement strategies to guide the evaluations will be included, along with the concept of adapting methodologies as the evaluation progresses. Participants are encouraged to share their experiences and challenges with the tools they use and how these affect the quality of evaluations.

### *Multi-Method Evaluation Plan for Determining Conference Effectiveness (Russ Winn, NMSU)*

During the fall of 2009 the White Mountain Conservation League and a number of other environmental groups in Arizona held the "In the Footsteps of Leopold" conference to celebrate the 100th anniversary of the arrival of the conservationist Aldo Leopold to the southwest. Conference organizers hoped to both increase the awareness about Leopold and his writings and motivate participants to take action on important public land issues. The evaluation of the conference was designed to see how well they achieved these goals.

The evaluators started by designing a logic model. The logic model pointed to short-term outcomes, such as increasing knowledge about public policy and increasing connections between environmental groups; as well as long-term outcomes, such as increasing individuals' and groups' effectiveness in impacting environmental public policy. Using this model, the evaluators decided on concentrating on measuring response to the conference at two time points, first during the conference itself and again about six months after the conference. At each of these time points multiple methods were used to collect information. The format of the questions asked in the follow-up surveys was a result of anomalies observed in initial results.

Not all of the methods used worked equally well. The purpose of this presentation is to review which of the techniques worked well, which could have been improved and how they could be improved, and what additional methods should have been employed. In particular the presenters will discuss the importance of using a logic model as a starting point and then adapting evaluation techniques throughout the process.

## Monday June 7, 2010: Agenda with Abstracts (continued)

*Evaluating Environmental Legislation in Canada (Alison Kerry, Management Consultant and Michael Gullo, Stratos Inc.)*

This topic area profiles the evaluation of key pieces of environmental legislation in Canada - the Canadian Environmental Protection Act, the Species at Risk Act, and regulations under the Fisheries Act. Common characteristics of the programs established to implement these Acts in Canada are provided, highlighting horizontal governance and delivery mechanisms and accountabilities. An overview of the program-specific performance frameworks used to articulate environmental results and measure progress is presented. The focus of the presentation is on how the evaluations were conducted - assessing the achievement of short term results and providing insights into useful techniques, challenges encountered and lessons learned.



### 3. Data Visualization and Evaluation

302

Juan Paulo Ramirez, *University of Nebraska*

Richard Gelb, *King County Government, State of Washington*

Facilitator: Linda Zarow, *EPA*

#### *Data Visualization and Evaluation (Juan Paulo Ramirez, University of Nebraska)*

This presentation will focus on the use of Geographic Information Systems (GIS) and remote sensing for project evaluations. Recently, a lot of interest has been concentrated on geographic visualization, in particular the integration of geobrowsers like Google Earth with commercial GIS software such as ArcGIS. The good news is that the use of GIS software and the data associated with it has become easily accessible to the evaluation community with little to no costs! This presentation will emphasize the use of satellite image interpretation; even though this technology has been available to evaluators for decades, it is still quite an unknown for many. Expect to have a rich discussion in how to use GIS and remote sensing for environmental evaluations.

#### *Using remote-sensing data and GIS to guide (and reward) land management practices (Richard Gelb, King County Government)*

Advances in web-enabled GIS are allowing public, private and non-profit land managers unprecedented access to information about characteristics of their land holdings (soil types, forest cover and biomass potential, elevation, slope, solar access, surrounding development pressure and ecological resources). This rich and location-specific information can be further leveraged with drawing tools, algorithms, and models that enable land managers to interact with their parcel, experiment with land management actions, and learn about the relative and/or absolute value of management actions. King County, in partnership with the National Wildlife Federation, is building a web-enabled GIS tool to serve up parcel-scale remote data, guide land management actions in response to climate change, and allow land owner to apply for property tax relief if they enroll to carry out these actions for 10 years.





**4. From Science to Service: Evaluating Quality and Impact of Science Translation for Decision-Makers**

309

Kalle Matso, *University of New Hampshire*

Chad English, *Communication Partnership for Science and the Sea*

Holly Hartmann, *University of Arizona*

Facilitator: Kate Barba, *NOAA*

Decision-makers at all levels need science and data to inform their recommendations and decisions. The science and data needs to be credible, relevant and accessible. Managing for environmental sustainability requires an adaptive approach and all too frequently, the feedback loops we use to assess needs and link science to users is not grounded in social science. Science-based agencies and organizations struggle with ever-increasing demands from a wide range of user groups for understandable and useful scientific data products and information. This translation process, or continuum, is widely under-resourced, poorly understood and in the face of climate change, critical to decision-making in a world of scientific uncertainty at local levels. Panelists will discuss their experience in managing and evaluating collaborative processes to engage decision-makers in the research design and implementation to ensure end-user application; the importance of considering scale and sustainability in the design of science translation initiatives; the use of communication tools and strategies to reach regional and national policy makers; and discussion of some of the key challenges in monitoring and evaluation going forward in this arena.



**5. Increasing the Capacity of Results-Based Management for Conservation Efforts**

402  
/ 404

Nick Salafsky, *Foundation of Success*

Mark Humpert, *Association of Fish and Wildlife Agencies*

Matt Birnbaum, *NFWF*

Over the past few years, there have been advances in measuring the effectiveness of biodiversity conservation projects and, programs. There is still, however, a major gap between the rhetoric of the desirability of results based management, versus the reality of actually adopting and implementing specific and transparent systems that allow us to improve our collective work. The issue is critical since huge investments are being made by different organizations working in similar ecosystems yet are unable to know exactly what results are arising from these efforts in the short term and long term with frequent problems such as differences over definitions and measures for short-term and long-term results. The problem gets exacerbated with increased demands for accountability of short-term results for efforts that require long-term solutions. A group of NGOs and foundations recently met to open a dialogue about actions that can be taken to coordinate efforts at results-based management. It is critical to expand this conversation to include government agencies that are wrestling with the same issue.

3:45 pm **Break**

4:00 pm **Plenary: Building Results-Based Management Practice in the Biodiversity Conservation Community: Implementer and Funder Perspectives** Grand Ballroom  
Moderator/Discussant: Patrick Grasso, Evaluation and Management Consultant  
Mark Zimsky, Global Environment Facility  
Elizabeth O'Neill, World Wildlife Fund International

Over the past few years, there have been advances in measuring the effectiveness of biodiversity conservation projects, programs, and organizations. There is still, however, a major gap between the rhetoric of organizations around the desirability of measuring conservation effectiveness, versus the reality of actually adopting and implementing specific and transparent systems that allow us to improve our collective work. This plenary draws from a recent two-day meeting of major biodiversity conservation NGOs and foundations to discuss current barriers and opportunities to advancing results-based management efforts across the entire community. The discussion will focus on the following issues: (1) current barriers to engaging in results-based management among grantees and funders; (2) common and different interests between funders and grantees for reporting; and (3) developing strategies for designing and implementing results based monitoring systems that balance information needs of grantees with those of funders.

5:00 pm **Day Two Preview** Grand Ballroom

5:15 pm **Catered Reception** The Terrace, The Marvin Center, The George Washington University

## Tuesday June 8, 2010: Agenda with Abstracts

7:45 am	<b>Sign-in: Registration, Meet &amp; Greet</b>	3rd Floor Lobby
	<b>Continental Breakfast</b>	302
8:45 am	<b>Day Two Introduction</b> Matt Birnbaum, NFWF Katherine Dawes, EPA	Grand Ballroom
9:00 am	<b>Featured Presentation: Navigating Evaluative Complexity in the Age of Obama</b>  Eleanor Chelimsky, U.S. GAO, Former Assistant Comptroller General for Program Evaluation and Methodology	Grand Ballroom
9:45 am	<b>Plenary Roundtable: Improving the Quality of Evaluative Practice by Embracing Complexity</b> Andy Rowe, ARCeconomics Andrew Knight, Stellenbosch University Seerp Wigboldus, Center for Development Innovation John Stephenson, U.S. GAO Claudia Romero, University of Florida	Grand Ballroom
<p>This session focuses on how evaluative practice can be improved, given the complexity caused by the interdependencies of social and ecological systems. Current evaluation practice has not yet embraced the full implications of assessing 'the complex' and existing approaches often fall woefully short. Effective environmental management is inherently complex - i.e. non-linear, emergent, and unpredictable. However, evaluation thinking about these settings is still very nascent and a large proportion of the evaluations are undertaken by domain specialists from the natural and physical sciences with little or no evaluation training or experience. As a result many of the approaches have been better suited to simpler, more linear interventions. The risk is that environmental management, in order to facilitate its measurement, is reduced to simple interventions. During the session, panelists will explore evaluation in these settings using concrete evaluation practices that reconcile an understanding of complex societal and ecological change processes with quality standards, including rigor, ethical concerns, appropriateness and feasibility.</p>		
10:45 am	<b>Break &amp; Refreshments</b>	Grand Ballroom

## Tuesday June 8, 2010: Agenda with Abstracts (continued)

11:00 am Concurrent Sessions



### 1. Social Media and Evaluation

308

Susan Kistler, *American Evaluation Association*

Katherine Dawes, *EPA*

Facilitator: Annelise Carlton-Hug, *Trillium Associates*

Join this discussion-focused session where the presenters will explore issues and roles related to Social Media for the evaluator, including:

1. Defining Social Media within a Professional Context,
2. Examining Social Media for Professional Development and Professional Network Building,
3. Adding Social Media Tools to Your Evaluation Toolbox, and
4. Overcoming barriers and managing information overload.

If you are a Social Media veteran, please come and share your resources and experiences. If you are a Social Media novice, the presenters will provide an overview of tools, examples and facilitate answers to your questions. (By the way - if you are already on one of the social media networks, like Twitter, the presenters will be using the hashtag #EENF online and in real time at the conference.)



## 2. Organizational Approaches to Measurement and Evaluation

307

Kerstin Åstrand, *Swedish EPA*

Jill Ferguson, Natalie Hanson and Jeffrey Harris, *EPA*

Facilitator: Rhonda Schlangen, *Evaluation Consultant*

Despite differences in organizational structure and purpose, evaluators at both the U.S. EPA and the Swedish EPA experience similar challenges regarding data quality, performance measurement, and stakeholder communication. In this session, presenters will provide issue-based examples from their experiences in the public sector, highlighting similarities and differences in their approaches. Project design, scope, and development of recommendations to help improve program accountability will be among the topics covered. Presenters will ask attendees to share their own experiences and potential solutions. Each presenter will reflect on recently completed evaluations, including:

- Wolf hunting (Swedish EPA)
- Green public procurement (Swedish EPA)
- Great Lakes contaminated sediment clean-ups (U.S. EPA)
- Toxic Substances Control Act new chemicals program (U.S. EPA)
- Greenhouse Gas voluntary programs (U.S. EPA)



### 3. Program Learning in Complex Systems: Improvement Through Modeling

309

Jeff Wasbes, *Research Works Inc.*

Daniel Hayden, *Rare Conservation*

Facilitator: Kara Crohn, *Research Into Action, Inc.*

System dynamics is a methodology for studying and managing complex feedback systems, such as one finds in business and other social systems. In fact it has been used to address practically every sort of feedback system. While the word system has been applied to all sorts of situations, feedback is the differentiating descriptor here. Feedback refers to the situation of X affecting Y and Y in turn affecting X perhaps through a chain of causes and effects. One cannot study the link between X and Y and, independently, the link between Y and X and predict how the system will behave. ([www.systemdynamics.org](http://www.systemdynamics.org))

This session will explore the application of a system dynamics model to Rare's Pride campaign. The goals of this session are to introduce the system dynamics methodology to the participants and elicit feedback from the session attendees on model formulation in order to objectively define the system surrounding Rare's Pride campaign initiatives and improve the model's outcomes. Through the application of a system dynamics model to an existing program design, the session presenters hope to demonstrate the utility of this methodology to decision making and organizational learning.



#### **4. Evaluation Policy in the Environmental Community**

301

Kristin Komives, *ISEAL Alliance*

Per Mickwitz, *Finnish Environment Institute*

Facilitator: Ginger Potter, *NOAA*

In 2007 the American Evaluation Association launched an Evaluation Policy Task Force. The taskforce has focused on evaluation policies, i.e. policies related to issues such as requirements for, framing of, scope of, resources for and ethics of evaluations. The focus of the AEA work has largely been on U.S. Federal Evaluation Policy. In parallel with this work similar processes have also taken place in other countries, e.g. Finland and the EU as well as in NGOs. Although evaluators from the environmental field have participated in these processes there has not yet been a wide discussion about what these general processes imply for the environmental field and whether there would be a need for environmental NGOs, EPAs and ministries to form specific environmental evaluation policies. In this session, the presenters will briefly present two case studies - national evaluation policy in Finland and evaluation policy in the ISEAL Alliance (an alliance of leading social and environmental standards systems, such as the Rainforest Alliance and Fair Trade) - as the basis for opening a discussion. In the discussion and presentation, the presenters will bring together the general features of the evaluation policy debates and the current state of environmental evaluation.



## 5. EEN Forums in the U.S. and Abroad: Supporting Emerging Nodes in the Network

310

Open Discussion

Facilitator: Matt Keene, EPA

A hurricane is a powerful and complex system. As it spins and gathers strength out over the ocean, some of its energy is transferred to the water's surface... stirring it up, causing chaos. The new energy in the ocean organizes into waves that move away from the hurricane's eye and towards shore. The Environmental Evaluators Network is like the organizing process existing in the space between the eye of the storm and the coast. Demands for evidence of 'what works' have stirred things up and there are many and diverse interests in the space between storm and shore. The EEN helps facilitate more efficient self-ordering in that space so that we are more systematic and purposeful in channeling information flows and surfacing goals and incentives that sustain a more effective environmental community.

Nodes are emerging in the EEN as a natural part of self-organization. In 2010, the U.S. National Oceanic and Atmospheric Administration joined the U.S. Environmental Protection Agency, National Fish and Wildlife Foundation and The George Washington University Trachtenberg School as co-sponsors. In addition to the annual Forum in Washington D.C., Environment Canada will host its 3rd EEN event in Ottawa in September 2010 and planning has begun for 2011 events in Europe, Mexico and the Hawaiian Islands. In this session, EEN co-sponsors and past and future hosts of EEN events will lead a discussion about how to support developing nodes in the network.

12:00 pm **Catered Lunch**

302

*Seating available in Grand Ballroom and, weather permitting, outside terraces.*

12:00 pm **Optional Training Session: Applying Adaptive Management Principals to Logic Models: Interactive Session on Results Chains**

310

Nick Salafsky, Foundations of Success

Matt Birnbaum, NFWF

One of the challenges facing environmental evaluators is the problem of time horizons. Frequently, environmental problems require strategies and actions for which ultimate impacts can only be measured over many years or even decades or longer. Environmental evaluators are continuously confronted with demands for reporting on short-term results in assessing these efforts while looking also to assess the effectiveness of long term responses. This interactive training session is designed to help address this problem of evaluation of efforts to address complex environmental problems by introducing "results chains," a dynamic form of logic modeling that allows for feedback loops at interim stages and simultaneously allows for monitoring of both short-term and long-term results.



In a sort of “evaluation speed dating,” Forum participants will have three 30-minute sessions to visit three different stations, to network and collaborate and learn from colleagues about a variety of topics from the perspective of different organizations and disciplines. While the topics at many stations will be geared toward capacity building for environmental evaluators, some stations may focus on the design, development and distribution of EEN products and services.



**1. The Evaluators' Institute: Building and Supporting Quality in Evaluation Practice**

Kathryn Newcomer, *The George Washington University*

Ann Doucette, *The Evaluators' Institute, The George Washington University*

The Evaluators' Institute (TEI) is an internationally recognized and respected provider of high quality evaluation training instruction, which is delivered through a balanced curriculum that emphasizes relevance and real-world experience for practicing evaluators. Come meet the TEI Director and staff and learn about the 34 courses TEI currently offers, the TEI faculty, the upcoming July Institute held in DC, the Certificate Program, and consultative and collaborative opportunities that TEI supports.



**2. From Environmental Justice Concerns to a Pro-equity Posture - Tools and Techniques for an Emerging Imperative**

Richard Gelb, *King County Government, State of Washington*

Who isn't identifying and addressing environmental justice exposures and moving toward environmental equity in both community conditions and agency resource deployment? Assessing fairness and/or disproportionality in the distribution of environmental burdens and benefits can be challenging, however GIS tools enable quick/easy assessments that help organizations move from being reactive to having predictive capacities which facilitate pro-equity policies, service delivery, and facility provision.



**3. Measurement and Evaluation of Biodiversity Markets Offset and Compensation Programs**

Becka Madsen, *Ecosystems Marketplace*

Ecosystem Marketplace ([www.EcosystemMarketplace.com](http://www.EcosystemMarketplace.com)) recently researched programs intending to 'make good' for impacts to biodiversity in the report 'State of Biodiversity Markets: Offset and Compensation Programs Worldwide' ([www.ecosystemmarketplace.com/documents/acrobat/sbdmr.pdf](http://www.ecosystemmarketplace.com/documents/acrobat/sbdmr.pdf)). While the report was intended as a status report, if we were to evaluate these programs, what would be the most compelling aspects of offset and compensation programs to evaluate? Keeping in mind that for almost all of the 50+ programs reviewed, there is no aggregate data on 'biodiversity' impact area or quality; offset or compensation area, method, or quality; or dollar amounts invested in the programs. In other words - how could we look at these programs and provide some useful information



#### **4. Applying a Journalistic Approach to Environmental Evaluation**

Mitch Tobin, *California Environmental Associates*

Newsrooms are shrinking. Newspapers and magazines are going extinct. The upheaval in America media has put thousands of journalists out of work, including quite a few on the environment beat. Can the tools of journalism—and refugees from the industry—be used to evaluate environmental programs? Beyond car crashes and celebrity gossip, much of the serious reporting in America revolves around critical assessments of public policies, government programs, and the problems they seek to solve. Journalists also use many of the same tools as environmental evaluators: interviews, site visits, literature reviews, and other forms of research, to name a few. In this session, the presenters will explore the potential of using a journalistic approach to environmental evaluation. The presenters will also discuss how new media tools, such as blogs, can create insights and share lessons learned



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#### **5. What is the Value of Two Spare Eyes? Fostering Quality Through Non-peer Review**

Paul Kocak, *Kocak Wordsmiths, Inc.*

Environmental experts grab a glass of water from a fire hose. They select a stream of data out of a tidal wave. How does one do that without spilling too much? This entertaining and interactive exercise demonstrates how technical editors improve quality by providing unbiased perspective and clear meaning.



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#### **6. Forest Service: Performance Measurement and Evaluation**

Ray Thompson, *U.S. Forest Service*

The session provides a general overview of performance measurement and accomplishment reporting at the national level for the U.S. Forest Service. Included will be a brief description of the agency's Performance Accountability System, as well as some of the ongoing efforts and challenges to continually improve collection and presentation of data that goes to enhance management decision making, as well as to better inform the public and agency stakeholders.



**7. Environmental Program Evaluation (EPE) Topical Interest Group of AEA**

Annelise Carlton-Hug, *Trillium Associates*

The American Evaluation Association (AEA) is a professional organization of over 5,000 members involved in evaluation and measurement. The presenter represents the Environmental Program Evaluation topical interest group, and membership includes people working in governmental agencies, non-profit organizations, private consulting firms, and universities - all with an interest in evaluating programs that affect the environment. Each year the group sponsors sessions at the annual AEA conference, and frequently organizes field trips to visit interesting environmental projects near the conference host-city. Stop by the EPE table to learn more about how you can get involved with the TIG and AEA!



**8. Satellite Images Are your Friends (They Are Free, Updated, and \*Almost\* Ready to Be Used!)**

Juan Paulo Ramirez, *University of Nebraska*

Start creating land use/land cover information instead of using outdated data done by somebody who does not have the knowledge of the area where YOU work! The federal government has liberated, free of charge, satellite images from any place in the world to be used with commercial GIS and remote sensing software. These free images are archived and some of them are updated on regular basis. The only requirement is to have an internet connection to download the images, GIS software, digital interpretation and modeling knowledge, and enough space in your computer. Let's start creating information from the places where we work!



**9. Demonstrating Conservation Impact: How Rare Is Measuring Conservation Outcomes in the Northern Andes**

Megan Hill, *Rare Conservation*

Rare is currently working at 12 sites in the Andes to train local partners in running social marketing campaigns to support community-based payment schemes to compensate small farmers for the ecosystem services their forests provide to water users downstream. To demonstrate conservation impact, Rare included four discrete evaluation tools in its project design: 1) biological monitoring of species-level change at farms, with participation of landowners; 2) extensive knowledge, attitude, and practice studies to measure change in attitudes and behaviors regarding forest use; 3) a case study to determine whether Pride social marketing campaigns accelerate adoption of payment schemes at participating and non-participating sites; and 4) satellite imagery comparisons of pre- and post- intervention land cover change. At this networking session, come exchange your experiences and lessons learned in impact assessment techniques.



**10. The Path Toward Interdisciplinarity - Exploring Methods, Tools and Ideas for Measuring Progress in Multi/Interdisciplinary Environmental Research, Education, and Training**

Glenn Page, *SustainaMetrix*

Climate change, water shortages, habitat fragmentation and loss, spread of invasive species, global decline of biodiversity are just a few examples of contemporary issues that seriously impact social-ecological systems and require multidisciplinary approaches to develop practical solutions and respond to ecosystem change. This session will provide all attendees with ideas for metrics and indicators, diagnostic tools and progress markers for those interested in building capacity for research, education and training with a multi/interdisciplinary lens.



**11. Quantity or Quality? Why are so Many Cons Plans Done, but so Few Evaluated?**

Andrew Knight, *Stellenbosch University*

Madeleine Bottrill, *University of Queensland*

Many spatial conservation plans have been conducted which identify important areas for conserving nature. Few have been evaluated to see if they are effective. Why is there a culture of 'quantity' (doing lots of plans) versus a culture of 'quality' (doing fewer plans that are known to work)? This cafe aims to engage participants in developing a culture of evaluation among conservation planners and implementers.



**12. Evaluating Environmental Education: Navigating to Quality**

Lisa Flowers, *Boone and Crockett Club*

Examine how a participatory approach - utilization-focused evaluation - was used to assess how conservation education programs provide science-based understanding and outdoor experiences by evaluating students' knowledge, skills, attitudes and intended behavioral outcomes related to natural resources. A key factor is the acceptance by program stakeholders to conduct the evaluation to promote usability and accuracy of evaluation results. The user-focused approach was discovered to be personal and situational, allowed the facilitation of the evaluation process with consideration for increased application of evaluation findings and implementation of recommendations from beginning to end. Further development of evaluation pathways are needed to more effectively evaluate outcomes and implement practical and transferable measures to determine if environmental education activities produce desired participant outcomes.



### 13. Preparing You for Success!

Sacheen Tavares-Leighton, NOAA

Zac Hart, NOAA

It is said that success comes when preparation meets opportunity. You seek the opportunities, and we'll train your team to be prepared for everything your program or project demands - from needs assessment to evaluation and everything in between. Presenters in this café session will provide a brief overview of two trainings offered by the NOAA Coastal Services Center that focus on the design and evaluation of effective coastal environmental projects and programs. Presenters will also show session participants how to request training from the Center and field questions about the Center's many training offerings.



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### 14. Closing the "Quality Doughnut Hole": EPA Pilot Efforts to Improve the Quality of Collection and Analysis of Social Science Data

Mike Crow, *Crow Environmental*

Jerry Filbin, EPA

EPA data quality guidance focuses on measurement of physical and biological conditions, but evaluating the effectiveness of EPA policies must often rely upon measurement of the knowledge and behaviors of regulated entities and others. What role can evaluators play in helping program implementers collect, on an ongoing basis, data of sufficient quality for managing and evaluating environmental programs? The presenters will discuss pilot efforts by EPA's State Innovation Grants Program to build such capacity among state-level funding recipients, in order to stimulate a discussion about potential approaches to fill this "quality doughnut hole," which often leaves evaluators hungry for better data.



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### 15. Social Network Analysis for Environmental Evaluation

Ken Vance-Borland, *Conservation Planning Institute*

Chris Ellis, NOAA

Want a birds-eye-view of relationships among people in the programs you evaluate? Who's influential, or a connector, or a bottleneck; central, peripheral, or isolated actors; sub-groups by geographic location, economic sector, scientific discipline, etc., and how they relate or not; how relationships change over time; the spread of innovation among them? Check out the Social Network Analysis table!



#### **16. An Introduction to Miradi Adaptive Management Software**

Vinaya Swaminathan, *Foundations of Success*

Nick Salafsky, *Foundations of Success*

Miradi - a Swahili word meaning "project" or "goal" - is a user-friendly program that allows nature conservation practitioners to design, manage, monitor, and learn from their projects to more effectively meet their conservation goals. The program guides users through a series of step-by-step interview wizards, based on the Open Standards for the Practice of Conservation. As practitioners go through these steps, Miradi helps them to define their project scope, and design conceptual models of their project site. The software helps teams to prioritize threats, develop objectives and actions, and select monitoring indicators to assess the effectiveness of their strategies. Miradi also supports the development of work plans, budgets, and other tools to help practitioners implement and manage their project. Users can export Miradi project data to donor reports, or to online repositories of conservation projects such as TNC's ConPro Database. Miradi is currently being used by thousands of practitioners around the world in conservation organizations, agencies, and funders. This session will provide a basic introduction to Miradi.



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#### **17. Atlas of Global Conservation**

Danielle Conboy, *The Nature Conservancy*

Carmen Revenga, *The Nature Conservancy*

No one has ever tried to collect everything we know about nature on planet Earth—until now. On Earth Day 2010, The Nature Conservancy debuted *The Atlas of Global Conservation: Changes, Challenges and Opportunities to Make a Difference*. Drawing from global data painstakingly assembled by Nature Conservancy scientists and published by The University of California Press, the Atlas is an unprecedented guide to the state of the planet and our most pressing resource and environmental issues.



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#### **18. EPA Partnership Program Evaluation Guidelines**

Laura Poole, *EPA*

Laura will offer the example of the U.S. EPA's effort to develop evaluation guidelines for its voluntary partnership programs. This effort attempts to institutionalize evaluation among some 55 established programs of varying sizes and objectives. Laura will consider the catalyst for this effort, the steps EPA has taken to develop the guidelines, and results to date. Discussion will identify strategies for addressing the barriers that impede systematic approaches to evaluation and will draw on participants' experiences.

## Tuesday June 8, 2010: Agenda with Abstracts (continued)

### 19. NEWS NEWS NEWS: New Reports, Articles and Books

This Café table will display some of the most recent reports, articles, evaluations, books, and other resources created by Forum participants and their organizations. Stop by to peruse the items on display and pick up the creators' contact information so you can follow up with them later. Anyone is welcome to contribute items to this table. Some of the items that will be showcased include:

- Great Barrier Reef Outlook Report
- Evaluation and Program Planning Special Issue
- Challenges in Evaluation of Environmental Education Programs and Policies
- Environmental Program and Policy Evaluation: Addressing Methodological Challenges

3:15 pm    **Break**

3:30 pm    **SUPERPlenary Network Weaving and Closing Discussion**                      Grand Ballroom  
Facilitator: Annelise Carlton-Hug, Trillium Associates

Over the course of this full-conference facilitated session, Forum participants will combine group discussions and brief individual presentations to weave their networks and build a SUPERPlenary. The purpose of this session is to highlight the resources and experiences that individuals and groups have introduced at the Forum that have improved our capacity for quality environmental evaluations. In this session and in the spirit of evaluator networking, participants will have the opportunity to give a shout out to their favorite evaluator, organization, mentor, student, article, book, report or evaluation website, blog, tweeter, or conference (or Forum perhaps...).

(What's Network Weaving? Network Weaving serves as a catalyst for self-organizing groups. Network Weavers search out the networks around them and work to make them healthier by connecting people where there's potential for mutual benefit. See Susan Kistler's blog entry on Network Weaving at [www.aea365.org/blog/](http://www.aea365.org/blog/).)

4:30 pm    **Adjourn and Celebrate!**

## Participant Biographies

*Listed alphabetically by first name*

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**Alan Primack**  
**Director**  
**Cohn Communications**

**Bethesda, MD**

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**Alejandro Ortega-Argueta (*Speaker*)**  
**PhD - Atmosphere and Sustainability**  
**INECOL (Institute of Ecology)**

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**Xalapa, Veracruz, Mexico**

Alejandro Ortega-Argueta is a post-doctoral researcher at the Instituto de Ecología, A.C. in Mexico. He has a PhD from the University of Queensland, Australia. His research interests include wildlife management and policy, environmental planning and evaluation, and the interface between the environmental and social aspects of conservation. For the past fifteen years he has been involved in several threatened species conservation programs in Mexico and the Caribbean region. Since 1999 he has been a member of the Mexican Manatee Advisory Committee; he is now the editor of the updated version of the Manatee Recovery Plan.

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**Alexandra Ritchie**  
**Management and Program Analyst**  
**U.S. Bureau of Land Management**

Alexandra\_Ritchie@blm.gov  
202-912-7081  
**Washington, DC**

As a former Presidential Management Fellow, Alexandra is a skilled generalist who currently performs risk assessments and evaluations for the Bureau of Land Management's Division of Evaluations and Management Services. She evaluates program effectiveness and analyzes Bureau of Land Management's organizational and general management effectiveness. She is hoping to explore the possibilities of linking insights gained from evaluations to changes in the Bureau of Land Management budget process. She has taken some courses through the Evaluator's Institute and previously participated in the 2009 EEN in the speed networking forum.

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**Alison Kerry (*Speaker*)**  
**President**  
**Environmental and Management Consulting**

akerry@rogers.com  
613-731-5331

**Ottawa, Ontario, Canada**

Since 1988, Alison Kerry has been providing consulting services to the private sector and Canadian government. Following a successful career with a major environmental and engineering consulting company, Ms. Kerry participated in the Interchange Program of the federal government as a Senior Evaluation Officer and, subsequently, has been working as an independent consultant. A certified management consultant and skilled project manager, she is now president of her own independent consulting company and specializes in the areas program evaluation, management frameworks, results-based planning, performance measurement, and policy analysis, particularly with respect to environmental programs. Alison has conducted close to 30 evaluations on a range of programs including the Canadian Environmental Protection Act programs; the Species at Risk Act programs, the Habitat Stewardship Program, the Wildlife Habitat Canada Conservation Stamp Program, Border Air Quality Programs, the Natural Health Products Program, Strategic Environmental Assessment programs, and the Canadian Shellfish Sanitation Program. She has also worked with science and laboratory managers to improve organizational performance, address resource challenges, and assess alternative delivery options. Alison has worked internationally in Nigeria and the Caribbean on climate change capacity development projects and worked across Canada on climate change public outreach. She is a member



## Participant Biographies (continued)

of the Canadian Evaluation Society and founding member of the Environmental Evaluator's Network in Canada.

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**Ana Prados** aprados1@gmail.com  
**Research Assistant Professor** 703-338-2119  
**University of Maryland Baltimore County** **Greenbelt, MD**  
Dr. Prados is a Research Assistant Professor at the University of Maryland Baltimore County, Joint Center for Earth Systems Technology. She has a B.A (1992) in Physics and Chemistry from New College of Florida and a Ph.D. (2000) in Chemistry from the University of Maryland College Park. Her main research expertise is the utilization of Remote Sensing observations for Air Quality Applications and Decision Support. She also leads Air Quality outreach activities for the NASA Applied Sciences Program.

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**Andre Paulo de Barros (*Speaker*)** andrepaulobiologo@hotmail.com  
**Board President** +55 081-3521-3383  
**Environmental Defense Network** **Cabo de Santo Agostinho, Pernambuco, Brazil**  
Graduated from the Federal Rural University of Pernambuco University with a biology sciences major in 2002. In 2007 he became a specialist in environmental management and planning at the Pernambuco University, with a focus in monitoring and evaluation of environmental policy. Since 2003 de Barros has worked with the Rede de Defesa Ambiental do Cabo de Santo Agostinho, which is creating a network of community organizations, businesses and public organizations to protect the environment and strengthen local environmental policies. De Barros coordinates a Socio-Environmental School for community leaders. In 2009 he graduated with a master's degree in the environment and development from the Federal University of Pernambuco, after completing his thesis on an analysis and evaluation of environmental policies.

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**Andrea Grosse** andrea\_grosse@fws.gov  
**Biologist** 703-358-2472  
**U.S. Fish and Wildlife Service** **Arlington, VA**  
With the Division of Bird Habitat Conservation, Andrea administers grants and coordinates activities under the North American Wetlands Conservation Act and the Neotropical Migratory Bird Conservation Act. Previously, she promoted the development of international biological information programs, such as the Inter-American Biodiversity Information Network. She also has experience in ecological research, biological informatics, project management, technical editing, Web site development, inter-cultural communication, teaching, and translating and interpreting English, Spanish, German and Portuguese.

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**Andrew A. Pierpan** andrew\_pierpan@blm.gov  
**U.S. Bureau of Land Management** 202-912-7076  
**Washington, DC**  
Andrew works for the Bureau of Land Management. He hopes to get more involved with the renewable energy efforts of the Bureau in the future.

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**Andrew T. Knight (*Speaker*)** tawnyfrogmouth@gmail.com  
**PhD** +72 21-808-4532  
**Stellenbosch University** **Stellenbosch, Western Cape, South Africa**  
During seven years as a conservation planner with the New South Wales National Parks & Wildlife Service, Australia, Dr. Andrew Knight assisted planning expansion of the states reserve network, and co-developed conservation plans for priority bioregions. A desire to learn how to improve the effectiveness of conservation plans lead him to complete a PhD examining implementation of

## Participant Biographies (continued)

conservation plans at the Nelson Mandela Metropolitan University in Port Elizabeth, South Africa, which included a two-year post as Implementation Specialist for a regional conservation planning initiative. Currently at the Department of Conservation Ecology and Entomology at Stellenbosch University, South Africa, his research interests include, developing spatial conservation prioritization techniques useful to practitioners, developing social learning institutions which promote adaptive management, and bridging the gap between research and conservation action.

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**Andrew Pullin (*Speaker*)**

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**Professor**

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**Collaboration for Environmental Evidence**

**Bangor, United Kingdom**

Andrew Pullin is Professor of Evidence-Based Conservation at Bangor University, UK. He is interested in the concept of evidence-based practice in environmental management, adapting methodology from the field of human health care. In 2007 he founded the Collaboration for Environmental Evidence (CEE, [www.environmentalevidence.org](http://www.environmentalevidence.org)) which now acts as a reliable source of evidence on environmental impacts of human actions and effectiveness of environmental interventions worldwide. The CEE holds a library of systematic reviews based on the best available scientific evidence to support decision making in conservation and environmental management. Andrew is also Chair of the Science and Publications Committee of the Society for Conservation Biology, an Editor of the journal *Biological Conservation*, and an author of a textbook on Conservation Biology.

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**Andy Rowe (*Speaker*)**

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**ARCeconomics**

803-600-6831

**Camden, SC**

Andy Rowe has thirty years experience as an economist and evaluation consultant in North America, Europe, South Asia, the Western Pacific and the Caribbean. He now works primarily in the resource and environmental sector in the U.S., on urban environmental development assignments in India and community development and coastal conservation in the Western Pacific. He has a PhD from the London School of Economics and is a former President of the Canadian Evaluation Society. His current evaluation clients include the Packard Foundation Science program, the US Departments of EPA and Interior, the World Bank, Alberta Department of Urban Affairs and Housing, and the UK Department of International Development.

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**Andy Schwarz**

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**Principal**

617-354-0074

**Industrial Economics, Inc**

**Cambridge, MA**

Andy has more than twenty years of environmental policy consulting experience, working with clients in the U.S. and in Eastern Europe. He specializes in a range of topics including program evaluation, performance management, strategic planning, and risk communication.

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**Ann Doucette (*Speaker*)**

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**Director, The Evaluators' Institute**

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**George Washington University**

**Washington, DC**

Dr. Ann Doucette is Research Professor of Evaluation and Health Policy at The George Washington University, Washington, DC, where she also serves as the Director of The Evaluators' Institute (September 2008), and Co-Director of the Midge Smith Center for Evaluation Effectiveness. She has broad experience in the management, analysis, and evaluation of diverse intervention programs, the development of accountability and outcomes monitoring systems at individual and system levels; research methodology, data collection strategies, psychometric and measurement techniques, and

## Participant Biographies (continued)

applied statistical analysis, including both quantitative and qualitative approaches. Her work includes a specialized emphasis on measurement, which she considers fundamentally critical in performance monitoring, evaluation practice, and outcomes/impact assessment; and, incorporates a complex adaptive systems perspective.

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**Anne Rhodes-Kline** rhodesklinea@gao.gov  
**Social Science Analyst** 202-512-6615  
**U.S. Government Accountability Office** Washington, DC  
Anne works with the Applied Research and Methods team, and she has been a methodologist with the GAO for 12 years. She has worked across a number of subject matter areas, and is now doing most of her work on engagements in the areas of natural resources and the environment. Anne's interests include the valid and reliable measurement of environmental data, as well as methodological challenges and research design.

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**Annelise Carleton-Hug (*Facilitator*)** annelise@trilliumassociates.com  
**Program Evaluator** 724-963-5406  
**Trillium Associates** Ohiopyle, PA  
Annelise brings a background in natural resource management to her evaluation work, with three degrees in natural resources and experience as a fisheries biologist for the Forest Service, and an environmental volunteer with the Peace Corps in Poland. Her work includes evaluations of environmental education and community action programs for federal agencies, universities, and non-profit organizations. She is the chair of the Environmental Program Evaluation Topical Interest Group for the American Evaluation Association (AEA), and has participated on the advisory board of the Environmental Evaluators Network for three years. She is based in the Youghiogheny watershed of southwestern Pennsylvania where she is learning how to raise organic garlic and free-range chickens.

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**Annette Rizzo** annette.rizzo@sierraclub.org  
**Director for Conservation Program Effectiveness** 202-675-7901  
**Sierra Club** Washington, DC  
Annette Rizzo has been with the Sierra Club for almost ten years, working first on International issues and later on the Club's Climate Recovery Partnership. Annette is currently working to design the Conservation Department's Program Effectiveness Portfolio, including evaluation.

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**Anthony Ferraro** anthonyferrarophiladelphia@gmail.com  
**Associate** 813-679-3937  
**AFTR Group** Philadelphia, PA  
Having recently relocated to Philadelphia, Anthony developed well-rounded project management and technical writing skills at a leading university research center in Tampa, Florida. His body of work demonstrates superior abilities in written and oral communication, presentation, investigation, and collaboration with various colleagues and professionals, including economists, geographers, engineers, anthropologists, and public safety officers, just to name a few. Concurrently, he also gained valuable experience while serving on the board of directors of a non-profit community health organization for almost nine years (including four years as board chair).

## Participant Biographies (continued)

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<b>Avigya Karki</b>	kark0029@umn.edu
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**Assessment & Evaluation Research Assistant**

**University of Minnesota**

**Minneapolis, MN**

Avigya is a post-graduate student in Evaluation Studies at University of Minnesota's Department of Organizational Leadership, Policy & Development. He has a Masters degree in Urban and Regional Planning and currently exploring his research interest in public participation combining the two fields of study - Planning and Evaluation. His research focuses on stakeholder participation in evaluation process.

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**Barbara B. Kinne**

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**Research Assistant**

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**Penn State University**

**University Park, PA**

Barbara currently provides evaluation, assessment and organizational guidance for a state-wide energy partnership. She is also a project manager for Penn State Institutes of Energy and the Environment Outreach initiatives relating to sustainability, energy and the environment.

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**Becca Madsen (*Facilitator*)**

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**Biodiversity Program Manager**

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**Ecosystem Marketplace**

**Washington, DC**

Becca is the Biodiversity Program Manager at Ecosystem Marketplace, a non-profit providing news and analysis on environmental markets. Prior to joining Ecosystem Marketplace, she was a Presidential Management Fellow with the US Forest Service. During her fellowship, Becca gained expertise in environmental markets by informing mitigation banking business proposals while on loan to Environmental Banc & Exchange, serving as a pivotal team member in the Bay Bank project, and analyzing demand for water quality trading. She completed a Master of Environmental Management from Duke University, where she was selected as a Doris Duke Conservation Fellow. Before attending graduate school, she served as a small business volunteer with the Peace Corps in Mali and worked on water quality and land conservation issues in city government in Texas.

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**Betsy Shaw**

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**Director, National Center for Environmental Innovation**

202-566-2163

**U.S. Environmental Protection Agency**

**Washington, DC**

As director of EPA's National Center for Environmental Innovation (in the Office of Policy, Economics, and Innovation), Betsy has responsibility for testing, evaluating and diffusing effective new approaches to environmental protection. NCEI's Evaluation Support Division also serves as a center of expertise for the Agency on program evaluation.

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**Brian Bohnsack**

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**Recreational Boating and Fishing Liaison**

703-358-2435

**U.S. Fish and Wildlife Service**

**Arlington, VA**

Brian is the Recreational Boating and Fishing Liaison for the U.S. Fish and Wildlife Service. His previous duties have included working for a state fish and wildlife agency that was considered one of the best at performance planning and monitoring.

## Participant Biographies (continued)

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**Brian Gates** b gates06@gmail.com  
**Program Specialist** 202-401-6020  
**USDA National Institute of Food and Agriculture** Washington, DC  
Brian is a Program Specialist with the USDA National Institute of Food and Agriculture. He provides program support for forestry, rangeland/grassland ecosystems, sustainability, and wildlife programs.

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**Britta Johnson (*Facilitator*)** johnson.britta@epa.gov  
**Evaluation Support Division** 202-566-1465  
**U.S. Environmental Protection Agency** Washington, DC

Britta Johnson is an evaluator with EPA's Evaluation Support Division.

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**Bronwen Rice** bronwen.rice@noaa.gov  
**Bay Watershed Education and Training National Coordinator** 202-482-6797  
**National Oceanic and Atmospheric Administration** Washington, DC  
Bronwen coordinates the NOAA Office of Education's Bay Watershed Education and Training (B-WET) program, a competitive grant program that supports outdoor experiential environmental education activities in schools.

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**Bruce A. Byers** bbyers@ardinc.com  
**Senior Associate** 703-807-5700  
**ARD, Inc.** Arlington, VA  
Bruce is a biodiversity conservation and natural resources management specialist with ARD, Inc. In 2007 and 2008, he conducted an evaluation of the USAID's Global Conservation Program, a ten-year program supporting biodiversity conservation worldwide.

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**Bruce Rinker (*Speaker*)** brinker@northcross.org  
**Science Department Chairman**  
**North Cross School** Roanoke, VA  
Currently the North Cross School Science Department Chairman and bi-monthly conservation columnist for Roanoke Star-Sentinel, Dr. H. Bruce Rinker was formerly the Environmental Lands Division Director for Pinellas County, supervising a staff of 50 personnel and 500 volunteers engaged in long-term management of nearly 16,000 acres of county-owned environmentally sensitive lands and waterways. He received his Doctorate in Environmental Studies from Antioch University Graduate School (Keene, NH). He was elected a National Fellow of the Explorers Club in March 1998, a Switzer Environmental Fellow in May 2000, a Fellow of the New York Academy of Sciences in 2002, and a Full Member of Sigma Xi in 2005. He was co-editor of *Forest Canopies* (2004, Elsevier Press) and *Gaia in Turmoil* (2010, MIT Press) as well as author of numerous technical and popular articles. Dr. Rinker has numerous publications to his credit. Dr. Rinker has been co or primary investigator on eight major grants, including an Ecological Circuitry Collaboratory grant from the National Science Foundation. He is a member of the Ecological Society of America, Society for Conservation Biology, and the American Institute of Biological Sciences.

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**Caitlin Callaghan** callaghan.caitlin@epa.gov  
**AAAS Science & Technology Policy Fellow** 202-566-0706  
**U.S. Environmental Protection Agency** Washington, DC  
Caitlin is a JD/PhD chemical engineer, hosted by EPA through AAAS Fellowship Program and currently working with the Office of Policy, Economics & Innovation. She is interested in science policy. Her

## Participant Biographies (continued)

fellowship project involves energy and sustainability issues related to the electric utility industry, as well as a survey of relevant federal programs and initiatives.

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**Carl Koch** koch.carl@epa.gov  
**Evaluation Support Division** 202-566-2972  
**U.S. Environmental Protection Agency** Washington, DC  
Carl works in the Sector Strategies Division of the Office of Policy, Economics, and Innovation. He is program lead for the cement sector and monitors and reports sector performance.

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**Carlo Carugi** ccarugi@thegef.org  
**Senior Evaluation Officer** 202-473-1854  
**Global Environment Facility** Washington, DC  
Carlo is an Italian national with more than 21 years of experience in environment and development, 15 of which were spent in developing countries. He has been involved in evaluations since 1991, when he collaborated with Italian universities in research for the integration of economic and environmental data to construct biodiversity indicators and to evaluate the environmental sustainability of NGO-implemented development projects. Throughout his professional career he conducted a number of project, program, thematic and country evaluations for the European Commission, Italy, FAO and others. Carlo holds an MSc in Agricultural Science from the University of Bologna in Italy and in 2000 he completed an MSc on Environment and Development at the distance learning program of the Imperial College at Wye, University of London, UK. He is also trained in Environmental Impact Assessment from the University of Milan in Italy. He currently works in the GEF Evaluation Office.

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**Carrie Hall** carrie.hall@noaa.gov  
**National Oceanic and Atmospheric Administration** 301-563-1135  
Silver Spring, MD  
Carrie conducts evaluations of coastal management programs and national estuarine research reserves.

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**Chad English (*Speaker*)** cenglish@compassonline.org  
**Director of Science Policy Outreach** 301-830-7075  
**Communication Partnership for Science and the Sea (COMPASS)** Silver Spring, MD  
Chad joined COMPASS in January 2007 as Director of Science Policy Outreach, where he works to connect ocean conservation science and scientists to federal ocean policy and management discussions in Washington, D.C. Chad develops and manages policy communication workshops and trainings for COMPASS, which aim to help the academic science community build the knowledge, skills and confidence to connect their work directly to relevant policymakers. He first came to Washington for a John A. Knauss Marine Policy Fellowship, which he served in the Senate Committee on Commerce, Science, and Transportation working on ocean and fisheries issues. Chad moved to COMPASS from the House Committee on Science, where he worked on legislation and oversight related to ocean science and federal ocean governance. He received a Bachelor's degree from the University of California at Santa Cruz and a Ph.D. in Oceanography from the Scripps Institution of Oceanography at the University of California at San Diego.

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**Chris Ellis (*Speaker, Facilitator*)** chris.ellis@noaa.gov  
**Social Scientist** 843-740-1195  
**National Oceanic and Atmospheric Administration** Charleston, SC  
Chris Ellis is a member of the Human Dimensions Program at the NOAA Coastal Services Center in Charleston, SC. Chris is a social scientist whose primary interests lie in management issues of coastal

## Participant Biographies (continued)

parks, protected areas and cultural sites; evaluation; recreation and tourism choice behavior; social-psychological aspects of natural resources; and economic impact analysis. Before coming to the Coastal Services Center, he was employed by the National Park Service, Social Science Program in Washington, DC. Over the past ten years Chris has engaged in research, instruction on a variety of nature-based, managerial, and professional development topics. Audiences have ranged from K-12 to collegiate. In addition, Chris is an adjunct faculty member at the College of Charleston where he works with students on human dimensions based research in a variety of coastal settings. Chris completed his Ph.D. in Coastal Resources Management in May 2005, from East Carolina University.

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<b>Christina Ballantyne</b> <b>Senior Research Officer</b> <b>Murdoch University</b>	<b>C.Ballantyne@murdoch.edu.au</b> <b>+61 8-9360-2289</b> <b>Murdoch, Western Australia</b>
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As part of Murdoch University's Educational Development Unit, Christina works mainly in evaluation of educational programs/teaching within a university. She also performs survey research work for clients using an online survey system.

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<b>Christina Kakoyannis</b> <b>Evaluation Officer</b> <b>National Fish and Wildlife Foundation</b>	<b>christina.kakoyannis@nfwf.org</b> <b>202-595-2462</b> <b>Washington, DC</b>
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Christina currently serves as an evaluation officer for the National Fish and Wildlife Foundation, where she works with program directors to ensure that NFWF programs are designed and implemented to measure outcomes and continuously improve. Previously, she was an American Association for the Advancement of Science Fellow in the U.S. EPA's Evaluation Support Division, which included a detail at the U.S. Office of Management and Budget. Prior to becoming a Fellow, she was a Faculty Research Associate for the Department of Forest Resources at Oregon State University. She has been active in the field of program evaluation and served on the Executive Council of the Oregon Program Evaluator's Network, a local affiliate of the American Evaluation Association. Christina holds a B.A. in Biology from Franklin & Marshall College, a M.S. in Forestry from Michigan State University, and a Ph.D. in Forest Resources from Oregon State University.

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<b>Christine McCay</b> <b>Program Evaluator</b> <b>National Oceanic and Atmospheric Administration</b>	<b>chris.mccay@noaa.gov</b> <b>301-563-1163</b> <b>Silver Spring, MD</b>
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In the National Policy and Evaluation Division of NOAA's Office of Ocean and Coastal Resource Management, Christine evaluates state coastal management programs and national estuarine research reserves funded by the federal Coastal Zone Management Act. These are ongoing programs that are programmatically evaluated every 3-5 years by NOAA, the federal partner to the coastal programs and research reserves.

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<b>Chuck Herrick (<i>Speaker</i>)</b> <b>Executive Vice President</b> <b>Stratus Consulting Inc.</b>	<b>cherrick@stratusconsulting.com</b> <b>202-741-1234</b> <b>Washington, DC</b>
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Chuck Herrick is Executive Vice President of Stratus Consulting, Inc. He has more than 20 years of experience in applied environmental policy analysis, program evaluation, and the synthesis of science data and findings in a policy context. Prior to joining Stratus Consulting, he was Associate Director of the White House Council on Environmental Quality (CEQ); and Assistant Director of the U.S. National Acid Precipitation Assessment Program. He has published articles in journals such as Policy Sciences, Environmental Science and Policy, Global Environmental Change, Issues in Science and Technology,

## Participant Biographies (continued)

Philosophy and Public Policy Quarterly, and Science, Technology, and Human Values. He is Adjunct Assistant Professor in the American University, Department of Biology, Professional Science Masters Program, where he teaches Environmental Ethics. He frequently serves in a peer review capacity for various U.S. National Academy of Science panels, including a recent initiative addressing decision making under uncertainty in the arena of climate change. Dr. Herrick holds a PhD in public policy from the American University in Washington, D.C., an MA in political theory from the University of Colorado-Boulder (Center for the Study of Values and Social Policy), and a BA in political science from Fort Lewis College in Durango, Colorado.

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**Claudia Romero (*Speaker*)**

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**Affiliate Assistant Professor of Biology**

352-392-1468

**University of Florida**

**Gainesville, FL**

A biologist by early training and later an applied conservation ecologist and bark physiologist, Claudia left her native Colombia in 1995 after directing a national park and starting the National Park Division of Planning and Management at the Ministry of the Environment. Her continuing goal is to help keep tropical forests standing through recognizing their many values, especially where strict preservation is not an option. She strives to understand what makes conservation interventions succeed or fail from economic and political ecology perspectives, with a biologist's regard for the evolutionary and ecological reasons why trees and forests respond as they do to disturbances, harvesting, and disease. She has invested substantially in designing and teaching short-courses on research methods for early-career scientists in South East Asia, South Africa, and South America. These courses focus on inter- and trans-disciplinary insights into conservation and resource management. She is currently involved in efforts to advance integrated graduate training and research on climate change mitigation and adaptation in Africa and South America.

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**Connie Kubo Della-Piana**

**Program Director**

**U.S. National Science Foundation**

**Arlington, VA**

Connie combines evaluation and organizational communication to conduct and provide oversight of evaluation of Science, Technology, Engineering, and Mathematics education and research. She has been involved in program level evaluation at the National Science Foundation since 2002 working in the Office of Integrative Activities and the Division of Undergraduate Education.

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**Craig Aiello**

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**Acting Division Director, Strategic and Performance Planning Division**

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**USDA Natural Resource Conservation Service**

**Washington, DC**

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**Dale A. Pahl**

**Office of Research and Development**

**U.S. Environmental Protection Agency**

**Durham, NC**

Dale's professional focus is environmental and public health program theory, ensuring that the links among scientific knowledge, policy, decision-making, and evaluation are explicit, systemic, and iterative.

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**Dan Klaus**

**Environmental Protection Specialist**

**OECA, U.S. Environmental Protection Agency**

**Washington, DC**

Dan has been an Environmental Protection Specialist at EPA since 2005.



## Participant Biographies (continued)

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<b>Daniel Hayden (<i>Speaker</i>)</b>	dhayden@rareconservation.org
<b>Director, Global Programs Operations</b>	703-225-8036
<b>Rare</b>	Arlington, VA

Daniel is Director of Global Program Operations for Rare, [www.rareconservation.org](http://www.rareconservation.org). Rare focuses on engaging local communities through the use of social marketing to change behaviors that threaten the local ecosystem. Daniel is responsible for systematic quality management and improvement efforts for Rare's signature Pride campaigns. Rare uses a combination of traditional audit functions, systematic program management, and statistical analysis to drive improvement efforts. Prior to joining Rare, Daniel worked in the marketing practices of the consulting firms MarketBridge, Oliver Wyman, and the Corporate Executive Board. He earned a AB *cum laude* in Economics and History from Hamilton College, and an MBA in Marketing and Finance from Northwestern University's Kellogg School of Management.

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<b>Daniel Semick</b>	semickd@gao.gov
<b>Senior Analyst</b>	202-512-6936
<b>U.S. Government Accountability Office</b>	Washington, DC

As a senior analyst at GAO's Natural Resources and Environment group, Dan has evaluated EPA's workforce planning, environmental justice efforts, and commitments under international environmental agreements; DOE's nuclear nonproliferation programs; and NOAA's remote sensing activities. Currently he is examining EPA's network of laboratories.

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<b>Danielle Conboy (<i>Facilitator</i>)</b>	dconboy@tnc.org
<b>Director, Conservation Data &amp; Info Systems</b>	703-841-8137
<b>The Nature Conservancy</b>	Arlington, VA

Danielle provides leadership and coordination to improve the management, access, and use of core Conservancy conservation data and information systems. As Director of the CDIS team she focuses on implementing the Conservancy's Conservation Information Systems Strategy (CISS) and improving TNC's data and information systems to enable better decision-making, collaboration across the organization, and to enhance our ability to leverage our investments in data and systems more broadly with partners. Danielle's background includes over a decade's worth of experience working for similarly decentralized organizations, providing environmental and geospatial technical consulting support, managing teams tasked with assessing data and information systems needs, and developing innovative solutions. She also spent time managing site-based conservation activities in the NJ Pine Barrens for Colorado State University's Center for Ecological Management of Military Lands. Danielle has a B.S. in Biology from Duke University and a Master's in Conservation Biology from Yale University.

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<b>David Callihan</b>	dcallihan@msi-inc.com
<b>Director, Management Systems International</b>	Charlottesville, VA

David has worked in evaluation for about twenty years. For four years, he worked on a WWF/USAID Project in Namibia on a community-based NRM program (responsible for results-based management) and, more recently, has led evaluations of the US Fish and Wildlife Service's Endangered Species (Section 10/HCP) Program and the National Wildlife Refuge System Program.

## Participant Biographies (continued)

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**David Widawsky** widawsky.david@epa.gov  
**Associate Director, National Center for Environmental Innovation** 202-566-2215  
**U.S. Environmental Protection Agency** Washington, DC

David Widawsky is the Associate Director in EPA's National Center for Environmental Innovation. He leads initiatives to identify and promote improved economic performance through improved environmental performance. David co-leads an interagency workgroup fostering collaboration among federal agencies - to support small and medium-sized enterprises. Since late 2007, he has worked to build a collaborative, inter-agency federal network to promote Green Jobs and sustainable economic development.

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**Diaa Ahmed** diahmed@yahoo.com  
**Physicist**  
**Utrecht University** Utrecht, Netherlands  
Diaa is a particle physicist, interested in energy issues. He has a particular interest in solar energy.

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**Diana Lane (*Speaker*)** dlane@stratusconsulting.com  
**Managing Scientist** 860-704-8564  
**Stratus Consulting, Inc.** Middletown, CT  
Diana Lane is an ecologist who specializes in the evaluation of environmental projects. She has particular interest in the intersection of evaluation and climate change and spoke on this topic at the Environmental Evaluators Networking Forum in 2008. Her work on climate issues has addressed a wide range of ecosystems from coral reefs to insect invasions in western forests. She also focuses on the evaluation of environmental restoration projects. Dr. Lane is a managing scientist at Stratus Consulting. She holds a PhD in Ecology from the University of Illinois at Chicago, an MS in Rangeland Ecosystem Science from Colorado State University, and a BA in Biology from Harvard University.

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**Donald C. Outen** douten@baltimorecountymd.gov  
**Natural Resource Manager** 410-887-4488 x238  
**Baltimore County Dept. of Environmental Protection and Resource Management** Towson, MD  
Donald has worked in land use planning and environmental management for 37 years in Maryland at the state, regional, and local levels of government and in academia. He currently manages Baltimore County's Forest Sustainability Program.

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**Dondra Ward** ward.dondra@epa.gov  
**Program Analyst** 202-564-3842  
**U.S. Environmental Protection Agency** Washington, DC  
Dondra is a junior level program analyst for the Office of Planning, Analysis, and Accountability office in the Office of the Chief Financial Officer at the Environmental Protection Agency. As a graduate from the University of Pittsburgh with a degree in psychology, she uses her analytical and practical research background to evaluate programmatic performance data for agency internal and external reporting.

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**Drew Burnett** burnett.andrew@epa.gov  
**Environmental Education Specialist** 202-564-0446  
**U.S. Environmental Protection Agency** Washington, DC  
Working in the Office of Environmental Education, Drew has most recently been involved in supporting the My Environmental Education Evaluation Assistant, a one-stop-shop on the internet for EE evaluation resources for program managers and educators with beginning to intermediate evaluation experience.

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## Participant Biographies (continued)

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**Dwight Trueblood** dwight.trueblood@noaa.gov  
**Co-Director, Cooperative Inst. for Coastal and Estuarine Environmental Tech.** 603-862-3580  
**National Oceanic and Atmospheric Administration** Durham, NH

Dr. Dwight Trueblood is currently the Co-Director of NOAA's Cooperative Institute for Coastal and Estuarine Environmental Technology and Program Manager for the NERRS Science Collaborative. Both programs focus on moving research information and technology into the hands of coastal decision makers.

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**Eleanor Chelimsky (*Speaker*)** eleanor.chelimsky@gmail.com  
**Evaluation Policy Task Force** 216-848-0990  
**American Evaluation Association** Shaker Heights, OH

Eleanor Chelimsky has been an evaluator for many years, first at NATO, where she worked at the international level to perform defense studies and improve the data systems then available to support evaluation; then at a not-for profit consulting firm, The MITRE Corporation, where she directed evaluations for executive branch agencies; and finally, at a legislative agency, the GAO, where she ran an evaluation unit of about 100 social scientists (the Program Evaluation and Methodology Division) doing evaluations for the Congress. Under her leadership, PEMD pioneered the use of new methodologies and performed evaluations in almost every subject area. She was President of the Evaluation Research Society and of the American Evaluation Association and received GAO's top honor, the Comptroller General's Award. She is currently a member of AEA's Evaluation Policy Task Force, working on ways to improve both the understanding and performance of evaluation in the Federal Government.

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**Elizabeth Kennedy** ekennedy@ra.org  
**Director, Evaluation and Research** 304-707-8921  
**Rainforest Alliance** Martinsburg, WV

Elizabeth has worked in the non-profit conservation sector for over 10 years, acting as head of M&E units for both Conservation International and Rainforest Alliance.

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**Elizabeth McMahon** elizabeth.mcmahon@noaa.gov  
**Deputy Director, Teacher at Sea Program**  
**National Oceanic and Atmospheric Administration** Silver Spring, MD

Elizabeth is Deputy Director of NOAA's Teacher at Sea Program, whose mission is to give teachers a clearer insight into our ocean planet, a greater understanding of maritime work and studies, and to increase their level of environmental literacy by fostering an interdisciplinary research experience.

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**Elizabeth O'Neill (*Speaker*)** elizabeth.oneill@wwfus.org  
**Conservation Auditor** 202-445-0490  
**World Wildlife Fund International** Boulder, CO

As the Conservation Auditor for WWF International, Elizabeth O'Neill leads conservation program evaluations in support of strategic planning and organizational development efforts. WWF programs reviewed recently include Eastern and Southern Africa and the Greater Mekong. Prior to joining WWF, Ms. O'Neill was an independent consultant working on planning and evaluation projects for The Nature Conservancy, Conservation International (CI), the Conservation Measures Partnership (CMP); and the Campaign Against Tiger Trafficking. Ms. O'Neill also worked for five years as a strategic planning and evaluation specialist for CI, producing its first regional strategic planning framework; developing its

## Participant Biographies (continued)

first program and strategy evaluation process; representing CI to the CMP; and leading a program tasked with refining CI's protected area and landscape scale conservation strategies. Ms. O'Neill holds a B.S. in Natural Resources Management from Cornell University and an M.S. in Sustainable Development and Conservation Biology from the University of Maryland.

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**Elizabeth Pallatto** liz.pallatto@sierraclub.org  
**Training Specialist** 415-977-5674  
**Sierra Club** San Francisco, CA

Liz has designed and delivered training programs at the Sierra Club for 9 years, in the areas of leadership development, team training, strategic planning and community organizing. Currently, Liz is transitioning into work that involves program design and evaluation that will be better integrated with training intervention and ROI assessment.

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**Emily Frost**  
**Associate**  
**Pew Environment Group** Washington, DC  
Emily is an Associate at The Pew Charitable Trusts. She works on outreach for the Marine Science group, including the Lenfest Ocean Program.

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**Erica Kim** ekim@fs.fed.us  
**Program Specialist, Performance and Accountability** 202-205-0811  
**U.S. Forest Service** Washington, DC  
Erica responds to internal and external audits of the wildland fire program for the Fire and Aviation Management part of Forest Service. She also works on program accountability and performance issues.

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**Eugenia Schenecker**  
**Analyst** Washington, DC  
Eugenia was formerly an economist at the U.S. Department of Labor.

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**Eun-Hee Kim** eunheek@gwu.edu  
**Assistant Professor** 202-994-1889  
**George Washington University** Washington, DC  
Eun-Hee joined the Department of Strategic Management and Public Policy at the George Washington University in 2009 as an assistant professor. Her research interests include corporate governance, green strategy, energy and sustainability, and business and government.

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**Evan Green** evan.green@baastel.com  
**Partner and International Project/Program Manager and Evaluator** 819-329-4490  
**Baastel** Gatineau, Quebec, Canada  
Evan is a Partner and Senior Manager at Baastel and has extensive experience in project/program management, monitoring and evaluation, capacity building, strategic planning and results-based management. As an environmental specialist with particular expertise in biodiversity, climate change, disaster risk management and water management, Evan has managed mandates with numerous bilateral development agencies, government departments and international organizations, including the Canadian International Development Agency, the Global Environmental Facility, the United Nations Development Program, the United Nations Environment Programme, the World Food Program, the World Bank and the Organization of American States. Evan works in English, French and Spanish, and

## Participant Biographies (continued)

since 2006 has managed Baastel's collaborations in the Caribbean, in particular in disaster risk management, cooperating extensively with the Caribbean Disaster Emergency Management Agency, the Caribbean Development Bank, the Inter-American Development Bank, the Pan-American Health Organization and others, as well as with numerous national disaster organizations in the region.

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**Gary Shu** gshu@usaid.gov  
**Environment Officer** 202-712-5569  
**U.S. Agency for International Development** Washington, DC  
Gary works in the Bureau for Economic Growth Agriculture and Trade and is focused on energy and urban issues.

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**Gerald Filbin (*Facilitator*)** filbin.gerald@epa.gov  
**Director, Innovative Pilots Division** 202-566-2182  
**U.S. Environmental Protection Agency** Washington, DC  
Jerry works currently in the National Center for Environmental Innovation, part of U.S. EPA's office of Policy, Economics and Innovation. His background includes evaluation of community-based environmental programs and community-based delivery of public health services related to HIV/AIDS.

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**Ginger Hinchcliff** ginger.hinchcliff@noaa.gov  
**Division Chief** 843-740-1184  
**National Oceanic and Atmospheric Administration** Charleston, SC  
Ginger has been working in coastal management for the past 30 years. She joined NOAA's Coastal Services Center in Charleston, SC, in 1999 and currently serves as the division chief for Coastal Management Services. Coastal Management Services links the ocean and coastal resource management community with information, products and services focusing on the social component of the ecosystem approach to coastal management.

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**Ginger Potter (*Facilitator*)** potter.ginger@epa.gov  
**Sr. Education Specialist** 202-564-0453  
**U.S. Environmental Protection Agency** Washington, DC  
Ginger is Senior Education Specialist in the Office of Environmental Education. Her responsibilities include supporting research and evaluation projects and programs. She is also the Director of the National Network for Environmental Studies (NNEMS) Program and DFO for the National Environmental Education Advisory Council.

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**Glenn Page (*Speaker, Facilitator*)** ggpage@mac.com  
**President/CEO** 443-451-7211  
**Sustainamatrix** Baltimore, MD  
Glenn joins us as the founding president/CEO of SustainaMetrix, located at Johns Hopkins University. He has over 25 years experience in ecosystem-based management, working primarily on coastal/ocean/watershed issues. He has a long list of professional experiences building conservations programs from ground up leading design, implementation and evaluation at such organizations as the National Aquarium in Baltimore. Most recently he has pioneered the development of an ecosystem based assessment process for program stakeholders to plan, implement, and evaluate their own programs to foster adaptive learning and knowledge sharing. He serves as a lead evaluator for several Interdisciplinary PhD programs at Scripps Institute of Oceanography and Center for Urban Environmental Research and Education at University of Maryland Baltimore County. Other partners

## Participant Biographies (continued)

include the United Nations Equator Initiative, USAID Ghana, Africa Program, US Fish and Wildlife Chesapeake Bay Field Office, Washington College Center for Environment and Society and many more.

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**Greg Gervais** greg.gervais@noaa.gov  
**Program Analyst** 301-563-7108  
**National Oceanic and Atmospheric Administration** Silver Spring, MD  
Greg is a coastal program evaluator with NOAA's Office of Ocean and Coastal Resource Management. He came to coastal zone management after 15 years in hazardous waste cleanup and project management for several federal agencies.

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**Guy Robertson** grobertson02@fs.fed.us  
**Sustainability Program Leader** 703-605-1071  
**U.S. Forest Service** Arlington, VA  
Guy is the National Sustainability Program Leader with US Forest Service Research and Development. His current work is focused on the application of criteria and indicators for forest sustainability and the development of the data streams and reporting mechanisms needed to support it.

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**Hedrick Strickland** hedrick998@yahoo.com  
Hedrick has just finished his first year of graduate school in Duke University's Nicholas School of the Environment. He is an intern at the EPA this summer and will be doing GIS for the committee evaluating a paint management pilot program in Oregon.

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**Helen E. Fox (Facilitator)** Helen.Fox@wwfus.org  
**Senior Marine Scientist** 202-495-4793  
**World Wildlife Fund-US** Washington, DC  
For the WWF-US Conservation Science Program, Dr. Helen E. Fox provides technical and scientific support to the marine places where WWF works, with a focus on the Coral Triangle. She is conducting interdisciplinary research to examine links between marine protected areas (MPAs), sustainable fishing, and livelihoods in order learn how to design MPAs to deliver benefits to people as well as biodiversity. Helen joined WWF-US in 2004, after her TNC/D.H. Smith Conservation Research Fellowship at the Hawaii Institute of Marine Biology. She received her Ph.D. from UC Berkeley in 2002, investigating coral recovery and rehabilitation options from blast fishing in Indonesia.

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**Holly C. Hartmann (Speaker)**  
**Director, Arid Lands Information Center**  
**University of Arizona** Tucson, AZ  
Dr. Holly Hartmann is Director of the Arid Lands Information Center at the University of Arizona (UA), and a research scientist with the Climate Assessment for the Southwest (CLIMAS). Holly's work is aimed at making climate and water research more usable, based on engagement with stakeholders, development of decision support resources and tools, and transition of decision support into sustainable operations. Specific research projects address climate and hydrologic forecasts, climate change scenario planning and risk management, water policy in the US West, and collaborative software development. Holly serves on the Climate Working Group of the NOAA Science Advisory Board. She is a member of the American Meteorological Society's (AMS) Committee on Climate Services and the AMS Board of Economic Enterprise Development, which address the roles of the public, private, and academic sectors in connecting science and decision making. She is on the Board of the International Environmental Modeling and Software Society and the Editorial Board of their journal, *Environmental*

## Participant Biographies (continued)

*Modeling and Software.* Holly received her MS degree in water resources management from the University of Michigan and her PhD in hydrology and water resources from the University of Arizona.

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**Indhu Sekar**

**Senior Evaluation Officer**

**U.S. Department of State**

**Washington, DC**

Indhu is a Senior Evaluation Officer in the Evaluation Division, Office of Policy and Evaluation in the Bureau of Educational and Cultural Affairs, Department of State, where she works on evaluations and performance measurement initiatives of the Bureau's professional and cultural programs. Prior to working at the Evaluation Division, she evaluated programs for community-based organizations in Adelaide, Australia and Pittsburgh, Pennsylvania. She has a Master's of Science in Public Policy and Management and a Bachelors of Science in Ethics, History and Public Policy, both from Carnegie Mellon University.

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Jaelith spent almost five years with the Government Accountability Office as an analyst reviewing natural resource programs, primarily focusing on the Endangered Species Act. She then spent two years at The Wilderness Society as a wildland fire policy analyst, where she worked on budget and performance measure issues. Jaelith currently works for the Forest Service in the area of Performance Accountability, focusing on the Fire Program's 40 national performance measures and interfacing with OIG and GAO auditors regularly.

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**James Shambaugh**

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James is currently a Senior Evaluation Officer with U.S. Department of State's Office of Policy and Evaluation. Previously he served as Evaluation Specialist with the Peace Corps, and he worked with various international conservation and development NGOs.

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**Janet Baran**

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**Program Analysis and Evaluation**

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Janet is a Program and Management Analyst in the Office of Program Analysis and Evaluation (PA&E) as the analyst for NOAA's Ecosystems Goal. Her role is to evaluate and assess the Ecosystem Goal and associated nine programs proposed for future work at NOAA. Before coming to NOAA, Janet received her Ph.D. and M.A. from Columbia University in Marine Geophysics. Her thesis used multichannel seismic and gravity data to determine the shallow crustal structure of the Southeast Indian Ridge.

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**Jared Hardner**

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**Amherst, NH**

Jared has conducted evaluations of conservation programs in the United States, Latin America, Africa, and Asia for public and private sector clients including: National Fish and Wildlife Foundation, USAID, and Gordon & Betty Moore Foundation.

## Participant Biographies (continued)

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**Jason Bossie** bossie.jason@epa.gov  
**Policy Analyst** 202-564-1544  
**U.S. Environmental Protection Agency** Washington, DC  
Jason works for the EPA's Office of the Chief Financial as a policy analyst. He works on key issues related to the Strategic Plan, Annual Plan and Budget, and performance management.

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**Jason Chasse** jason.chasse@noaa.gov  
**Analyst** 301-713-1622  
**National Oceanic and Atmospheric Administration** Silver Spring, MD  
Jason is an analyst in NOAA's Program Planning and Integration office, with a background in health & public administration working with interagency programs and multi-mission assets with DoD, FDA, FAA, military, NOAA, NASA and NIH.

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**Jeff Wasbes (*Speaker*)** jwasbes@gmail.com  
**Rockefeller College of Public Affairs and Policy** 518-669-1536  
**University at Albany - SUNY** Rensselaer, NY  
Jeff Wasbes is a researcher and analyst for Research Works, Inc., located in Albany, New York. He is completing his MPA degree at the Rockefeller College of Public Affairs and Policy at the University at Albany where he is concentrating in Decision and Policy Sciences. His interests lie in the use of complex systems modeling to inform decision making and organizational learning. Jeff has worked as an educator and an evaluator for nearly 10 years. He lives in Rensselaer, NY with his wife and son.

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**Jeffrey Harris (*Speaker*)** harris.jeffrey@epa.gov  
**Director** 202-566-0831  
**U.S. Environmental Protection Agency** Washington, DC  
Jeffrey Harris is Director of Program Evaluation for Cross-Media Issues at the U.S. Environmental Protection Agency's Office of Inspector General. He has been a professional evaluator for over 25 years. Previous positions include Senior Analyst in the Office of Advanced Research and Methods at the U.S. Government Accountability Office and Land Use Analyst for Consolidated Edison of New York. In addition to the environment, he has extensive evaluation experience in defense and international issues.

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**Jennifer Hammond** jennifer.hammond@noaa.gov  
**Program Director, Teacher at Sea Program**  
**National Oceanic and Atmospheric Administration**  
The mission of the National Oceanic and Atmospheric Administration's (NOAA) Teacher at Sea (TAS) program is to give teachers a clearer insight into our ocean planet, a greater understanding of maritime work and studies, and to increase their level of environmental literacy by fostering an interdisciplinary research experience.

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**Jensen Montambault** jmontambault@tnc.org  
**Conservation Measures Specialist** 434-295-6106  
**The Nature Conservancy** Charlottesville, VA  
Jensen helps conservation programs in The Nature Conservancy assess the impacts of their conservation work and improve their adaptive management through quantitative and qualitative ecological monitoring. She previously worked with programs at Conservation International, National Fish and



## Participant Biographies (continued)

Wildlife Foundation, U.S. Peace Corps, University of Florida, Virginia Museum of Natural History, and Jackson (MI) Community College.

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**U.S. Environmental Protection Agency** Washington, DC

Jessica currently works in the Office of the Chief Financial Officer in the Office of Planning, Analysis, and Accountability. She is team lead for the Annual Performance and Accountability Report and works directly with the Office of Chemical Safety and Pollution Prevention in areas such as performance measures, EPA's annual budget, and strategic planning.

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**Jill Ferguson (*Speaker*)** ferguson.jill@epa.gov  
**Project Manager** 202-566-2718  
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Jill Ferguson is a Project Manager in the U.S. EPA's Office of Inspector General. Since joining the EPA OIG in 2002, Jill has worked on a variety of evaluations, including reviews of EPA's drinking water programs, ENERGY STAR product testing, contaminated sediments in the U.S. Great Lakes, voluntary greenhouse gas reduction programs, and the Toxic Substances Control Act. She is currently working on an evaluation of the impacts of EPA's Recovery Act efforts. Jill holds a Bachelor of Science from the State University of New York College of Environmental Science and Forestry at Syracuse and a Master of Environmental Management from Yale.

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**Joe Abe** jabe@dnr.state.md.us  
**Coastal Policies and Project Review Specialist** 410-260-8740  
**Maryland Department of Natural Resources** Annapolis, MD

Joe is currently a Coastal Policies and Project Review Specialist with the Maryland's Chesapeake and Coastal Program, Maryland Department of Natural Resources. In this capacity he manages staff and projects that related to climate change, sustainability, bay restoration, coastal hazards, and smart growth. With over twenty five years of professional experience, Joe's work bridges the worlds of the environment, energy, technology and economic development. His roles have included strategic planning consultant, published writer, workshop leader, environmental scientist/futurist, nonprofit entrepreneur, professional coach, consulting hydrogeologist, and community association president and board director.

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**Joe Montoni** jmontoni@omb.eop.gov  
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**Johanna Morariu (*Speaker*)** jmorariu@innonet.org  
**Senior Associate** 202-728-0727  
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Johanna joined Innovation Network in 2006. As Senior Associate she leads and contributes to Innovation Network's evaluation consulting projects. She is skilled in all aspects of evaluation, including logic model and theory of change development, evaluation planning, outcomes planning, data collection tool development, data collection, and qualitative and quantitative data analysis. She works with many different types of organizations, including funders, direct service organizations, and advocacy organizations. In addition to her consulting work, Johanna also manages Innovation Network's research.

## Participant Biographies (continued)

Johanna is an active member in the American Evaluation Association, especially in the Advocacy and Policy Change Topical Interest Group (TIG) and the Environmental Program Evaluation TIG. Johanna received her B.A. in International Relations and History from Penn State University and her M.A. in Political Science from George Mason University.

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**John Heffelfinger** heffelfinger.john@epa.gov  
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**U.S. Environmental Protection Agency** Washington, DC

John serves as a Senior Advisor in the Evaluation Support Division of the U.S. EPA's Office of Policy, Economics and Innovation (OPEI), in the National Center for Environmental Innovation. John helps lead EPA's efforts to promote institutional learning and system change through evaluation of EPA's programs and communication of evaluation findings and lessons learned.

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**John Stephenson (*Speaker*)** stephensonj@gao.gov  
**Director** 202-512-6225  
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Mr. Stephenson is currently the Director of Natural Resource and Environment issues for the U.S. Government Accountability Office—the independent investigative arm of the Congress. In that capacity, he has for the past ten years directed numerous studies and research projects, issued hundreds of reports, and testified on many occasions before several Senate and House Committees. His work has provided invaluable assistance to the Congress in its oversight and legislative role on diverse environmental protection issues such as clean air, clean water, safe drinking water, chemical controls, toxic substances, climate change, superfund, and hazardous materials spill prevention and cleanup, as well as critical infrastructure protection. Mr. Stephenson holds a BS degree in Industrial Management from Purdue University, an MBA from Xavier University, and is a graduate of the Harvard Kennedy School of Government's Senior Executive Fellows program. He lives in Fairfax Station, Virginia with his wife, 13-year old daughter, and 11-year old son.

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**Jon Silberman** silberman.jon@epa.gov  
**Senior Attorney** 202-564-2429  
**U.S. Environmental Protection Agency** Washington, DC

Jon is a Senior Attorney in the EPA's Office of Compliance-National Planning, Measures, and Analysis Staff. While involved in many aspects of measurement and evaluation, his areas of specialization are measuring compliance and deterrence.

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**Jonathan D. Breul (*Speaker*)** jonathan.d.breul@us.ibm.com  
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Jonathan D. Breul is Executive Director of the IBM Center for The Business of Government and a Partner in IBM Global Business Services. The IBM Center helps public sector executives improve the effectiveness of government with practical ideas and original thinking. The Center annually sponsors two dozen independent research reports by top minds in academe and the non-profit sector, produces a weekly Business of Government Hour radio show, and publishes the biannual Business of Government magazine which is distributed to all government executives. Formerly Senior Advisor to the Deputy Director for Management in the Office of Management and Budget, Mr. Breul served as OMB's senior career executive with primary responsibility for government-wide general management policies. He helped develop the President's Management Agenda, was instrumental in establishing the President's Management Council, and led the development and government-wide implementation of the

## Participant Biographies (continued)

Government Performance and Results Act. In addition to his OMB activities, he helped Senator John Glenn (D-Ohio) launch the Chief Financial Officers (CFO) Act. He also served for eight years as the U.S. delegate and elected vice chair of the Paris-based Organization for Economic Cooperation and Development's (OECD) Public Management Committee. Mr. Breul is an elected Fellow of the National Academy Public Administration (NAPA), leads the Government Performance Coalition, and is an adjunct Professor at Georgetown University's graduate Public Policy Institute. He holds a Masters of Public Administration from Northeastern University, and a Bachelor of Arts from Colby College.

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Joseph's staff at the Office of the CFO / Office of Planning, Analysis, and Accountability directs EPA's implementation of the Government Performance and Results Act and the Agency's performance management system. They also lead EPA's environmental futures/foresight and performance analysis efforts to support Agency strategic and annual planning and decision-making.

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<b>Program Evaluator</b>	402-217-3872
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Juan Paulo has worked as a research specialist at the University of Nebraska Public Policy Center (PPC) since May 2007. Before joining PPC, Dr. Ramirez worked as a scientific writer for Micro-Images, Inc., a private company in Lincoln, NE, that created the GIS software TNTmips. Juan Paulo is interested in human-environmental evaluations, and prediction of land cover changes through the use of GIS and remote sensing analysis. Juan Paulo has experience designing surveys, data collection, statistical analysis, website designs, and the use of Geographic Information Systems. Dr. Ramirez also holds a faculty position in the Geography Department at the University of Nebraska where he teaches Geography of Latin America as an on-line and lecture class. Juan Paulo received his Ph.D. in Geography at the University of Nebraska-Lincoln in 2002, where he also earned his Master's Degree. He received his B.A. in Geography from Pontificia Universidad Católica de Chile. As a native of Chile, he visits his country regularly and keeps track of his disseminated family in the United States of America, Italy and Spain.

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<b>Judy Braus</b>	jbraus@audubon.org
<b>Senior Vice President, Education and Centers</b>	703-346-4741
<b>National Audubon Society</b>	<b>Washington, DC</b>

Judy has been actively involved in national and international environment and education efforts for almost three decades. She has successfully managed the education and outreach departments at 3 national and international conservation organizations: the National Audubon Society, World Wildlife Fund, and the National Wildlife Federation. She was also the manager of environmental education programming at the U.S. Peace Corps. She has led many international environmental education projects, facilitated leadership workshops and conferences in dozens of countries, been the chief editor of several successful national publishing efforts focused on environmental education, and published in numerous nationally recognized periodicals and books. Her areas of expertise include environmental education, project management and strategic planning, leadership training and facilitation, conservation planning, writing and publishing, curriculum and web development, fundraising, and evaluation.

## Participant Biographies (continued)

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**Judy Lieberman** lieberman.judy@epa.gov  
**Environmental Scientist** 202-564-8638  
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Judy has worked at EPA since 1991. In the Office of Planning, Analysis and Accountability, she works on performance measurement, with a focus on national reporting. Her main area of interest is assuring the quality and consistency of performance data.

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**Julie Hyman**  
**Program Analyst**  
**U.S. Environmental Protection Agency** Washington, DC  
Julie works in the Office of Research and Development.

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**Kalle Matso (*Speaker*)** kalle.matso@unh.edu  
**Program Manager** 603-862-3508  
**University of New Hampshire** Durham, NH  
Kalle currently works for two research funding organizations; he is the program manager for the Cooperative Institute for Coastal and Estuarine Environmental Technology (CICEET), where his primary responsibility is to develop and implement new approaches to linking research to coastal decision making. He is also an investigator on a five-year research funding program called the NERRS Science Collaborative. Kalle received his B.A. in English in 1989 from the Colorado College and spent eight years in the field of journalism before attending the University of New Hampshire (UNH) and receiving his M.S. in Natural Resources in 2000, studying seagrass ecology. Kalle then joined CICEET where he has worked ever since. He is currently pursuing a PhD in the Natural Resources and Earth Systems Science program at UNH and his dissertation is titled, "Supporting More Useful Science: New methods for designing, implementing and assessing applied coastal research."

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**Kara Crohn (*Facilitator*)** karac@researchintoaction.com  
**Senior Project Analyst** 951-742-5619  
**Research Into Action** Riverside, CA  
Dr. Kara Crohn recently started a Southern California office for Research Into Action, a social marketing and evaluation research firm that specializes in the fields of energy efficiency, renewable energy, and natural resource management. She serves as Program Co-Chair for the American Evaluation Association's Environmental Program Evaluation Topical Interest Group and as a Vice Chair for the Association of Energy Service Providers' Market Research, Evaluation & Greenhouse Gas Committee. She has a Ph.D. and M.A. in Education from UCLA, with an emphasis on program evaluation, and a B.A. in Sociology.

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**Karen Harris** karen.harris@valley.net  
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**Karen Harris Consulting** Norwich, VT  
Karen is an independent consultant providing evaluation, strategic and program planning, facilitation, and organizational assessment services to foundations and non-profit organizations. Her areas of policy expertise include climate, energy, and land conservation, with additional experience working marine fisheries, environmental education, and workforce development issues. Recent clients include the John Merck Fund, Doris Duke Charitable Foundation, Packard Foundation, and the Land Trust Alliance

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## Participant Biographies (continued)

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**Karen Eason** karen.eason@noaa.gov  
**Program Analyst** 301-713-9075 x160  
**National Oceanic and Atmospheric Administration** Silver Spring, MD

Karen acts as a Program Analyst and Liaison to the Programs under NOAA's Ecosystem Goal Team (EGT). In this role she assists Programs as they produce their Program Operating Plans, contributes to plan analysis for development of the Goal's Strategic Portfolio Analysis, and works with Program staff and EGT staff to support development of the EGT Program Plan. Prior to coming to the EGT, her main focus was work in the area of marine invasive species. Karen holds a B.S. in Biology from Humboldt State University and a M.S. in Marine Science from University of California Santa Cruz.

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**Karen Kashmnain Oates** koates@nsf.gov  
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Dr. Karen Kashmnain Oates currently serves as the Deputy for the Division of Undergraduate Education at the National Science Foundation. Prior to joining NSF, Karen was the founding Provost at Harrisburg University of Science and Technology, Associate Dean and Director at George Mason University, as well as and the Co-P.I. on a large, national dissemination grant entitled SENCER- Science Education for New Civic Engagements and Responsibilities. She has also served as the co-lead for the Climate Change Education Partnership Program at NSF.

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**Karen Phair** kcphair@oakfnd.org  
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Karen has been with the Oak Foundation since 2000. In addition to supporting the North American climate change and marine conservation programs, she will be coordinating the monitoring and evaluation efforts for Oak's environment programs worldwide.

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**Kate Barba (*Facilitator*)** kate.barba@noaa.gov  
**Chief, Policy & Evaluation Division** 301-563-1182  
**National Oceanic and Atmospheric Administration** Silver Spring, MD

Kate joined NOAA in 1999, and currently oversees policy and evaluation for OCRM's suite of coastal and ocean resource management programs managed under the Coastal Zone Management Act; Coral Reef Conservation Program, and the Marine Protected Areas Center, supporting a dynamic team of evaluation specialists and program and policy analysts. Current cross-program policy and project efforts in OCRM focus on developing recommendations for consideration of climate change in program investments, supporting place-based innovations in climate adaptation and smart growth in the coastal zone, regional governance, and coastal and marine spatial planning. Ms. Barba has twenty-nine years experience in environmental program management and evaluation, education, communications and capacity building initiatives in diverse domestic and international settings working with multi-disciplinary teams on the ground at local, regional, national and multi-national scales to design and implement development programs and initiatives under the auspices of Peace Corps, USAID, Department of State, and as a consultant for non-profit organizations. Kate has a BS in Environmental Conservation from the University of New Hampshire, and a MS in Environmental Science and Policy from Johns Hopkins University.

## Participant Biographies (continued)

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**Katherine Dawes (*Speaker*)** dawes.katherine@epa.gov

**Director, Evaluation Support Division**

**U.S. Environmental Protection Agency**

**Washington, DC**

Katherine Dawes has been the Director of the Evaluation Support Division in the United States Environmental Protection Agency (EPA) since 2000 ([www.epa.gov/evaluate](http://www.epa.gov/evaluate)). This division conducts environmental program evaluations, manages EPA's performance management training curriculum, and supports the Environmental Evaluators Network. Katherine is active in the Federal Evaluators ([www.fedeval.net](http://www.fedeval.net)) and the American Evaluation Association ([www.eval.org](http://www.eval.org)). 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 former Trustee of the Environmental Leadership Program, a non-partisan organization designed to train and support the next generation of environmental leaders ([www.elpnet.org](http://www.elpnet.org)). She can be contacted at [dawes.katherine@epa.gov](mailto:dawes.katherine@epa.gov) or at [http://twitter.com/kdawes\\_eval](http://twitter.com/kdawes_eval).

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**Katherine Locke (*Speaker*)**

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**Consultant**

215-568-0399

**TCC Group**

**Philadelphia, PA**

Katherine Locke is a consultant with TCC Group and has a background in qualitative and quantitative research, policy analysis, evaluation, and nonprofit management. Since joining TCC Group, Kate has worked on a number of projects for nonprofit and funder clients including evaluations of advocacy programs, capacity building initiatives, health research and grantmaking programs. Prior to joining TCC Group, Kate was a Senior Research Analyst in the Health Policy and Evaluation group at NORC at the University of Chicago in Washington, DC. At NORC, she was responsible for survey and interview protocol development, data collection and analysis, literature reviews, proposal writing, report writing, and meeting planning for government, foundation, and nonprofit clients. Kate has a Master's of Public Health from the Bloomberg School of Public Health at Johns Hopkins University with a concentration in Epidemiologic & Biostatistical Methods for Public Health & Clinical Research. She is also a cum laude graduate of Bryn Mawr College, where she majored in Sociology. She currently serves on the Institutional Review Board of Philadelphia FIGHT, a nonprofit providing HIV care and services.

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**Kathleen MacKinnon**

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**Education Specialist**

202-564-0454

**U.S. Environmental Protection Agency**

**Washington, DC**

As an education specialist in EPA's Office of Environmental Education, Kathleen is responsible for overseeing the National Environmental Education Training Program. She is also responsible for overseeing various education grants, federal interagency agreements, and student fellowships. Her areas of expertise include strategic planning, policy and program development, and educator training.

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**Kathryn Saterson**

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**Assistant Lab Director**

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**U.S. Environmental Protection Agency**

**Research Triangle Park, NC**

Kathryn's current position involves planning research on ecosystem services and global change in the EPA Office of Research and Development, National Health and Environmental Effects Research Laboratory. Prior to joining EPA 5 years ago, she held positions related to conservation research and management at Duke University, the Brandywine Conservancy, The Biodiversity Support Program and the US Agency for International Development.

## Participant Biographies (continued)

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**Kathryn Newcomer (*Speaker*)** newcomer@gwu.edu  
**Director**

**Trachtenberg School of Public Policy and Public Administration** **Washington, DC**

Kathryn's current position involves planning research on ecosystem services and global change in the EPA Office of Research and Development, National Health and Environmental Effects Research Laboratory. Prior to joining EPA 5 years ago, she held positions related to conservation research and management at Duke University, the Brandywine Conservancy, The Biodiversity Support Program and the US Agency for International Development.

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**Katie Chiang** kathleen\_chiang@ios.doi.gov  
**Program Analyst, Office of Environmental Policy and Compliance** 202-208-5939  
**U.S. Department of the Interior** **Washington, DC**

Katie has been with DOI for 5 years. She studied program evaluation in school and is interested in how to address the unique challenges of environmental program evaluation.

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**Katie Grasty** katie.grasty@dot.gov  
**Environmental Protection Specialist** 202-366-9139  
**Federal Transit Administration** **Washington, DC**

Katie is an Environmental Protection Specialist working for the U.S. Department of Transportation's Federal Transit Administration to provide environmental support and guidance to regional offices and grantees. Earlier, she worked as a project manager at a renewable energy project in Nairobi, Kenya. Katie also worked as an Environmental Scientist at SAIC in Germantown, Maryland, where she specialized in National Environmental Policy Act compliance. She earned a Master's Degree from Duke University, majoring in Conservation Science and Policy, and has an undergraduate degree in Geography from Radford University.

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**Ken Genskow (*Speaker*)** kgenskow@wisc.edu  
**Assistant Professor** 608-262-8756  
**University of Wisconsin-Madison** **Madison, WI**

Dr. Ken Genskow is an Assistant Professor in the Department of Urban and Regional Planning at the University of Wisconsin-Madison. He holds a joint appointment with University of Wisconsin-Extension, where he serves as a specialist on water resources and director of Extension's statewide Basin Education Initiative. Ken has a BS in General Engineering from the University of Illinois, a Masters in Urban Planning, also from the University of Illinois, and a Ph.D. in Urban and Regional Planning from the University of Wisconsin-Madison. His research, teaching and extension work emphasize water resources planning and policy, program evaluation, and collaborative approaches to resource management. Dr. Genskow co-leads an initiative among six Great Lakes states using "social Indicators" to help plan and evaluate watershed restoration and protection projects. Ken is interested in the roles of social and policy networks in environmental planning and evaluation.

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**Ken Vance-Borland (*Speaker, Facilitator*)** kenvb@consplan.net  
**Executive Director** 541-231-7949  
**The Conservation Planning Institute** **Corvallis, OR**

Ken Vance-Borland is the director of the Conservation Planning Institute in Corvallis, Oregon. He has an MS in Wildlife Science from Oregon State University, advised by Reed Noss, and fifteen years experience in conservation planning. Since 2007, he's been exploring conservation stakeholder social network mapping, analysis, and facilitation as a tool for enhancing conservation plan implementation.

## Participant Biographies (continued)

Ken is also a Senior Faculty Research Assistant and spatial analyst in the Department of Forest Ecosystems and Society at Oregon State University.

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**Kerstin Åstrand (*Speaker*)** kerstin.astrand@naturvardsverket.se  
**Evaluation Officer** +46 8-6981549  
**Swedish Environmental Protection Agency** Stockholm, Sweden

Kerstin Åstrand has been an evaluation officer at the Swedish EPA since 2006. She has led the evaluation of national strategies, policy instruments and programs dealing with issues including environmental policy integration, green public procurement, cross-border waste transport, wildlife management and hunting. She also coordinates and teaches courses in evaluation as part of the agency's capacity building in evaluation. Dr. Åstrand has a background in political science and received her PhD in Environmental and Energy Systems Studies from Lund University in 2006. Her dissertation was on the choice and evaluation of energy policy instruments. She is a member of the Swedish Evaluation Association, SVUF.

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**Kevin Brathwaite** kevin.brathwaite@gt.com  
**Senior Manager** 202-641-3228  
**Grant Thornton LLP** Alexandria, VA

Kevin is a management consultant with over 16 years experience providing human capital management cost and performance services to Federal Agencies and the utility industry.

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**Kim Goins** kimberly.goins@dot.gov  
**Community Planner** 202-366-8522  
**Federal Transit Administration** Washington, DC

Kim is a Transportation Planner with U.S. Department of Transportation's Federal Transit Administration, Office of Planning & Environment in Washington, DC. She has worked extensively on environmental analysis in the transportation planning process and is the program manager for the Transportation Planning Capacity Building Program. Kim received her MBA from North Carolina A&T and holds a planning certification from the Institute of Transportation Engineers. In her leisure time, she enjoys reading, hiking, and yoga.

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**Kim Kohl**  
**Director Campaign Ops**  
**Conservation, Sierra Club** Betterton, MD

Kim is a not-for-profit professional with 25 years experience in strategic planning and financial operations with an emphasis on outcome based management. Currently she is the Director of Campaign Operations for the Sierra Club. Kim recently served as Executive Director of the Sassafras River Association (2 years) and the Senior Director of Strategic and Financial Operations for the International AIDS Vaccine Initiative (5 years).

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**Kimberly Damm** kimberly.damm@gmail.com  
**Intern** 407-341-0783  
**U.S. Environmental Protection Agency** Washington, DC

Kimberly is a Graduate Student at Brown University's Center for Environmental Studies. She is currently interning with EPA's Evaluation Support Division. Her graduate thesis work focuses on environmental evaluation.



## Participant Biographies (continued)

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**Kimberly Norris** knorris1@umd.edu  
**Project Leader and Evaluation and Reporting Coordinator** 410-715-6903  
**University of Maryland** Columbia, MD  
Kimberly is seeking ways to communicate intertwining impacts in the converging fields of environment/ecology, childhood health, food systems, and economics.

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**Kimberly Penn (*Facilitator*)** kim.penn@noaa.gov  
**Program Analyst** 301.563.7104  
**National Oceanic and Atmospheric Administration** Silver Spring, MD  
With formal training in resource ecology and management, Kim began her career working in coastal zone management at the state level. As she gained more experience within the field (on both the on-the-ground management and the policy sides), she moved into a position at the national level, at NOAA's Office of Ocean and Coastal Resource Management, evaluating these programs per the Coastal Zone Management Act. Kim has been in this position for seven years now, and she continues to look for opportunities to expand her knowledge and skills in evaluation methodology and practice.

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**Kirk Beckendorf** kirk.beckendorf@noaa.gov  
**Einstein Fellow** 830-456-4643  
**National Oceanic and Atmospheric Administration** Washington, DC  
Kirk is an Albert Einstein Fellow in NOAA's Office of Education. Previously he taught middle school science for 17 years.

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**Kristin Komives (*Speaker*)** kristin@isealalliance.org  
**Monitoring and Evaluation Manager** +32 (0)2 543 4492  
**ISEAL Alliance** Brussels, Belgium  
Kristin is responsible for monitoring and evaluation at the ISEAL Alliance, a global association of leading social and environmental standards systems ([www.isealalliance.org](http://www.isealalliance.org)). Prior to joining the ISEAL Alliance in 2010, Kristin was a Senior Lecturer in environment and sustainable development at the Institute of Social Studies (ISS), Erasmus University Rotterdam, in The Netherlands. She was engaged in applied research related to water and electricity services, environmental planning, and poverty reduction in Latin America and sub-Saharan Africa. With ISS and as an independent consultant, Kristin has conducted large-scale household surveys, policy and project evaluations, and impact assessments for a wide variety of international organizations. Kristin holds a PhD and a Masters of Regional Planning from the University of North Carolina - Chapel Hill, with a focus on environmental planning, environmental economics and valuation, and research methodology. She also has an undergraduate degree from Middlebury College in Vermont, USA. Kristin is based in ISEAL's Brussels office.

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**Laura Letson** laura.letson@noaa.gov  
**Ecologist** 301-713-9075 x131  
**National Oceanic and Atmospheric Administration** Silver Spring, MD  
Laura is an Ecologist serving NOAA's Ecosystem Goal Team (EGT) as a Program Analyst. Laura has held a variety of positions across NOAA. She came to NOAA as a Sea Grant Fellow in the National Ocean Service (NOS) Office of Coastal Resource Management, working on developing performance measure for coastal zone management. Since then Laura has worked in NOS' Office of the Chief Scientist, NOS' Center for Coastal Monitoring and Assessment, and Oceanic and Atmospheric Research's Office of Policy, Planning, and Evaluation.

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## Participant Biographies (continued)

<b>Laura Poole (Facilitator)</b>	poole.laura@epa.gov
<b>Life Scientist</b>	202-566-2843
<b>U.S. Environmental Protection Agency</b>	<b>Washington, DC</b>
<p>Laura has spent the last five years working on business/government partnerships and most recently on issues related to the integration of the Environment into Lean activities and Coordination of EPA Partnership Programs. 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. Laura has a Bachelor of Arts Degree in Biology from St. Mary's College of Maryland.</p>	
<b>Laura Wittman</b>	laura.wittman@noaa.gov
<b>Program Analyst</b>	301-713-9075 x165
<b>National Oceanic and Atmospheric Administration</b>	<b>Washington, DC</b>
<p>Laura is an environmental scientist serving the NOAA Ecosystem Goal Team (EGT) as a Program Analyst and Technical Writer. She grew up on Cape Cod, MA and attended Skidmore College, where she majored in Environmental Science. She then worked at the Marine Biological Laboratory in Woods Hole, MA as a research and teaching assistant working on estuary biogeochemistry projects for two years. Laura graduated in May 2009 from Duke University with a Master of Environmental Management focusing on ecosystem conservation, science and policy.</p>	
<b>Lauren Wenzel</b>	lauren.wenzel@noaa.gov
<b>National MPA System Coordinator</b>	301-563-1136
<b>National Oceanic and Atmospheric Administration</b>	<b>Silver Spring, MD</b>
<p>Lauren coordinates the implementation of the national system of marine protected areas at the National Marine Protected Areas Center. She is developing performance measures for the national system of MPAs.</p>	
<b>Laury Parramore</b>	laury_parramore@fws.gov
<b>Project Officer</b>	703-358-2541
<b>U.S. Fish and Wildlife Service</b>	<b>Arlington, VA</b>
<p>As a partnership project officer for the U.S. Fish and Wildlife Service's Division of Program and Partnership Support, Laury serves as the liaison between the FWS and NFWF. She has a special interest in applying evaluation to the Service's communications, particularly in the area of new media.</p>	
<b>LaVanna Stevenson-Harris</b>	lavanna_stevenson@blm.gov
<b>Management and Program Analyst</b>	202-912-7077
<b>U.S. Bureau of Land Management</b>	<b>Washington, DC</b>
<p>LaVanna is responsible for conducting internal control reviews and audit follow-up for the U.S. Bureau of Land Management Division of Evaluations and Management Services.</p>	
<b>Lawrence Baschak (Facilitator)</b>	lawrence.baschak@gov.sk.ca
<b>Senior Performance Improvement Analyst</b>	306-787-8884
<b>Saskatchewan Ministry of Environment</b>	<b>Regina, Saskatchewan, Canada</b>
<p>Lawrence is a Performance Improvement Analyst with the Strategic Planning and Performance Improvement Branch of the Saskatchewan Ministry of Environment. Lawrence has worked in the public sector for 25 years in the areas of public involvement policy and practice, strategic and regional land use planning, ecosystem-based management and assessment, and staff training. In his most recent role, he is developing a performance measurement and improvement framework for the ministry and is</p>	

## Participant Biographies (continued)

currently reviewing the literature on evaluation and performance management policy and practice in the public sector.

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**Leanne Nurse** nurse.leanne@epa.gov  
**Program Analyst** 202-566-2207  
**U.S. Environmental Protection Agency** Washington, DC

Leanne is an EPA program analyst with the National Center of Environmental Innovation. She leads emerging work on greening the workforce, developing practical tools and analyses, and leveraging resources across EPA and other government and non-government organizations. Leanne also supports the agency's open government plan, public involvement policy, and collaborative decision-making training.

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**Lee Waid Keene**  
**Engineer, Retired**  
**DuPont** New Bern, NC

A career engineer at DuPont, Lee specialized in textile research and development, manufacturing, quality control, process engineering, and critical components. His experience includes one year in Taiwan. In retirement he is now a college teacher.

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**Linda Zarow** zarow.linda@epa.gov  
**Management Analyst** 202-564-7431  
**U.S. Environmental Protection Agency** Washington, DC

Linda has been with EPA since 1979. She began her career in the Office of Pesticide Programs as an Economist. Currently, she is on detail from the Office of Air and Radiation, working on sustainable products.

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**Lisa B. Flowers (*Facilitator*)** flowers@boone-crockett.org  
**Director of Conservation Education** 406-472-3311  
**The Boone and Crockett Club** Dupuyer, MT

Dr. Alice (Lisa) B. Flowers currently serves as the Director of Conservation Education for the Boone and Crockett Club where she has been employed for the past 14 years. She graduated with a B.A. in Botany and a minor in Geology from the University of Montana, Missoula; a M.S.T. in Biological Sciences from the University of Montana; and a Ph.D. in Forestry and Conservation at the University of Montana in 2007.

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**Liz Davenport** elizabeth.davenport@noaa.gov  
**Senior Program Analyst** 301-713-3070  
**National Oceanic and Atmospheric Administration** Silver Spring, MD

Liz is Lead Strategic Planning and Performance Management Analyst at the National Ocean Service's Management and Budget Office.

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**Lou Nadeau (*Facilitator*)** Lou.Nadeau@erg.com  
**Senior Economist** 781-674-7316  
**Eastern Research Group, Inc.** Lexington, MA

Dr. Nadeau holds a Ph.D. in economics and is a Senior Economist with Eastern Research Group, Inc. (ERG) of Lexington, MA. He has more than 14 years of experience in evaluating programs at the federal and state level. Dr. Nadeau has recently completed work for the Commission for Environmental

## Participant Biographies (continued)

Cooperation (CEC) in Montreal, a trilateral organization comprised of the environmental ministries in Canada, the U.S., and Mexico. For the CEC, Dr. Nadeau developed an evaluation of the CEC's success at meeting its objectives under its 2005-2010 Strategic Plan and then assisted the CEC in developing a new Strategic Plan for 2010-2015. He has performed evaluations of the EPA Region 1 Marinas Initiative, EPA's Energy Star program, WasteWise program, Hospitals for Healthy Environment (H2E) program, and Total Coliform Rule implementation in Minnesota and Texas. Dr. Nadeau's experience extends beyond environmental evaluation. For OSHA, Dr. Nadeau conducted an evaluation of the effectiveness of the Agency's Site Specific Targeting (SST) enforcement program. He has evaluated OSHA use of settlement agreements in the enforcement process, OSHA's use voluntary guidelines, the DOL Wage and Hour Division's Child Labor Program, and FDA's Nutrition Facts Panel that appears on processed food products sold in the United States.

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### **Lynda Goodgame**

#### **Senior Counsel**

#### **Environmental Protection Agency**

**Washington, DC**

Lynda currently serves as a senior policy advisor in EPA's National Center for Environmental Innovation Office. In this capacity she has worked on a number of cross-Agency and Interagency activities which benefit from program design and implementation that contemplates rigorous evaluation. She is extremely interested in program evaluation efforts undertaken by other agencies, particularly with respect to innovative and, perhaps, not highly resourced programs.

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### **Lyndsey Ellis**

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#### **Evaluation Consultant**

**703-953-1862**

#### **Independent Consultant**

**Arlington, VA**

Lyndsey is a graduate of the Heller School at Brandeis University with a master's degree in Sustainable International Development. She has considerable program evaluation experience with international non-profit organizations, primarily Oxfam America, related to climate change, agriculture, livelihoods and natural resource management. Lyndsey has experience with both quantitative and qualitative data analysis as well as written and verbal communication of analysis.

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### **Lynne Trulio**

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#### **Professor of Environmental Studies**

**650-924-5450**

#### **San Jose State University**

**San Jose, CA**

Dr. Lynne Trulio specializes in species conservation and ecological restoration. Her research investigates impacts to species and habitats in urban settings. She was the Lead Scientist for the South Bay Salt Pond Restoration Project during its planning phase, from 2003-2008, and from 1999-2000 was a AAAS Fellow working with the US EPA on bird conservation and wetlands restoration.

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### **Madeleine Bottrill (*Speaker, Facilitator*)**

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#### **The Ecology Centre, School of Biological Sciences**

**617-336-58259**

#### **The University of Queensland**

**St Lucia, Queensland, Australia**

Currently a Ph.D. candidate at the University of Queensland, Australia, Madeleine Bottrill is based in the Centre for Applied Environmental Decision Analysis (AEDA), a research group focused on developing tools and testing methods to support transparent decision making for environmental management. She is interested in ways to integrate socio-economic data and social science methods into systematic planning of conservation areas. Her doctoral research focuses, in particular, on the use of evaluation to generate evidence on the effectiveness of different approaches to conservation planning. Prior to her

## Participant Biographies (continued)

PhD, she co-led an IUCN initiative to develop best-practice guidelines on conservation planning, convened by the Species Survival Commission (SSC) and World Commission on Protected Areas (WCPA).

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**Mariah Morales** mariahmorales@gmail.com

**Associate**

**Justice and Sustainability Associates**

**Washington, DC**

Mariah has over 15 years of International Development experience in Latin America, the Caribbean, Israel, and across the U.S. from Alaska to Washington, DC. As a consultant her work has included: public information campaign design, civic engagement and capacity building strategies, land use/tourism planning, and project evaluation.

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**Mark Dennis** mark.e.dennis@hotmail.com

**Environmental Planner**

202-546-4065

**Private sector**

**Washington, DC**

Mark's interests include water policy, watershed planning, sustainable urban design, preservation planning, restoration design, historic/cultural landscapes, and CRM (historic preservation).

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**Mark Humpert (*Speaker*)** mhumpert@fishwildlife.org

**Teaming With Wildlife Director**

202-624-3637

**Association of Fish & Wildlife Agencies**

**Washington, DC**

Mark Humpert has been the Teaming With Wildlife Director at the Association of Fish and Wildlife Agencies for the past two years. He leads advocacy efforts for the State and Tribal Wildlife Grants Program, outreach for State Wildlife Action Plans and oversees the 6,300 member Teaming With Wildlife coalition. He is currently staffing a Working Group that is developing effectiveness measures for the State and Tribal Wildlife Grants program. Before taking his current position he served the Nebraska Game and Parks Commission for 14 years as Wildlife Diversity Coordinator and as a District Manager. He holds a B.S. in Wildlife Management from Ohio State University and an M.S. in Public Administration from Bellevue University.

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**Mark Peters** mark.peters@wdc.usda.gov

**Senior Economist; Acting Director, Resource Economics Division**

202-720-2307

**USDA Natural Resource Conservation Service**

**Washington, DC**

Mark is currently serving as Acting Director of the Resource Economics Division in USDA's Natural Resource Conservation Service. He has worked extensively over the past decade on issues related to agriculture's participation in environmental credit markets and agriculture's impact on GHG emissions and hypoxia in the Gulf of Mexico. Mark received a Ph.D. in Food and Resource Economics from the University of Florida and served for three years in the Peace Corps in Jamaica.

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**Mark Sanderson**

**Director of Programs**

**Anne Ray Charitable Trust**

**Wayzata, MN**

A native Californian, Mark and his family are in the process of relocating to Minnesota for Mark's new role as Anne Ray Charitable Trust's Director of Programs. Mark has concluded 17 years at The Nature Conservancy, where he was most recently responsible for leading their conservation program work in the South Coast, Mojave, and Sonoran Ecoregions of California. He was instrumental in developing The Nature Conservancy's major gifts philanthropy program and served as a trainer for managers across the California program.

## Participant Biographies (continued)

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**Mark Zimsky (*Speaker*)** mzimsky@thegef.org  
**Biodiversity Program Coordinator, Senior Biodiversity Specialist,  
Regional Program Manager, Latin America and the Caribbean  
Global Environment Facility** 202-473-7855  
Washington, DC

Mark Zimsky has 25 years of experience developing national biodiversity strategies, designing biodiversity conservation projects for national, regional and global-level execution, and implementing sustainable agriculture, natural resources management, and conservation projects at the national and community level. He has practical experience in more than 30 countries, with field experience in Albania, Kenya and Mexico where he implemented community-level projects promoting sustainable natural resources management. Mr. Zimsky has worked for a wide variety of institutions including UNDP, UNEP, the US Peace Corps, and NGOs such as Ecology Action of the Mid-peninsula, and ACIDI-VOCA. As a Senior Biodiversity Specialist at the GEF, Mr. Zimsky serves as the coordinator the GEF's Biodiversity Focal Area and is Regional Program Manager, Natural Resources, Latin America and the Caribbean. Mark received a Master of Forest Science Degree from the Yale University, School of Forestry and Environmental Studies in 1991 and a Bachelor of Science degree in Conservation and Resource Studies from the University of California, Berkeley in 1989.

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**Mary Abe** maryabe2@gmail.com  
**Landscape Architect, LEED AP** 301-609-0508  
Mount Rainier, MD

Mary is a registered landscape architect native to Washington, DC metro area devoted to furthering sustainable landscape and lands development practices. She is particularly focused on the protection and restoration of the Anacostia watershed as well as educating the public on sustainable landscape practices.

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**Mary Jo Larson** maryjolarson@mac.com  
**Social Science Faculty and International Consultant** 703-477-3977  
**Columbia University and FlexAbility International, LLC** Cohasset, MA

Mary Jo provides consulting services to international, multilateral, and public sector organizations. She develops multiparty solutions to complex ecological conflicts and teaches Environmental Conflict and Resolution Strategies at Columbia University.

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**Mary Kreger (*Speaker*)** mary.kreger@ucsf.edu  
**Senior Researcher** 415-282-8441  
**University of California, San Francisco** San Francisco, CA

Dr. Kreger is a Senior Researcher at the Philip R. Lee Institute for Health Policy Studies at the University of California, San Francisco, where her research focuses on environmental policy and advocacy outcomes. Additionally, she evaluates youth development projects related to environmental policy. She did her graduate work at the University of California, Berkeley, where she received multiple awards and honors for her scholarship. She has worked on chronic diseases and health, education, and environmental policy for more than 15 years at the University of California, San Francisco and the University of California, Office of the President.

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**Matt Birnbaum (*Speaker*)** matthew.birnbaum@nfwf.org  
**Evaluation Officer** 202-595-2461  
**National Fish and Wildlife Foundation** Washington, DC

A regional and urban planner by formal training, Matt has worked for two decades in the evaluation profession. Since arriving at NFWF in early 2004, he has guided the creation of a comprehensive

## Participant Biographies (continued)

evaluation system. These revised and expanded evaluation tools are helping the Foundation increase its overall effectiveness in results-based grant making. He has published numerous manuscripts on evaluation-related topics, including co-editing a special section on evaluation of environmental education in the March 2009 issue of *Evaluation and Program Planning* and co editing another special volume on methodological issues in environmental evaluation in the Summer 2009 issue of *New Directions for Evaluation*. He is a member of the American Evaluation and a co-founder of the Environmental Evaluators Network.

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<b>Matt Curtis</b>	curtis.matt@epamail.epa.gov
<b>Intern, Office of Policy, Economics, and Innovation</b>	202-566-0431
<b>U.S. Environmental Protection Agency</b>	<b>Washington D.C.</b>

Matt Curtis is interning with the OPEI for the summer before he starts his second year of law school at the University of Richmond. He grew up in Richmond and went to undergraduate at George Mason University.

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<b>Matt Keene (<i>Speaker</i>)</b>	keene.matt@epa.gov
<b>Social Scientist</b>	202-566-2240
<b>U.S. Environmental Protection Agency</b>	<b>Washington, DC</b>

Matt is a social scientist working with the U.S. EPA's Evaluation Support Division in Washington, D.C. His interests include evaluation and other approaches to improving and sustaining a more effective environmental community. He currently leads coordination of the Environmental Evaluators Network, manages evaluations of EPA programs and researches the practice, theory, and policy of evaluation.

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<b>Megan Hill (<i>Facilitator</i>)</b>	mhill@rareconservation.org
<b>Senior Director</b>	703-522-5070
<b>Rare</b>	<b>Arlington, VA</b>

Megan has worked in the international environmental conservation field for more than fifteen years, with stints at USAID, Conservation International, the National Fish and Wildlife Foundation, and Rare. With Rare in Latin America, she is currently implementing a GEF-funded project which includes significant impact evaluation and measures components.

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<b>Meridith Mueller</b>	meridith.mueller@wisconsin.gov
<b>Program Evaluation Specialist</b>	608-267-3830
<b>Wisconsin Division of Public Health</b>	<b>Madison, WI</b>

Meridith works for the Wisconsin Division of Public Health, Bureau of Environmental & Occupational Health, as the program evaluation specialist for the Wisconsin Asthma Plan and Environmental Public Tracking Program. She received her Master of Public Health in Community Health Sciences from Boston University School of Public Health; her focus of study included the built environment and evaluation.

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<b>Michael Crow (<i>Facilitator</i>)</b>	mike@CrowEnvironmental.com
<b>Consultant</b>	240-398-3643
<b>Independent</b>	<b>Takoma Park, MD</b>

Mike is a consultant specializing in the development and assessment of creative environmental policies. He has worked extensively with USEPA and state environmental agencies to develop practical, credible and meaningful performance measurement strategies. As part of this work, Mike helps non-evaluators to create and effectively document measurement strategies of appropriate quality. His plain-language technical assistance, training and templates aim to help measurement novices to meet EPA quality

## Participant Biographies (continued)

requirements and (perhaps more importantly) to think more critically about measurement and project design.

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**Michael Gullo (*Speaker*)** mgullo@stratos-sts.com  
**Senior Consultant** 613-241-1001  
**Stratos Inc.** Ottawa, Ontario, Canada

Michael Gullo is a Senior Consultant with Stratos Inc., a strategy and management consultancy with deep expertise in sustainability. Michael leads the company's evaluation practice and has successfully completed program evaluations for various government, non-government and international clients in the areas of environment and sustainability. He was the Stratos Project Manager for major federal evaluations such as: the Cabinet Directive on the Environmental Assessment of Plans, Policies, and Programs; Canada's Natural Health Products Program; and the Clean Air Agenda's International Actions Theme. He also led the Third Review of the Financial Mechanism for the Convention on Biological Diversity Secretariat. Prior to becoming a Senior Consultant, Michael worked closely with evaluation specialists on a number of horizontal evaluations such as the evaluations of the Species at Risk Act and the Canadian Shellfish Sanitation Program. Since starting at Stratos in 2005, Michael has completed more than 15 formal evaluations and a number of management reviews for public sector clients. This experience has allowed Michael to develop a clear understanding of environmental legislation, policies, and programs and their respective management systems - from governance and oversight of program activities, to monitoring and reporting on results. Michael is a member of the Canadian Evaluation Society and a Coordinating Committee Member for the Canadian Environmental Evaluators Network.

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**Michael Mascia** michael.mascia@wwfus.org  
**Senior Social Scientist** 202-495-4532  
**World Wildlife Fund** Washington, DC

Mike is a Senior Social Scientist with World Wildlife Fund (WWF) Conservation Science Program and head of the WWF Conservation Impact Initiative. His research focuses on natural resource governance and the social impacts of conservation interventions, particularly marine protected areas (MPAs).

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**Michael Mason** mason.michael@epa.gov  
**Senior Program Analyst** 202-564-0572  
**U.S. Environmental Protection Agency** Washington, DC

Michael is the Evaluation and Accountability Team Leader for U.S. EPA's National Water Program. My duties include developing national performance measures, coordinating the reporting of national performance measures, and providing technical support in designing and implementing program evaluations.

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**Michele Thieme** michele.thieme@wwfus.org  
**Freshwater Conservation Biologist** 202-495-4760  
**World Wildlife Fund** Washington, DC

Michele is a freshwater conservation biologist for WWF's Conservation Science Program. The focus of her work is supporting the efforts of the WWF network to maintain freshwater biodiversity.



## Participant Biographies (continued)

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**Michelle Mandolia** mandolia.michelle@epa.gov  
**Evaluation Support Division** 202-566-2198  
**U.S. Environmental Protection Agency** Washington, DC

Michelle works in the Evaluation Support Division within EPA's Office of Policy. She consults with and advises EPA program offices and regions on how to conduct program evaluations and develop performance measures for their programs.

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**Mitch Tobin (Facilitator)** mitch@ceaconsulting.com  
**Consultant** 303-330-9487  
**California Environmental Associates** Denver, CO

Mitch Tobin, a consultant at California Environmental Associates, is a former reporter for the *Tucson Citizen*, *Arizona Daily Star*, and *High Country News*. At CEA, Mitch assists conservation groups and foundations with strategic planning, program evaluation, and communications. His first book, *Endangered*, examines the successes and shortcomings of the Endangered Species Act, with a focus on the Southwest and climate change.

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**Monica Medina (Speaker)**  
**Principal Deputy Undersecretary, Oceans and Atmosphere**  
**National Oceanic and Atmospheric Administration** Washington, DC

Monica Medina currently is the Principal Deputy Undersecretary for Oceans and Atmosphere of the National Oceanic and Atmospheric Administration (NOAA). In 2008, after the election, she served on the Presidential Transition Team and led the agency review of NOAA, and the confirmation team of Administrator Lubchenco. Ms. Medina also serves as the U.S. Commissioner to the International Whaling Commission. Prior to joining the Obama Administration, Ms. Medina served as a Senior Officer in the Pew Environment Group, where she provided advice and assistance on issues of marine law and policy. Ms. Medina previously was the Deputy Director of the U.S. Office of the International Fund for Animal Welfare (IFAW). Ms. Medina has also spent a number of years as a partner at the law firm of Heller Ehrman White & McAuliffe, with a practice focused on environmental law, corporate law, and biotechnology matters. From 1992 through 1999, Ms. Medina held a number of positions in the Clinton Administration and on Capitol Hill. She was General Counsel of NOAA from 1997-1999. While General Counsel of NOAA, Ms. Medina represented the United States in several international negotiations, and argued and won significant cases before the U.S. Courts of Appeals. Before joining NOAA, Ms. Medina was appointed by Janet Reno to serve as Deputy Associate Attorney General at the U.S. Department of Justice, with oversight of the Environment Division; earlier, she was a Senior Counsel to the U.S. Senate Committee on Environment and Public Works. She is an honors graduate of the Columbia Law School and Georgetown University. She is married to Ronald A. Klain, and they have three teenage children.

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**Mya Sjogren** sjogren.mya@epa.gov  
**Program Analyst in Performance** 202-564-2213  
**U.S. Environmental Protection Agency** Washington, DC

Mya has worked in assessing the impact of EPA's research for four years. She has lead partner feedback projects such as surveys and works on stakeholder engagement efforts in EPA's Office of Research of Development.

## Participant Biographies (continued)

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<b>Nancy Laurson</b>	laurson.nancy@epa.gov
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**National Estuary Program Coordinator**

**U.S. Environmental Protection Agency**

Among other responsibilities at the Office of Wetlands, Oceans, and Watersheds, Nancy conducts Program Evaluations for various National Estuary Programs across the country. She assesses performance in categories such as program planning and administration, tracking/reporting, assessment and monitoring, financial management, and education/ public involvement.

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<b>Natalie D. Hanson (<i>Speaker, Facilitator</i>)</b>	hanson.natalie@epa.gov
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**Program Analyst**

202-566-2726

**U.S. Environmental Protection Agency**

**Washington, DC**

Natalie Hanson is a program analyst at the US EPA Office of the Inspector General's Office of Program Evaluations in Washington, DC. She has worked on evaluations of cross-media programs including the Toxic Substances Control Act new chemicals program and Great Lakes Areas of Concern contaminated sediment clean-up efforts. As a Presidential Management Fellow, Natalie recently completed a detail to US Fish and Wildlife Service's Hawaii and Pacific Refuges Office in Honolulu. There she worked on an evaluation of a cost-sharing agreement for the Midway Atoll National Wildlife Refuge in addition to other assignments related to refuge management. Natalie received her M.S. (Biology) from American University in Washington, DC, and her B.A. (Environmental Studies) from Concordia College in Moorhead, Minnesota.

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<b>Neeraj Negi</b>	nnegi1@thegef.org
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**Evaluation Officer**

202-473-2259

**Global Environment Facility**

**Washington, DC**

Neeraj is a natural resource economist by training and has operational experience of working on natural resource management and rural livelihood issues. He has been working with the GEF Evaluation Office since 2005.

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<b>Nick Hart</b>	nhart@omb.eop.gov
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**Program Examiner**

**OMB**

**Washington, DC**

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<b>Nick Salafsky (<i>Speaker, Facilitator</i>)</b>	nick@FOSonline.org
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**Co-Director**

301-263-2784

**Foundations of Success**

**Bethesda, MD**

Nick Salafsky is Co-Director of Foundations of Success ([www.FOSonline.org](http://www.FOSonline.org)), a non-profit organization that seeks to improve the practice of conservation. In this role, he works with conservation practitioners across the United States and 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 product manager for the Miradi Adaptive Management Software program ([www.miradi.org](http://www.miradi.org)).

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<b>Noemi Mercado</b>	mercado.noemi@epa.gov
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**Environmental Protection Specialist**

202-566-1251

**U.S. Environmental Protection Agency**

**Washington, DC**

With the EPA's Office of Water, Noemi is doing Program Evaluation for the 28 National Estuaries around the USA, including Puerto Rico.

## Participant Biographies (continued)

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<b>Noha Gaber</b>	<b>gaber.noha@epa.gov</b>
<b>Executive Director, Council for Regulatory Environmental Modeling</b>	<b>202-564-2179</b>
<b>U.S. Environmental Protection Agency</b>	<b>Washington, DC</b>

Noha is the Executive Director for EPA's Council for Regulatory Environmental Modeling (CREM). She has served as an environmental engineer on the CREM staff since joining the Agency in 2005. Noha has a keen interest in strategic planning, performance management, and program development and evaluation. She received her Bachelor's and Doctoral degrees in Environmental Engineering from the University of Southampton in England.

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<b>Patrick G. Grasso (<i>Speaker</i>)</b>	<b>pgrasso45@comcast.net</b>
<b>Chair, Evaluation Policy Task Force</b>	
<b>American Evaluation Association</b>	

Patrick G. Grasso is an evaluation and management consultant. He served as Advisor to the Director of the Independent Evaluation Group (IEG) of the World Bank from 2004 until 2008. Before that he was Knowledge Manager for IEG from 1997-2004. Prior to joining the World Bank, he was Director of Evaluation and Learning Resources at the Pew Charitable Trusts. Earlier, he spent eleven years at the U.S. General Accounting Office as an Assistant Director in the Program Evaluation and Methodology Division, where he led a team responsible for evaluating community development programs and public management initiatives. He holds a Ph.D. in Political Science from the University of Wisconsin, and is a member of the editorial board of the *American Journal of Evaluation* and Chair of the American Evaluation Association's Evaluation Policy Task Force.

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<b>Paul Borst</b>	<b>borst.paul@epa.gov</b>
<b>Team Leader, Environmental Protection Specialist</b>	<b>202-564-7066</b>
<b>U.S. Environmental Protection Agency</b>	<b>Washington, DC</b>

Paul Borst is the Team Leader for Measures & Analysis Team in EPA's Office of Compliance. He currently assists in developing new performance measures and metrics for EPA's Office of Enforcement and Compliance Assurance.

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<b>Paul Ferraro</b>	<b>pferraro@gsu.edu</b>
<b>Economics Professor</b>	<b>404-413-0201</b>
<b>Georgia State University</b>	<b>Atlanta, GA</b>

Paul is a professor of economics at the Andrew Young School of Policy Studies, a Kathryn Fuller Science for Nature Fund Visiting Scientist, a Senior Science Fellow at World Wildlife Fund, and a former member of the Global Environment Facility's Science Advisor Panel. His evaluation research focuses on combining behavioral theory with experimental and quasi-experimental evaluation designs.

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<b>Paul Kocak (<i>Facilitator</i>)</b>	<b>paulkocak@mac.com</b>
<b>Technical &amp; Creative Director</b>	<b>315-472-8518</b>
<b>Kocak Wordsmiths Ink</b>	<b>Syracuse, NY</b>

Paul Kocak specializes in clear messages for complex issues. He has been a technical editor for 20 years, concentrating on environmental documents, often for regulatory purposes. Through Kocak Wordsmiths Ink ([www.kocakwords.com](http://www.kocakwords.com)), he applies a collaborative approach to deliver communication excellence for international firms as well as individual professionals.

## Participant Biographies (continued)

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**Paul Sturm** pes@cwpc.org  
**Program Director** 410-461-8323  
**Center for Watershed Protection** Ellicott City, MD

Paul is a director and a biologist at the Center. His past experience includes six years performing research on both urban and agricultural best management practices. With the Center since 2000, his responsibilities include developing watershed management plans, performing conservation area assessments and providing technical support and capacity building to local watershed groups. Recent work has included watershed restoration planning in coral, agricultural and ultra urban watersheds.

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**Paula Bilinsky** bilinskypr@state.gov  
**Senior Evaluation Officer** 202-632-6381  
**U.S. Department of State** Washington, DC

Paula is an evaluator of international development programs at Department of State's Bureau of Educational and Cultural Affairs. She has worked with government agencies, NGOs, and private consulting firms. While she has evaluated many different types of projects, her primary interest is in the evaluation of agricultural and rural development projects.

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**PeiYao Chen (*Speaker, Facilitator*)** pchen@tccgrp.com  
**Consultant** 212-949-0990 x207  
**TCC Group** New York, NY

PeiYao Chen has more than ten years of experience in research and evaluation in the education and non-profit sectors. As a consultant at TCC Group, PeiYao works with foundations and nonprofit organizations to plan, design, and implement evaluations that use a learning-based approach to improve programs, assess grant making strategies, and build organizational capacity. Prior to TCC Group, PeiYao worked as a Research Analyst for Girls Incorporated, where she developed and managed a national evaluation system to assist affiliate organizations in measuring outcomes and improving programs for girls. PeiYao received her PhD in Psychology from the Graduate Center of the City University of New York.

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**Per Mickwitz (*Speaker*)** per.mickwitz@ymparisto.fi  
**Research Professor** +358-40-014-8847  
**Finnish Environment Institute** Helsinki, Finland

Per Mickwitz is a Research Professor at the Finnish Environment Institute, he is also an Adjunct Professor of environmental policy at the University of Tampere. He has studied and published extensively, especially on the theory and practices of environmental policy evaluation. Between 2003 and 2005, Dr. Mickwitz was the president of the Finnish Evaluation Society (FES). He was one of the two editors of the issue on Environmental Program and Policy Evaluation of the journal *New Directions for Evaluation* that is published in June 2009. Recently the focus of Per Mickwitz's work has shifted to energy and climate policy issues. He is currently a member of the taskforce appointed by the Finnish Prime Minister's Office to enhance the use of effectiveness evaluations in public policy making.

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**Peter Leigh** peter.leigh@noaa.gov  
**Resource Economist** 301-260-9267  
**National Oceanic and Atmospheric Administration** Olney, MD

## Participant Biographies (continued)

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**Phil Walker** phil\_walker@blm.gov  
**Program Manager** 202-912-7294  
**U.S. Bureau of Land Management** Washington, DC

Phil has 35 years of experience with three federal agencies: Bureau of Land Management, National Park Service and the Army Corps of Engineers. His experience in natural resources and other fields has included all levels in the organization from the field to the Washington level.

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**Philip L. Hoffman** philip.hoffman@noaa.gov  
**Protected Species Program Coordinator** 301-713-2319  
**National Oceanic and Atmospheric Administration** Silver Spring, MD

Philip works in the NMFS Office of Protected Resources, where he is the Protected Species National Program Coordinator. In this capacity, Philip supports and manages all aspects of PPBES relating to Protected Species, including coordination with the Ecosystem Observations and Ecosystem Research Programs for science support. He has extensive working relationships with the NMFS Regions and Science Centers, and sits as an ad-hoc member of the NOAA AUV Working Group; has led a NOAA-wide Ocean Fertilization Fact sheet writing group (currently under Research Council review); has written national aquatic indicators for the Office of Habitat Conservation; he has also served as the Cooperative Institutes Program Manager (Acting) for NOAA's Office of Ocean and Atmospheric Research. Prior to joining NOAA in October 2005, Philip worked for the U.S. Army Corps of Engineers in Seattle, WA, leading salmon habitat restoration projects and ensuring environmental compliance on military construction sites (including NEPA, CWA and CAA compliance). He has also worked for Pinellas County, Florida; Tampa BayWatch (an NGO), and the Florida Fish and Wildlife Commission performing habitat restoration, conservation, public outreach and bivalve fisheries work. Philip holds an M.S. in Oceanography and Coastal Science from Louisiana State University and a B.S. in Marine Science from Eckerd College. Philip lives in Mount Rainier, MD with his wife and their daughter; spends as much time with his other two daughters as he can; is a rabid LSU football fan; and never met seafood he couldn't cook or won't try to catch. He also has interests in sustainable development and planning, politics, building railroad models, and woodworking.

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**Raymond S. Thompson (Facilitator)** rsthompson@fs.fed.us  
**Branch Chief for Performance Management** 202-205-1537  
**U.S. Forest Service** Washington, DC

Raymond S. Thompson is a 20 year veteran of the US Forest Service, and has served at the District, Forest, Region and Washington Office levels. His career background includes 13 years in corporate management within the private sector. Currently he serves as the Branch Chief for the Performance Management Branch, a group within the directorship of Strategic Planning, Budget and Accountability for the agency.

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**Rhonda Schlangen (Speaker, Facilitator)** rschlangen@yahoo.com  
**Evaluation Consultant** 802-645-9798  
**West Pawlet, VT**

Rhonda is an independent evaluation consultant specializing in the evaluation of advocacy projects and campaigns. She draws on her fifteen years of experience in the fields of public policy and evaluation to develop practical evaluation strategies for international and U.S.-based organizations. Rhonda's particular passions are environmental and women's issues. She spent ten years working on sexual and reproductive health services, advocacy and evaluation with the International Program of the Planned Parenthood Federation of America (PPFA). At PPFA Rhonda oversaw monitoring, evaluation and research related to the Program's projects and partnerships in Asia, Africa and Latin America. As an

## Participant Biographies (continued)

evaluation consultant she is currently evaluating advocacy projects and campaigns related to children and HIV/AIDS, climate change, sex trafficking and children's health.

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**Richard Gelb (*Speaker*)** richard.gelb@kingcounty.gov  
**Performance Management Lead** 206-296-8374  
**King County Department of Natural Resources and Parks** **Seattle, WA**  
Richard Gelb is the performance management lead for King County Department of Natural Resources and Parks, where he helps guide resource allocation and tracks outcomes across a range of program areas. Richard supports agency and countywide work on strategic planning, climate, green building, and equity and social justice. He serves on the Steering Committee of the ICLEI STAR Community Rating System, and contributes to other national, state, and regional sustainability efforts. In prior roles, Richard served as the sustainable building lead for Seattle Parks, as strategic advisor for Seattle's Office of Sustainability and Environment, and as the regional planner for the King County Emergency Management. He has a B.S. in Business Administration, a Masters in Environmental Studies, and is a LEED AP.

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**Richard Margoluis** richard@fosonline.org  
**Co-Director** 240-535-0636  
**Foundations of Success** **Bethesda, MD**  
Richard is Co-Director and Co-Founder of Foundations of Success, an NGO dedicated to improving the practice of conservation through adaptive management. FOS works with other NGOs, donors, and government agencies to develop adaptive management systems, build capacity, measure impact, and promote learning in conservation.

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**Rick Otis** rdotis@yahoo.com  
**Deputy Associate Administrator, Office of Policy, Economics, and Innovation** 202-543-1591  
**U.S. Environmental Protection Agency** **Washington, DC**  
In his recent role at the Environmental Protection Agency as Deputy Associate Administrator for the Office of Policy, Economics, and Innovation, Rick was part of the senior management team responsible for the agency's policy, rulemaking, and innovation activities. During his thirty years in Washington DC, Rick has developed an extensive understanding of the mechanisms used by federal agencies, Congress, the Executive Office of the President, and interest groups to establish and implement national environmental policy. His experience with these mechanisms, existing environmental laws, the federal regulatory process, and the transformational value of information technology has fostered his interest in the evolution of federal, state, and corporate environmental programs.

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**Robert Verchick (*Speaker*)**  
**Deputy Associate Administrator, Office of Policy, Economics, and Innovation**  
**U.S. Environmental Protection Agency** **Washington, DC**  
Robert Verchick is Deputy Associate Administrator of the Office of Policy, Economics, and Innovation at the U.S. Environmental Protection Agency. He is currently on leave from Loyola University New Orleans, where he holds the Gauthier-St. Martin Chair in Environmental Law. He is a graduate of Stanford University and of Harvard Law School. Verchick began his teaching career at the University of Missouri-Kansas City and has been a visiting professor at Peking University (China), Aarhus University (Denmark), Lewis & Clark College (Portland, OR), and Seattle University. Before entering academia he practiced environmental law at Riddell Williams in Seattle. Verchick served for five years on the board of the Center for Progressive Reform. He is author or co-author of three books, including *Facing*

## Participant Biographies (continued)

*Catastrophe: Environmental Action for a Post-Katrina World* (Cambridge, Mass.: Harvard University Press 2010).

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**Roberta Hilbruner** rhilbruner@usaid.gov  
**Environmental Communication Specialist** 202-712-5688  
**U.S. Agency for International Development** Washington, DC  
With USAID's Natural Resources Management, Roberta works in international development and manages environmental social change programs and sustainable tourism development programs.

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**Robin Peuser** Robin.Peuser@noaa.gov  
**Program Analyst** 301-713-2325 x224  
**National Oceanic and Atmospheric Administration** Silver Spring, MD  
For the past 3.5 years, Robin has been working in the NOAA/NMFS Office of Habitat Conservation. Part of her job relates to program performance, including performance planning and reporting on annual milestones and performance measure targets. She has also been involved with a performance measure improvement effort to develop more outcome-based measures.

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**Ron Kendall**  
**Analyst**  
**U.S. Environmental Protection Agency** Alexandria, VA  
Ron has one year of experience as project officer for State pesticide regulators advisory organization (SFIREG), two years as Tribal Program Coordinator, Office of Pesticide Programs(OPP), 10 years as Quality Assurance Officer, Field External Affairs Division/OPP, seven years as Divisional Quality Assurance Officer, Program Support Team Leader in Environmental Field Branch/FEAD/OPP, and 15 years as Contract Officer Representative with responsibilities in grants, contracts and Inter-Agency Agreements which include contractors, Non Government Organization's and other government agencies. He is on a six-month detail in OSWER/OUST working on cleanup and state fund soundness programs.

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**Rosemarie Moreken (Speaker)** rmoreken@iaf.gov  
**Analysis and Evaluation Specialist** 703-306-4387  
**Inter-American Foundation** Arlington, VA  
After work with the OEF in Costa Rica and being a Peace Corps volunteer in Guatemala, conducting nutritional and health surveys, Rosemarie began work with CARE. Her career covered emergency and development work in the Sudan, Iraq, and Mozambique. Since 1997 Rosemarie has worked with the Inter-American Foundation, where she currently works with 16 data verifiers in 18 Latin American and Caribbean countries. She has advised on the integration of participatory rural appraisal techniques. B.A. Carleton College and Masters in International Affairs, Columbia University.

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**Ruggiero Sardaro** ruggiero.sardaro@agr.uniba.it  
**PhD - Evaluation and Rural Planning** +39 333-679-4780  
**University of Bari** Bari, Italy  
Ruggiero graduated from the University of Bari with a specialist degree in Agricultural Engineering Science. His research fields are environmental and natural resources valuation and real estate assessment, in the Department of Agricultural Economics and Policy.

## Participant Biographies (continued)

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<b>Russell S. Donnelly</b>	irsd7@verizon.net
<b>Environmental Analyst</b>	410-388-0898
<b>SECAP</b>	<b>Baltimore, MD</b>

Russell's life's work thus far is dedicated to Marine, Estuarine, and Environmental Sciences for the purpose of restoring the damages man has levied against our planet. The silent war continues.

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<b>Russell Winn (<i>Speaker</i>)</b>	ruwinn@nmsu.edu
<b>Associate Professor</b>	575-646-2620
<b>New Mexico State University</b>	<b>Las Cruces, NM</b>

Russell Winn is an Associate Professor in the Department of Government at New Mexico State University. Russ has been conducting public program evaluations, primarily in the area of criminal justice programs, for 25 years. Most recently he organized a conference celebrating the 100th anniversary of the conservationist Aldo Leopold's arrival in the southwest.

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<b>Ruth A. Bowman</b>	rabowman@anneraytrust.org
<b>V.P. Research and Evaluation</b>	952-540-4054
<b>Margaret A. Cargill Philanthropies</b>	<b>Wayzata, MN</b>

Ruth spent 24 years in private industry holding positions in finance, business development, and information technologies in the US and Europe. Her education includes a degree in Business Administration from McPherson College; a Masters in Public Affairs from the Hubert H. Humphrey Institute of Public Affairs; and a Ph.D. in Educational Policy and Administration from the University of Minnesota with a focus in Evaluation Studies. Ruth feels well designed and effectively used evaluations are a key component to improving stewardship of our limited resources. Bringing knowledge and experience in the field of evaluation and project management, Ruth is well prepared to lead the efforts in weaving research and evaluation for program effectiveness as Vice President of Research and Evaluation.

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<b>Ruth Kelty</b>	ruth.kelty@noaa.gov
<b>Ecologist</b>	410-226-5193
<b>National Oceanic and Atmospheric Administration</b>	<b>Oxford, MD</b>

At NOAA's National Center for Coastal Ocean Science, Ruth brings together partners to integrate and synthesize the best available science for coastal decision-makers. She also develops metrics for measuring the impact and evaluating the effectiveness and efficiency of applied research.

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<b>Ryan D. Knight</b>	rknight@usaid.gov
<b>Environment Officer</b>	202-712-1957
<b>U.S. Agency for International Development</b>	<b>Washington, DC</b>

Ryan has an academic background in the life and environmental sciences, as well as in law and policy. He currently works for USAID's Office of Natural Resource Management as an Environment Officer, and he will soon be working on environmental issues in the South American region. He has worked for a number of U.S. government agencies, environmental non-profit organizations, and international NGOs in the past.



## Participant Biographies (continued)

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<b>Sacheen Tavares-Leighton (<i>Facilitator</i>)</b>	sacheen.tavares@noaa.gov
<b>Program Training Specialist</b>	843-740-1167
<b>National Oceanic and Atmospheric Administration</b>	<b>Charleston, SC</b>

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Sacheen Tavares-Leighton is a coastal training specialist at the NOAA Coastal Services Center. Sacheen provides training and technical assistance to NOAA partners and customers, using her expertise to guide training participants as they seek to design effective projects and programs and evaluate their efforts. Sacheen has engaged in a variety of evaluations (internal and external), playing an instrumental role in the planning and execution of the recent joint external review of NOAA's National Estuarine Research Reserves Coastal Training Program and Coastal Services Center Training. Sacheen holds a Master of Arts degree in marine affairs from the University of Miami's Rosenstiel School of Marine and Atmospheric Science and a Bachelor of Science degree in zoology and botany from the University of the West Indies. She is currently working toward certification in evaluation practice with The Evaluators' Institute.

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<b>Sarah Cooper</b>	<b>Washington, DC</b>
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Sarah is an international development assistance practitioner with experience in North, West, and East Africa. She is a strong project manager with expertise in research, technical analysis, outreach, and project implementation. She has demonstrable skills in environment and natural resource management, group formation and strengthening, and program planning and design. She also has experience facilitating local participation in development projects and managing working groups, teams and individuals. She speaks proficient French.

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<b>Sarah Wendel</b>	wendel.sarah@epa.gov
<b>Intern, Office of Policy, Economics &amp; Innovation</b>	520-270-4806
<b>U.S. Environmental Protection Agency</b>	<b>Washington, DC</b>

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Sarah is a temporary intern at the U.S. EPA in the Office of Policy, Economics, and Innovation. She has just received her Master of Arts in International Environmental Policy from The Monterey Institute of International Studies and is currently job searching in D.C.

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<b>Scott Bowles</b>	bowles.scott@epa.gov
<b>Program Analyst</b>	202-566-2208
<b>U.S. Environmental Protection Agency</b>	<b>Washington, DC</b>

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Scott Bowles has over 25 years of experience managing and implementing programs in the public service field. Scott most recently worked with EPA's National Center for Environmental Innovation (NCEI) analyzing innovations for their scale-up potential and assessing how they addressed priority environmental problems. Scott currently spearheads the NCEI's efforts to support and implement innovative measurement approaches which improve performance in the environmental field.

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<b>Scott Richardson</b>	srichardson@cns.gov
<b>K12 Program Coordinator</b>	202-606-6903
<b>Corporation for National and Community Service</b>	<b>Washington, DC</b>

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Scott Richardson is the K-12 Program Coordinator for Learn and Serve America at the Corporation for National and Community Service. He focuses on programmatic and grant-making activities in school-based service-learning, performance measurement and evaluation, and tying service-learning to school reform through collaboration with other federal agencies. Scott is the former Director of Research and Design at Earth Force, a national non-profit organization that prompts young people to take civic action to address the environmental problems in their communities. He wrote curriculum materials, directed teacher training, and oversaw evaluation for Earth Force.

## Participant Biographies (continued)

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**Seerp Wigboldus (*Speaker*)** seerp.wigboldus@wur.nl  
**Centre for Development Innovation** +31 317-481-395  
**Wageningen University and Research Centre** **Wageningen, Netherlands**  
Seerp Wigboldus is working with the Centre for Development Innovation ([www.cdi.wur.nl](http://www.cdi.wur.nl)) of Wageningen University and Research centre in the Netherlands since 2003. He studied sociology of rural development and tropical crop science, did research on interdisciplinary collaboration in the field of rural development, and then worked for about ten years in Nepal and Tibet (China) in integrated rural development programs. His first experience with evaluation was in 1994 in Nepal in a participatory evaluation resulting in a report entitled "Towards a meaningful evaluation for project, staff and villagers". His current focus of (advisory and training) work is on strengthening the ability to think and act strategically - options for engaging complexity. He approaches this in a holistic way, integrating principles of (among others) practical wisdom, ethical leadership, and spirituality. This includes application in the field of managing for impact.

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**Shari Grossarth** grossarth.shari@epa.gov  
**Environmental Protection Specialist** 202-566-2242  
**U.S. Environmental Protection Agency** **Washington, DC**  
Shari recently started working with EPA's Evaluation Support Division in a group that is exploring and applying innovative measurement tools and the idea of more meaningful measurement. Shari's past work in the National Center for Environmental Innovation has focused on innovation in environmental permitting and regulation.

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**Sharon Pailler** sharon.pailler@wwfus.org  
**Social Scientist** 202-495-4257  
**World Wildlife Fund** **Washington, DC**  
With WWF's Conservation Science group, Sharon provides technical support to the WWF field programs in program and impact evaluation. Most of her work had been focused in the Africa region.

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**Shawn Morford** shawn.morford@comcast.net  
**Associate Professor** 503-523-6022  
**Oregon State University** **Warm Springs, OR**  
Shawn is currently director of the Oregon State University Extension Service on the Warm Springs Indian Reservation. She holds a PhD in Program Evaluation with an emphasis in evaluation capacity building from the Faculty of Forestry at the University of British Columbia and has consulted with educational, government, and non-profit organizations in social and economic indicators and evaluation methods, and conducts training in environmental education evaluation.

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**Shelley H. Metzenbaum (*Speaker*)**  
**Associate Director for Performance and Personnel Management**  
**U.S. Office of Management and Budget** **Washington, DC**  
Shelley H. Metzenbaum serves as the Associate Director for Performance and Personnel Management of the U.S. Office of Management and Budget in September 2009, reporting to the nation's first Chief Performance Officer. She previously served as founding director of the Collins Center for Public Management at UMass Boston's McCormack School, associate administrator for Regional Operations and State/Local Relations at the U.S. EPA, undersecretary of the Massachusetts Executive Office of Environmental Affairs, Massachusetts capital budget director, executive director of Harvard's Kennedy School Executive Session on Public Sector Performance Management, and executive director of the

## Participant Biographies (continued)

Environmental Compliance Consortium. She is a fellow of the National Academy of Public Administration and holds a Ph.D. in public policy from Harvard's Kennedy School of Government.

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**Shelley Robertson** info@snrobertson.com  
**Principal** 239-633-3241  
**Robertson Consulting Group, Inc.** Sarasota, FL

Shelley has been working in the nonprofit field since 1996, and she holds a Bachelor of Arts in Business Administration, a Master of Arts in Applied Economics, and a Doctorate in Organizational Leadership. She formed Robertson Consulting Group in 1997 and provides evaluation consulting to clients throughout Florida and in Georgia, Michigan, North Carolina, Texas, and Wisconsin. Robertson Consulting Group provides expertise in both qualitative and quantitative evaluation and evaluating collaborative efforts.

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**Stephanie Santell** santell.stephanie@epa.gov  
**Program Analyst** 202-564-4412  
**U.S. Environmental Protection Agency** Washington, DC

Stephanie is a recent graduate that attended the University of Rochester to attain a bachelor's degree in biology. She later went on to complete her master's in Environmental Policy at the American University. Stephanie is currently working for the Environmental Protection Agency in the Office of Planning Analysis and Accountability.

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**Stephanie Shipman** shipmans@gao.gov  
**Assistant Director** 202-512-4041  
**U.S. Government Accountability Office** Washington, DC

With the Applied Research and Methods office, Dr. Stephanie Shipman aims to further federal evaluation through conducting studies of federal evaluation policies and activities, coordinating the Federal Evaluators informal network and listserv, and serving on professional association and interagency work groups.

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**Steve Potts** potts.steve@epa.gov  
**Program Analyst** 202-566-1121  
**U.S. Environmental Protection Agency** Washington, DC

Steve has a background in both environmental science and program analysis. His goal is to bring together skills in both science and evaluation to advance the application of environmental evaluation at EPA.

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**Susan Kistler (*Speaker*)** susan@eval.org  
**Executive Director** 508-748-3326  
**American Evaluation Association** Fairhaven, MA

Susan Kistler is the Executive Director of the American Evaluation Association, responsible for the administration and execution of its programs and services. Working with a dedicated cadre of volunteers at all levels, Susan has helped the association to expand access to information and resources through the use of new technologies including a searchable online resource repository, live and recorded webinars, member-contributed blog content, RSS feeds, and expanded electronic communications. Her goal? A vibrant community of practice that nurtures the field and those who work within it.

## Participant Biographies (continued)

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**Susie Holst** susie.holst@noaa.gov  
**Management and Program Analyst** 301-713-3155 x142  
**National Oceanic and Atmospheric Administration** Silver Spring, MD

Susie is a marine ecologist with over 10 years of experience working in coral reef ecosystems in the Atlantic/Caribbean, Pacific and Indian Oceans, and she is now based in Washington, DC working for the National Ocean Service Headquarters office of NOAA's Coral Reef Conservation Program (CRCP). Susie wears many hats for the CRCP, including program analyst responsible for coordinating strategic planning, vessel coordinator, and evaluation analyst. She is leading the development of a suite of new performance measures for the CRCP based on recommendations from a recent external review of the program. She has also been a scientific diver with NOAA since 2004 and regularly participates on NOAA missions.

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**Tamberly Conway** tkconway@fs.fed.us  
**Conservation Education Coordinator** 202-401-4063  
**U.S. Forest Service** Lufkin, TX

Tamberly graduated with a B.S in Wildlife Management from McNeese State University in Lake Charles, LA. She graduated with her Master's degree in Forest Recreation Management and is currently pursuing her Ph.D. in Forestry with an emphasis in Human Dimensions in Natural Resources in the College of Forestry and Agriculture at Stephen F. Austin State University in Nacogdoches, TX with a focus upon developing outreach and conservation education materials and programming for Latino communities. She is the Conservation Education Coordinator for the U.S. Forest Service, National Forests and Grasslands in Texas and is the Coordinator of the Texas Urban Connections - Latino Legacy community outreach and conservation education program.

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**Tavirai Marega** taviemarega@gmail.com  
**Water and Sanitation NGO** +263 913217128  
**Harare, Zimbabwe**

Tavirai holds a B.S. in Geography and Environmental Studies, Certificate in Economic and Financial Instruments in Implementation of Sustainable WASH Programmes.

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**Terell P. Lasane (Speaker)** lasane.terell@epa.gov  
**Social Scientist** 202-566-0705  
**U.S. Environmental Protection Agency** Washington, DC

Terell Lasane joined the US EPA in March 2008. In 1990, he received his B.S. degree in Psychology from Howard University in Washington, D.C., earning a minor in the allied sciences. He received his M.A. and Ph.D. degrees in 1993 and 1996, respectively from the University of Delaware. Terell Lasane joined the US EPA in March 2008, coming directly from a fourteen year career as an academic social psychologist at St. Mary's College of Maryland, Maryland's public honors college (1994-2008) During his career, he published many journal articles, book chapters, and position papers, and he presented over four dozen papers at professional conferences. He was promoted to the rank of full professor in May 2007, and he left the college to join The United States Protection Agency's Evaluation Support Division (ESD) in the Office of the Administrator. He has a 12 year career of private consultation in the field of program evaluation and has combined his unique skills as an academic researcher and instructor of social science research methods and statistics to the unique challenges of undertaking environmental evaluations.

## Participant Biographies (continued)

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**Teresa Kuklinski** kuklinski.teresa@epa.gov  
**International Environmental Program Specialist** 202-564-0246  
**U.S. Environmental Protection Agency** Washington, DC

Teresa is an International Environmental Program Specialist in the Eurasia, Africa and Middle East Program within the Office of International and Tribal Affairs (OITA) at the US EPA. Among other duties, she works on public participation and coastal resources management in the Middle East, drinking water in East Africa and the US-Russia Bilateral Commission Environment Working Group. Before joining OITA in July 2009, she worked on international, science and policy issues and on a program evaluation of a capacity building grant program as an Environmental Scientist within the American Indian Environmental Office at the US EPA. She has also served as a Peace Corps Volunteer in Mali, West Africa, and worked for WWF in Malaysia.

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**Thanh Vo** thanh.vo.dinh@noaa.gov  
**Office of Program Planning and Evaluation** 301-713-1622 x184  
**National Oceanic and Atmospheric Administration** Silver Spring, MD

Thanh analyzes federal programs related to Ocean, Coastal resources and environment. His work includes university sustainability studies curriculum development and development program evaluation.

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**Theresa L. Goedeke** theresa.goedeke@noaa.gov  
**Social Scientist** 301-713-3028  
**National Oceanic and Atmospheric Administration** Silver Spring, MD

Theresa earned her degree in Rural Sociology with emphasis on natural resource sociology from the University of Missouri-Columbia in 2003. She joined NOAA's National Ocean Service in 2009 as a Social Scientist in the CCMA Biogeography Branch, where she is working to build a social science research program to inform policy and management in the areas of coastal and marine spatial planning, oceans and human health, and community adaptation to climate change.

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**Tim Reed** treed@tnc.org  
**Director, Conservation Audit Program** 202-528-5857  
**The Nature Conservancy** Washington, DC

Tim has directed The Nature Conservancy's Conservation Audit Program since its inception in 2003. He worked from 1995-2003 at Deloitte Consulting as a management consultant to Fortune 500 companies and prior to that was a field biologist working mostly with birds and primates. When not traveling, Tim lives in Washington DC.

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**Tom Fedewa** tom.fedewa@wdc.usda.gov  
**Soil Conservationist** 301-504-2283  
**USDA Natural Resource Conservation Service** Beltsville, MD

Tom is developing an Agency-wide internal control process in collaboration with an interdisciplinary team at USDA's Natural Resource Conservation Service.

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**Tracy Dyke Redmond (*Speaker*)** tdr@indecon.com  
**Senior Associate** 617-354-0074  
**Industrial Economics, Inc.** Cambridge, MA

Ms. Redmond has 10 years of experience specializing in environmental program evaluation, performance measurement, and supporting innovative environmental programs that integrate measurement into program design. As a Senior Associate at Industrial Economics (IEC), she conducts

## Participant Biographies (continued)

mixed-method evaluations to help agencies understand where they are being effective and how they can improve. Ms. Redmond assists agencies in selecting appropriate performance measures and using them to manage their programs and chart progress towards their goals. She also supports clients in measuring the effectiveness of compliance assistance and enforcement efforts. In addition to working with EPA and other government agencies, Ms. Dyke Redmond conducts evaluation in the context of private philanthropy. She holds a B.A. in environmental studies and biology from Oberlin College and a Master in City Planning/Environmental Policy from the Massachusetts Institute of Technology.

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<b>Vinaya Swaminathan (<i>Facilitator</i>)</b>	vinaya@fosonline.org
<b>Program Associate</b>	202-986-1507
<b>Foundations of Success</b>	<b>Washington, DC</b>

Vinaya works for Foundations of Success and has helped a number of conservation organizations apply the process of adaptive management to their projects and programs. She also teaches University of Maryland graduate students the skills and tools for strategic planning and monitoring and evaluation - an effort currently being developed with other universities into a global academic network for teaching adaptive management.

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<b>Vincia Holloman</b>	holloman.vincia@epa.gov
<b>Environmental Scientist</b>	202-564-5176
<b>U.S. Environmental Protection Agency</b>	<b>Washington, DC</b>

Vincia works on the Quality Staff at EPA's Office of Environmental Information.

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<b>Wilhelmina Bratton</b>	wbratton@fs.fed.us
<b>National Partnership Coordinator, State and Private Forestry</b>	202-205-1144
<b>U.S. Forest Service</b>	<b>Washington, DC</b>

Wilhelmina's experience includes, but is not limited to, 10 years as an elected official and 5+ years as executive director of two organizations.

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<b>William Hall</b>	hall.william@epa.gov
<b>Conflict Resolution Specialist</b>	202-564-0214
<b>U.S. Environmental Protection Agency</b>	<b>Washington, DC</b>

William manages the evaluation program for EPA's Conflict Prevention and Resolution Center. His current projects involve evaluating the process and environmental results of EPA mediation cases. He also continues to pursue research on process dynamics in domestic and international environmental negotiation and is currently an adjunct professor in Georgetown University's Conflict Resolution Program.

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<b>Yolanda Sanchez</b>	sanchez.yolanda@epa.gov
<b>Environmental Scientist</b>	703-603-9246
<b>U.S. Environmental Protection Agency</b>	<b>Washington, DC</b>

Yolanda is a new employee in the Community Involvement and Program Initiatives Branch of the Superfund Program at the EPA's Office of Superfund Remediation and Technology Innovation. She supports EPA Regional staff participating in community involvement at Superfund hazardous waste cleanup sites by helping to build staff and community capacity (internal and external) for meaningful community involvement in decision-making.

## Participant Biographies (continued)

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<b>Yvonne Watson</b>	watson.yvonne@epa.gov
<b>Program Analyst</b>	202-566-2239
<b>U.S. Environmental Protection Agency</b>	<b>Washington, DC</b>

Yvonne works in the Evaluation Support Division (ESD) of EPA's National Center for Environmental Innovation in Washington, D.C. She is responsible for building the capacity of the Agency to develop logic models, performance measures and conduct evaluations to determine if environmental programs are achieving their stated goals and objectives.

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<b>Zac Hart (<i>Facilitator</i>)</b>	Zac.Hart@noaa.gov
<b>Coastal Management Specialist</b>	843-740-1175
<b>National Oceanic and Atmospheric Administration</b>	<b>Charleston, SC</b>

Zac Hart is a coastal management specialist at the NOAA Coastal Services Center. Zac plays a dual role for NOAA, working partially for the National Policy and Evaluation Division, and partially for the Center's Human Dimensions Program. Zac's work has focused largely on stakeholder engagement, evaluation of coastal management programs and initiatives, and social and economic indicators of coastal health. Zac previously spent two years working for the Trust for Public Land, a national land conservation organization, and has also worked as a freelance environmental journalist. Zac holds a master of environmental studies degree from the College of Charleston, is certified in instructional systems design, and earned a bachelor of science in biology from Winthrop University.

# 2009 ENVIRONMENTAL EVALUATORS NETWORKING FORUM

## THE VALUE OF ENVIRONMENTAL EVALUATION

### what

The purpose of the Environmental Evaluators Network is to advance the field of environmental evaluation through more systematic and collective learning. The annual EEN forum provides an opportunity for evaluators and users of evaluation from the diversity of environmental organizations and disciplines to exchange knowledge and experiences related to the practice, theory and policy of environmental evaluation as well as collaboratively to identify and develop products that further the field. Ultimately, the aim of the EEN and the events and products that it supports is to improve the environmental community's capacity to demonstrate effectiveness and efficiency, particularly in terms of environmental outcomes.

### history

The fourth EEN Forum was co-hosted by the U.S. Environmental Protection Agency (EPA) and the National Fish and Wildlife Foundation (NFWF) and the George Washington University Trachtenberg School of Public Policy in Washington, DC on June 8 and 9, 2009. More than 230 participants were in attendance from federal government agencies, foundations, private evaluation firms, academia, non-profits and other organizations.

### themes

The theme of the fourth EEN Forum was The Value of Environmental Evaluation. Concurrent sessions covered three areas:

1. *Using Evaluation in the Early Stages of Environmental Programs and Policies*
2. *Using Evaluation to Improve Mature Environmental Programs and Policies*
3. *Building the Capacity and Culture of Evaluation*

### key note speakers

- **Debra Rog** - Westat
- **Mikael Hildén** - Finnish Environment Institute
- **George Grob** - Center for Public Program Evaluation

### presentations

**PLENARY 1: Economic Recovery and Environmental Goals: Opportunities for Evaluation** – Patricia Dalton, Mark Humpert, Dominic Mancini, Kathy Newcomer and George Grob. Evaluators and evaluation consumers give perspectives on the value of evaluation in addressing new priorities set by new leadership during a global economic crisis.

**PLENARY 2: Creating Common Standards In The Environmental Community: Learning From Nonprofits** – Richard Margoluis, Tess Present, Tim Reed and Stephanie Shipman. Representatives from environmental organizations provide an update on the Open Standards and discuss current opportunities and challenges associated with their adoption and implementation.

#### **Using Evaluation in the Early Stages of Environmental Programs and Policies**

- **Evaluation and Conservation Planning** – Andrew Knight, Devra Kleiman, David Callihan. These case studies highlight the challenges of conservation planning and will be used to share knowledge, examine the gap between “knowing” and “doing” effective conservation planning, and to focus group discussion towards identifying avenues for improving the effectiveness of evaluation for conservation planning initiatives.
- **Case Study of NFWF Keystone Initiatives** – Timothy Male, Tony Chatwin, Christina Kakoyannis. To better demonstrate the environmental or social impacts of the organization's grantmaking investments, the National Fish and Wildlife Foundation provides additional evaluation staff and leadership support to embed a more comprehensive system of monitoring and evaluation into the entire lifecycle of the Foundation's new long-term initiatives.
- **Case Study of Moore Foundation's Amazon Conservation Initiative** – Luis Solórzano, Jared Hardner. This presentation provides an overview of planned conservation outcomes for the Andes Amazon Basin. Presenters explain how a new plan enables easier internal and external evaluation and attempts to overcome two of the greater evaluation challenges that face conservation programs—counterfactuals and attribution.
- **Experimental and Quasi-Experimental Evaluation Designs: Perspectives From Academia** – Paul Ferraro. Three case studies are used as vehicles to emphasize that experimental and quasi-experimental designs are feasible, useful and comprehensible to a wide audience.
- **Complex Evaluation Methods** – The Evaluator as Objective Analyst and Salesperson (and Occasional Punching Bag). Lou Nadeau. How do we get program managers to buy in to using more complex (and hopefully more valid) designs? What happens when the use of more sophisticated methods shows that a program is ineffective? This presentation will look at the roles of the evaluator that uses sophisticated methods.
- **Application of Criteria and Indicators for Forest Sustainability at the Local Government Level** – Don Outen. This presentation explains how Baltimore County is applying the Montreal Process Criteria and Indicators for forest sustainability. Working through a multi-party Steering Committee and several special stakeholder Forums, the County structured management programs under the premise that better data leads to better dialogue and decisions.
- **Scale and scope in the application of criteria and indicators for forest sustainability at the national level** – Guy Robertson. The Forest Service recently released its Draft 2010 National Report on Sustainable Forests which relies on the Montreal Process Criteria and Indicators for Forest Sustainability but, at the same time, it is guided by a broad public collaboration process. This presentation gives specific examples of how this balancing act has led to compromises in terms of both the scale and the scope of data presented in the report.

**OVER**





## THE VALUE OF ENVIRONMENTAL EVALUATION

### presentations cont.

- **Environmental Evaluation Practices and the Issue of Scale** – Hans Bruyninckx. This presentation examines the problem of scale. Social scientists, natural scientists, and evaluators have not properly defined the concept of scale for environmental problems. Environmental scale generally differs from social scale, which confounds the challenge of evaluating policies and governance arrangements in addressing environmental issues.
- **An Early Evaluation of NOAA's Habitat Matrix Program** – Bruce McDowell. The presentation details a report that makes recommendations for establishing an overarching statutory framework to unify NOAA's programs around outcome oriented goals, strengthening the performance goals and measures being developed and the related annual targets, increasing scientific support for habitat assessments and progress reporting, and working more closely with the program's numerous partners and stakeholders.
- **The Value of Process Evaluation: Risk Reduction Measures for Pesticide Products Could Be Implemented up to Four Years Sooner** – Debra Kemp, Peter Caulkins. EPA sponsored an external review of the Office of Pesticide Programs to identify opportunities for streamlining the product reregistration process. The evaluation team provided EPA with 25 recommendations that covered all phases of the process, as well as communication, performance management, information management, resources, and staffing. The evaluation led OPP to make significant changes in its program.

#### Using Evaluation to Improve Mature Environmental Programs and Policies

- **The Chesapeake Bay Small Watershed Grants Program** – Amanda Bassow, Laura Carrier, Andy Rowe. The Chesapeake Bay Small Watershed Grants Program has been awarding grants for local watershed stewardship and restoration projects since 1999. In 2007, GHK Int'l completed a third-party evaluation of the program. This session examines the changes that have resulted from the evaluation, and how those changes have been received by grantees.
- **A Case Study in How Evaluation Brought Change to the Environment Enforcement Training Programs at US EPA** – Zena Aldridge, Yvonne Watson. When the EPA's National Enforcement Training Institute (NETI) suggested several changes to improve the environmental enforcement training program in May 2006, senior managers could not come to consensus. Using information gained from a program evaluation project completed one year later, however, NETI recommended similar changes once again and senior managers came to a different conclusion: substantial changes in the program were approved and implemented. This presentation will highlight key components to this turnaround.
- **Evaluations and Environmental Education: Challenges and Successes** – Kathleen MacKinnon, Kathy McGlauffin, Judy Braus, Connie Kubo Della-Piana, Leslie Goodyear. Four case studies are presented exploring the challenges of evaluating environmental education programs.
- **Recognizing the Value of Evaluation: Fostering Positive Stakeholder Interactions for Environmental Management** – Ken Genskow, Tom Koontz, Suzi Ruhl. While many evaluation efforts come from evaluation professionals, it is important to consider the role that stakeholders can play in evaluation. This panel provides diverse perspectives about how to foster positive stakeholder interactions.
- **Data and Information: Access, Use and Finding Meaning** – Ed Washburn. When you're making a good faith effort to demonstrate outcomes and beneficial impacts that are attributed to your environmental program -- and your program budget keeps shrinking -- and the "transparency lamp" shining on your program keeps getting brighter, where do you turn for evaluation data? The GEOSS (Global Earth Observation System of Systems) might be a faint ray of hope.
- **Data and Information: Lessons Learned through the State of the Nation's Ecosystem Project** – Anne Marsh. This presentation describes two State of the Nation's Ecosystems reports (2002 and 2008) created to populate stakeholder-designed indicators on coasts and oceans, farmlands, forests, fresh waters, grasslands and shrublands, urban and suburban systems and the nation as a whole.
- **Using Evaluation Methods as Decision Support for Strategy Development** – Richard Gelb. This presentation describes how tools and methods historically used in the environmental evaluation realm can be applied throughout the performance and adaptive management cycle as decision-support to a variety of actors, with a particular focus on the role of intermediate outcomes and geospatial analysis.
- **Building a Network's Capacity for Evaluation** – Jennifer Splansky, Leslie Goodyear. Three case studies describe the framework for evaluation capacity building among NGOs and non-profit foundations.

#### Building the Capacity and Culture of Evaluation

- **Repositories of Projects and Evaluations: A Foundation for Evidence-Based Decisions** – Andrew Pullin. This talk will consider the value and necessary characteristics of a repository of evidence to support decision making in environmental management.
- **The Conservation Registry: Promoting Strategic Conservation and Sharing Knowledge** – Gina LaRocco. The transformative effect of Internet technologies is reshaping how conservation happens. Defenders of Wildlife and many partners have developed an online tool, the Conservation Registry, that allows all types of users, including agencies, organizations, private landowners, and policy makers, to record, track and map conservation projects occurring across the landscape.
- **Effective Communication of Evaluation Results and Learning** – Per Mickwitz, Shelley Robertson. The presentation discusses dissemination and production based strategies for communication of evaluation results. The presentation uses experiences from the development of eco-efficiency indicators in the Kymenlaakso region of Finland. The second half of the session, continues the theme by identifying ways to communicate results and encourage learning.
- **Theory, Practice & Application of the Utilization-Focused Evaluation Approach: Case Studies from Environmental Education** – Lisa Flowers, Annelise Carleton-Hug. This session explains the fundamentals of utilization-focused program evaluation: evaluations designed to provide data that is useful for program managers and other interested stakeholders.
- **Competency, Capacity and Culture: Toolboxes for Evaluators** – Michaela Zint. Many environmental professionals are interested in increasing their evaluation competency and yet, little is known about the extent to which various experiences may help them achieve this outcome. This presentation explains an online tool called "My EE Evaluation Resource Assistant," or MEERA.
- **The Handbook of Environmental Policy Evaluation** – Ann Crabbé. The Handbook of Environmental Policy Evaluation is a guide to environmental policy evaluation in practice. Beginning with an introduction to the general principles of evaluation, it explains the particular complexities native to the environmental sphere and provides a comprehensive toolkit of evaluation methods and techniques which the practitioner can employ and refer to.
- **A Tool-Kit for Agricultural Research Impact Evaluators: Report on a Work in Progress** – Doug Horton. This presentation describes a Tool-Kit for Impact Evaluation. The Tool-Kit under development will provide an overview of impact evaluation, the different tasks involved, and the different tools and approaches that can be used for each task.
- **Program and Policy Evaluation in State, Local and Tribal Governments** – Mary Beth Brown, Warren Kimball, Jennifer Falck. In this session, the presenters discuss the value of evaluation to decision makers and citizens in a state, local or tribal environment. The presenters will pose the question, "When does data become information?"

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# 2008 ENVIRONMENTAL EVALUATORS NETWORKING FORUM

## WORKING STRATEGICALLY TO SUPPORT CHANGE AND EFFECTIVENESS

### what

The purpose of the Environmental Evaluators Network is to advance the field of environmental evaluation through more systematic and collective learning. The annual EEN forum provides an opportunity for evaluators and users of evaluation from the diversity of environmental organizations and disciplines to exchange knowledge and experiences related to the practice, theory and policy of environmental evaluation as well as collaboratively to identify and develop products that further the field. Ultimately, the aim of the EEN and the events and products that it supports is to improve the environmental community's capacity to demonstrate effectiveness and efficiency, particularly in terms of environmental outcomes.

### history

The third EEN forum was co-hosted by the United States Environmental Protection Agency (EPA) and the National Fish and Wildlife Foundation (NFWF) in Washington, DC on June 12 and 13, 2008. More than 130 participants were in attendance from federal government agencies, foundations, private evaluation firms, academia, and other organizations.

### themes

1. **Attribution:** Program evaluation as a means of assigning change in environmental condition to a particular program or policy.
2. **Management:** The connections between performance measurement and program evaluation that are key to accountable, adaptive, outcome-based management.
3. **Communication:** Distributing the results and learning from evaluations across stakeholders with different roles, responsibilities, values and perspectives.

### presentations

#### 1. *Attributing Change to Our Programs:*

- **Applying Program Evaluation Methods to Natural Resource Policy** - David Butry, National Institute of Standards and Technology. Although program evaluation methods are rarely applied to natural resource policy, this presentation employs them to assess the effectiveness of current wildfire mitigation programs. The study finds that wildfire management has a significant impact on wildfire behavior.
- **Results Chains: A Tool for Measuring Effectiveness and Attributing Change to Conservation Programs** - Marcia Brown, Foundations of Success. Foundations of Success seeks to improve the practice of conservation through adaptive management, which entails working with practitioners to systematically test assumptions, adapt, and learn. Results chains are a useful tool in adaptive management as they clarify assumptions about how conservation strategies contribute to reducing threats and achieving the conservation of targets, and can be used to attribute change to programs.
- **Data Credibility** - Andrew Pullin, Bangor University (Wales) and Center for Evidence-Based Conservation. The confidence with which data can be interpreted in the evaluation context depends upon the quality of the data and the strength of the evidence that they provide. Methods to improve data credibility include developing a methodology that is controlled, randomized, and replicable; involving multiple stakeholders in the design process; ensuring that the method is transparent; and making data accessible.
- **Moving Toward a Scale Independent Approach to Monitoring Status and Trends in Biodiversity** - Elizabeth Kennedy, Conservation International. Conservation International's approach to monitoring biodiversity includes both status monitoring of broad scale trends in biodiversity threats and conservation responses, as well as intervention monitoring which measures the results of conservation actions in a local context. By linking these monitoring scales, local information can be scaled up to inform adaptive management and broad trends can be refined to direct local conservation tactics.
- **Educational Evaluation as Adaptive Management** - Daniel T. Blumstein, UCLA. The goals of effectively optimizing both education and conservation can be pursued jointly by conducting educational evaluations to inform adaptive management plans. This approach optimizes environmental education, as it teaches citizenship, awareness, and sustainability through "learning experiments" that allow students to make sustainable decisions with real-world data.
- **Casual Attribution in Environmental Program Evaluation** - Gary Henry, University of North Carolina. The presentation revisits causal attribution in environmental program evaluations, using Rubin's Causal Model to show how evaluators can develop an unbiased estimate of the program effects. Remaining challenges include data collection, resource constraints, and extrapolating effects to a target population.
- **Implications of Climate Change for Evaluation** - Per Mickwitz, Finnish Environment Institute. Although evaluation has not yet become a central issue in climate policy and the evaluation community has yet to discuss climate issues in depth, it is clear that climate change will have implications for evaluations of both climate and "non-climate" programs and policies. These implications, which include side-effects, attribution, and uncertainty, can best be addressed through an evaluation methodology perspective.

OVER





## 2008 ENVIRONMENTAL EVALUATORS NETWORKING FORUM

### presentations cont.

- Evaluating Collaborative Environmental Programs - Lou Nadeau, Eastern Research Group. Collaborative environmental programs provide unique challenges to evaluators, as they are often vaguely defined and can be approached from a variety of perspectives. Evaluators of collaborative programs should consider the following types of questions: process (focused inward on the collaboration itself), outcome-oriented (relate the collaboration to results), and "big picture" (overall assessment of the collaboration).
- 2. **Performance management and adaptive management:**
  - **If You Love Your Program, Change Your Organization** - Brett Jenks, Rare. Rare is an organization that trains local conservationists in threatened natural areas to employ a systematic method (Pride campaigns) to induce human behavior change, reduce environmental threats, and conserve the earth's natural resources. The presentation describes Rare's strategy to continuously improve its program operations, driven by both "adaptive" and "adoptive" management.
  - **Evaluation's Role in Public Management** - Michael Jacobson, King County, WA. The presentation discusses how increasing the role of information can help the public sector meet changing expectations for evaluation results, formalization, accountability, and transparency. Potential responses to these expectations are presented with examples from King County's experience.
  - **Evaluation the Performance of Collaborative Environmental Governance** - Tomas M. Koontz, Ohio State University. This presentation asks whether collaborative governance, in which multiple governmental and nongovernmental stakeholders work together to advance a shared vision, truly produces good environmental outcomes. The authors review the feasibility of various research designs and experimental methods, and describe their own current and future research agenda.
  - **Environmental Evaluation in the Age of an Uncertain Climate** - Diane Lane, Stratus Consultants. This presentation addresses the climate change impacts that evaluators should be take into account when assessing the long-term sustainability and success of their programs. Evaluators are asked to consider the ways that an altered climate might affect their program's theory of change, outcome targets, and program goals.
  - **Evaluation of Environmental Conflict Resolution** - Susan Goodwin, U.S. Department of the Interior. Environmental Conflict Resolution (ECR) cases utilize third-party mediators to seek agreement on environmental, natural resource, or public lands issues. The Systematic Evaluation of Environmental and Economic Results (SEER) method provides a useful framework to summarize cases, assess effects, and evaluate the results of ECR decisions.
  - **The Golden Lion Tamarin Conservation Program** - Devra G. Kleiman, Zoo-Logic LLC. The presentation describes the activities and successes of the Golden Lion Tamarin Conservation Program, a flagship species program that aims to protect, restore, and expand the Brazilian rainforest and its biodiversity. The program's efforts include local capacity building, conservation education, outreach, and social marketing.
  - **Influential Evaluation: Not as Evident as it Seems** - Hans Bruyninckx, Catholic University (Belgium). This presentation asks what makes an evaluation influential, what parties want influential evaluations, under what conditions are evaluations influential, and whether these considerations should change what evaluators do. The authors find that institutionalization is a critical condition for evaluations to become an integral part, norm and standard of environmental policy interventions.
  - **Observations on Making Evaluations Effective** - Jared Hardner, Hardner and Gullison Ltd. Evaluations that are performed to inform decision making must be effective in answering the key questions of decision makers. To accomplish this, evaluators must be relevant, work with the data available, involve stakeholders, and deliver actionable recommendations.
- 3. **Communication:**
  - **Knowledge to Action** - Protecting Ocean Life through Marine Science - Angela Bednarek, Pew Charitable Trusts. The Lenfest Ocean Program funds policy-relevant science through a variety of research efforts. The presentation exhibits the program's efforts to address challenges in moving from knowledge to action through five steps that make scientific research relevant to policy.
  - **Another Point of View: Monitoring and Evaluation from a Donor Perspective** - Cynthia Gill, U.S. AID. The presentation highlights the weaknesses of reports typically required by donors, which are often qualitative and provide generic, "rolled-up" indicators with little management value. An alternative is proposed in which managers focus on practical, strategic monitoring combined with targeted participatory evaluations.
  - **An Online Course to Build Evaluation Capacity** - Lynette Fleming, Research, Evaluation & Development Services. This presentation profiles the development of an Applied Environmental Education Program Evaluation course in evaluation capacity building. The course, piloted in 2004, seeks to equip students with the skills to conduct rigorous evaluations and ensure routine practice.
  - **My Environmental Education Evaluation Resource Assistant (MEERA)** - Michaela Zint, University of Michigan. The development and use of MEERA, a web-based resource for increasing environmental educators' evaluation capacity, is described in this presentation. MEERA can help evaluators to learn about evaluation and its importance, move through the evaluation process step-by-step, obtain suggestions on related evaluation topics, search through sample environmental education evaluations, and review additional evaluation resources.
  - **Evaluating Climate Change and Development** - Rob van den Berg, The Global Environment Facility. Forums such as the International Conference on Evaluating Climate Change and Development are one means to promote discussion about the implications of climate change for environmental evaluators. Information-sharing of this kind can assist evaluators' efforts to support capacity development, mitigation efforts, and adaptation strategies in developing countries.

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# 2008 CANADA ENVIRONMENTAL EVALUATORS NETWORKING FORUM

## what

The purpose of the Environmental Evaluators Network is to advance the field of environmental evaluation through more systematic and collective learning. The annual EEN forum provides an opportunity for evaluators and users of evaluation from the diversity of environmental organizations and disciplines to exchange knowledge and experiences related to the practice, theory and policy of environmental evaluation as well as collaboratively to identify and develop products that further the field. Ultimately, the aim of the EEN and the events and products that it supports is to improve the environmental community's capacity to demonstrate effectiveness and efficiency, particularly in terms of environmental outcomes.

## history

The first Canadian EEN Forum was held on September 25 and 26, 2008, at the Government Conference Centre in Ottawa, Ontario. The forum was supported by Environment Canada as well as by financial contributions from six federal organizations with environmental portfolio interests (Agriculture Canada, Canadian Environmental Assessment Agency, Fisheries and Oceans Canada, Health Canada, Natural Resources Canada, and Parks Canada). Fifty people attended the event, which included a cross section of evaluators and program managers in federal, provincial, municipal, academic, non-profit foundation sectors, as well as representation from the United States.

The goal of the forum was to extend the building of the Environmental Evaluators Network to Canada, in order to include Canadian colleagues in the network of individuals collaborating to improve the field of environmental evaluation.

## themes

1. *Environment and decision-making*
2. *Changing behavior through results in "on the ground" delivery*

## working sessions

In addition, a working session on the Environmental Evaluators Network and Forum was held to discuss the management of and goals for the initial launch of EEN in Canada. The working session developed a list of topics of interest for future EEN forums, additional types of events that may interest EEN participants, possible structures for the EEN in Canada, and suggestions on how to best extend the network to others.

## key findings

1. **The purpose of environmental evaluations:**
  - Measure environmental progress, provide an impetus for change and enhance accountability
  - Help with "course corrections" and be used to demonstrate ongoing value and relevance
2. **Factors that may distinguish environmental evaluations from other evaluations:**
  - Subject matter expertise is important for the evaluation team
  - Multiple partners and jurisdictions are usually involved
  - Environmental results that a long time to be realized (time scale is an issue)
3. **Key components required to plan and prepare an environmental evaluation:**
  - Clearly defining long term outcomes to be achieved
  - Developing a logic model/outcome map
  - Setting measurable interim benchmarks or indicators
  - Establishing clear accountabilities
  - Engaging all partners
4. **Key components required throughout the evaluation:**
  - Systems need to be put in place with resources
  - Management needs to be both convinced and served
  - Partners need to be actively engaged in both performance monitoring and evaluation
  - Proxy indicators (e.g., increased awareness, behaviour changes) can be used to assess progress along the way to outcomes
  - Transparency and credibility (e.g., science-basis) are important
5. **Key challenges to environmental evaluation:**
  - Measuring "on the ground" environmental impacts (moving from assessing "process" to "impact")
  - Attribution and determining cause-effect relationships
  - Reconciling priorities across partners
  - Affecting decision-making
  - Affecting organizational change

**OVER**



## 2008 CANADA ENVIRONMENTAL EVALUATORS NETWORKING FORUM

### presentations

#### 1. Environment and decision-making:

- **Launch of Environmental Evaluators Network** - V. Neimanis. This presentation introduces the inaugural Canadian EEN event and its objective of extending the network of individuals interested in actively participating in and profiting from the Environmental Evaluators Network.
- **Building Evaluative Capacity in Conservation and Environment: Challenges to the Evaluation Profession** - Matt Birnbaum, National Fish and Wildlife Foundation. The presentation establishes basic working assumptions with regards to natural resource program evaluation, which are followed by key technical and institutional barriers and principles for improving evaluative capacity. An overview of key findings from the three previous EEN forums suggests five-year goals and action items for the Network.
- **Counting Trees: Evaluation of the Conserving Canada's Forest Program** - Lara Ellis, IVEY Foundation. The Conserving Canada's Forest Program seeks to increase the amount of protected forest ecosystem and expand the adoption of sustainable forest practices in Canada. This presentation details a recent evaluation of the program, emphasizing the distinctions between grant, cluster, and program level evaluation.
- **Evaluating Conservation Efforts: Lessons from the Canadian Boreal Initiative** - Cathy Wilkinson. The Canadian Boreal Initiative has incorporated planning and evaluation as a core element of its approach from the beginning. The Initiative's 2006 mid-term evaluation showed that the commitment to upfront evaluation planning was time-consuming but invaluable.
- **Evaluating Environmental Programs** - Shelley Borys, Environment Canada. This presentation provides an overview of evaluation at Environment Canada. Although many evaluations are management-focused with outcomes only inferred, the gains in measuring environmental outcomes include added confidence in management decisions and credibility for the program.
- **Setting the Conditions for Environmental Evaluation** - Helena Olivas, The Delphi Group. The Clean Development Mechanism, set in place as part of the Kyoto Protocol, was founded to promote sustainable development and emission reductions in developing countries and allow industrialized countries some flexibility in meeting their emission reduction commitments. The presentation outlines the success CDM has experienced in the process for evaluating GHG emission reductions, as well as the challenges faced in meeting Sustainable Development criteria.
- **Contribution of Evaluation to Improved Environmental Programming** - David Fairbairn, Fairbairn Environmental. The presentation utilizes program examples to identify factors that could increase evaluation effectiveness and address key challenges and constraints. The collective lessons learned show that program evaluations do provide a strong framework for understanding how well programs are working, yet linking activities to results continues to be challenging.

#### 2. Changing behavior through results in "on the ground" delivery:

- **Behaviour Changes as Development Results in NRM: An Introduction to Outcome Mapping** - Kaia Ambrose, CARE Canada. Outcome mapping is a methodology for planning and assessing the social effects and internal performance of projects, programs, and organizations. Outcome mapping focuses on behavior change, which is useful in the field of natural resource management because human behavior (specifically the way people treat each other and the environment) has a central role in the development process.
- **Towards Sustainable Mining: A Catalyst for Change** - Stephanie Meyer, The Mining Association of Canada. This presentation introduces the Towards Sustainable Mining program along with its self-assessment and verification system. The system shows how TSM has improved member company performance across the protocols for tailings management, external outreach, crisis communications, and energy and GHG emissions management.
- **Management Effectiveness Reporting in Parks Canada: Assessing Ecological Integrity** - Stephen Woodley, Parks Canada. Parks Canada measures outcomes focused on its mandate of ecological integrity, commemorative integrity, visitor experience, and public education. The presentation uses case studies to show how ecological integrity monitoring provides Parks Canada with essential information for management and visitor education, and allows the Agency to deal with stakeholders and partners from a knowledge perspective that is credible, science-based, efficient, and effective.

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# 2007 ENVIRONMENTAL EVALUATORS NETWORKING FORUM

**CROSSING THE THRESHOLD: ADDRESSING METHODOLOGICAL, INSTITUTIONAL AND CULTURAL CHALLENGES IN ENVIRONMENTAL EVALUATION IN AN ERA OF PERFORMANCE MANAGEMENT**

## what

The purpose of the Environmental Evaluators Network is to advance the field of environmental evaluation through more systematic and collective learning. The annual EEN forum provides an opportunity for evaluators and users of evaluation from the diversity of environmental organizations and disciplines to exchange knowledge and experiences related to the practice, theory and policy of environmental evaluation as well as collaboratively to identify and develop products that further the field. Ultimately, the aim of the EEN and the events and products that it supports is to improve the environmental community's capacity to demonstrate effectiveness and efficiency, particularly in terms of environmental outcomes.

## history

The second EEN forum was co-hosted by the United States Environmental Protection Agency (EPA) and the National Fish and Wildlife Foundation (NFWF) in Washington, DC on June 14 and 15, 2007. Approximately 100 domestic and international participants were in attendance from a variety of government agencies, academia, consulting organizations, foundations, and non-profits.

## themes

**Major themes emphasized in the presentations were:**

**1. Evidence-based decision-making:**

- Effective evaluation designs
- The role of qualitative, quantitative, and mixed methods
- Using evidence to support decision-makers in choosing appropriate policy mixes
- Net impacts

**2. Gaps in the field of environmental evaluation:**

- Building institutional capacity in evaluation
- Standards and expertise required for the emerging profession
- Linking evaluation theory, evaluation practice, and environmental decision-making

## presentations

**1. Moving towards evidence-based decision-making:**

- **Monitoring for Conservation Planning and Management** - Elizabeth Kennedy, Conservation International. This presentation described key information needs for decisions in conservation planning and management and gave an overview of how these needs can be met with status and effectiveness monitoring. The two approaches are especially useful when nested, as this enables evaluators to link interventions with status changes in conservation targets.
- **Multi-Agency Environmental Conflict Resolution Evaluation Study** - Dale Keyes, U.S. Institute for Environmental Conflict Resolution, Morris K. Udall Foundation. The U.S. Institute for Environmental Conflict Resolution assists parties in building consensus or resolving conflicts on environmental, natural resource, and public lands issues. The presentation shows how the Institute utilized the Multi-Agency ECR Evaluation Study (MAES II) to assess the effectiveness of its collaborative processes.
- **Evaluations for Evidence-Based Environmental Programs and Policies from a European (and Finnish) Perspective** - Per Mickwitz, Finnish Environment Institute (SYKE). Evidence-based policy originates in the intent to create policy informed by knowledge of what types of efforts work and with what means. An important lesson from European applications of this concept is that a fixed "hierarchy of knowledge" approach to evidence is too narrow, because the relevance of different types of evidence depends on its intended use.
- **Planning for Third Party Evaluation** - Laura Pyzik, U.S. EPA, and Neal Feeken, National Fish and Wildlife Foundation. This roundtable discussion addressed the inherent dichotomy between regulatory and voluntary programs, particularly with regards to validation of the data required to support an evaluation. Participants discussed when and where third party verification can be a useful evaluation tool.
- **Evaluating Environmental Conflict Resolution Using the Systematic Evaluation of Environmental and Economic Results (SEEER)** - William Hall, Conflict Prevention and Resolution Center, U.S. EPA. This presentation demonstrates the use of the Systematic Evaluation of Environmental and Economic Results (SEEER) methodology in evaluating Environmental Conflict Resolution cases. SEEER has effectively estimated the results of ECR processes, despite their complexity, and the ECR processes evaluated to date have resulted in positive environmental outcomes.
- **Meeting Evidence Challenges Under PART: An Agency Perspective** - Michael Mason, Office of Water, U.S. EPA. The presentation provides an overview of the challenges faced by EPA's Office of Water in gathering and submitting evidence for 21 PART reviews over the past five years. It is recommended that Agencies make better efforts to document implementation decisions and processes, and that OMB re-assess the PART guidance's evidence criteria to reflect "real-world" legal and resource limitations.

**OVER**





## 2007 ENVIRONMENTAL EVALUATORS NETWORKING FORUM

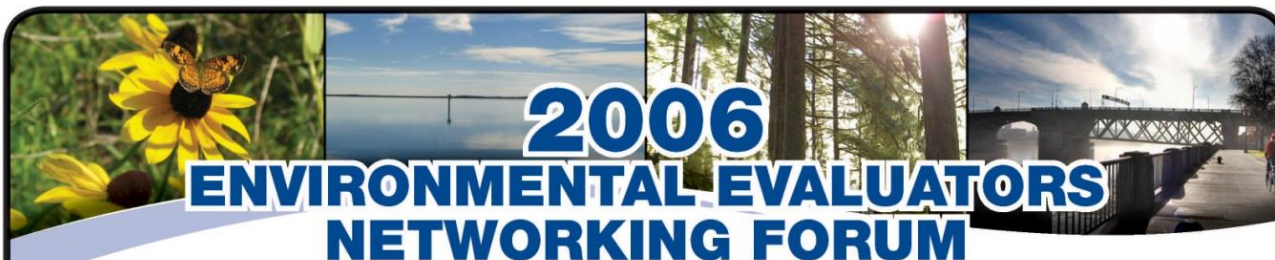
### presentations cont.

- **PART Evidence: An OMB Perspective** - Brian Kleinman, Office of Management and Budget, U.S. EPA. From an OMB perspective, the ideal PART evidence submitted in support of a program would answer all question elements and be concise, realistic, credible/high-quality, and timely.
  - **Static Models, Dynamic Processes and the Tongass Land Management Plan** - Guy Robertson, U.S. Forest Service. The presentation uses a real-world example of the Tongass Land Management Plan, a high profile and contentious forest planning exercise, to explore the relationship between ex ante deterministic estimation techniques and actual results. The presentation concludes with a discussion of the challenges facing adaptive management as an alternative model.
  - **Point-Counterpoint: Practitioner Adaptive Management vs. External Scientific Assessment** - A No-Holds Barred Debate - John Seidensticker, Species Conservation Center, Smithsonian's National Zoological Park. The presenter takes the position that the only way to improve conservation practices and outcomes is through full-blown, external review processes. The debate on this issue is summarized through the use of six point-counterpoint examples.
  - **The Status of Evaluation in the Federal Government: The Shape of Things to Come?** - Kathryn E. Newcomer, Ph.D., The George Washington University. The presentation describes the current environment for program evaluation and the drivers of evaluation, including the PART. Issues raised include the PART's lofty expectations for "experimental" research, the substantial resources required to complete outcome and impact evaluations, and the possibility that accountability demands are overshadowing real programmatic learning.
  - **Introduction to the Work of the Centre for Evidence-Based Conservation (CEBC)** - Andrew Pullin, CEBC, University of Wales Bangor, UK. The Center for Evidence Based Conservation's goal is to support decision-making in conservation and environmental management through the production and dissemination of systematic reviews on the effectiveness of management and policy interventions.
  - **Evidence and Attribution** - Andy Rowe, Vice President, GHK Consulting, Ltd. The presentation discusses a recent review of evaluation methodologies, focusing on evidence and attribution issues. Experimental designs are usually not feasible, therefore it is important to replace the emphasis on methods with a focus on evidence standards and requirements.
  - **What is Evidence** - Paul J. Ferraro, Department of Economics, Andrew Young School of Policy Studies. Evidence is defined as something that changes the probability that a proposition is true, and if it is to be used for attribution, evidence must be gathered using the scientific method. It is not self-evident that individuals involved with environmental policy have an incentive to generate high quality evidence.
2. **Closing the gaps for the field of environmental evaluation:**
- **Evaluating Environmental Education: Challenges and Opportunities** - Annelise Carleton-Hug, Trillium Associates. The presentation addressed the challenges facing environmental program evaluators, including the complexities involved in measuring affective, cognitive and behavioral change. Current practice in environmental education evaluation involves developing a theory of change with stakeholders, and utilizing a wide variety of data evidence to inform decision making.
  - **RARE: Inspiring Conservation** - Brett Jenks, Rare. Brett shared his experience as CEO of Rare developing and implementing systems for designing and evaluating efforts to build global constituencies for conservation. Rare utilizes a theory of change approach to evaluate three measures of success: capacity, constituency, and conservation.
  - **The Role of the University in Building Capacity for Environmental Evaluation: Needs and Opportunities** - Gail Achterman, Institute for Natural Resources, Oregon State University. The presentation addressed how universities can utilize their research, teaching, and outreach roles to contribute to environmental evaluation capacity building. The ultimate outcome of this increased capacity is high quality program evaluations that improve environmental results and assure accountability.
  - **Bridging the Gaps: Perspectives from a Local Government** - Michael Jacobson, Office of County Executive Ron Sims, King County Washington. The presentation compares and contrasts local and federal evaluation capacity, and then discusses in detail King County's approach to integrating evaluation into their performance management system. The discussion cites examples of completed outcome evaluations of King County programs and reviewed cultural, methodological, and bureaucratic challenges that must be addressed in order to improve evaluations.
  - **Counting What Counts: Bridging the Gaps among Stakeholder Perspectives** - Jennifer Nash, Corporate Social Responsibility Initiative, John F. Kennedy School of Government, Harvard University. Stakeholders face different goals, needs, and challenges with respect to environmental program evaluation, which often lead to different implications for evaluation practice. This presentation uses EPA's flagship voluntary program (the National Environmental Performance Track) to show that stakeholders share some perspectives on evaluation and suggest ways to bridge existing gaps in understanding.
  - **The Dodge Assessment Initiative** - Michelle Knapik, The Geraldine R. Dodge Foundation. The presentation introduces the central principles and concepts of the Dodge Foundation Assessment Initiative, especially the concept that Dodge is committed to developing a culture of assessment aimed at improving performance rather than merely auditing it. This involves measuring what matters, planning backwards, the use of rubrics in program and project design, and the evolution of a culture of assessment.
  - **Some Thoughts on Capacity Building** - V. Neimanis, Audit and Evaluation Branch, Environment Canada. The presentation introduces a draft logic model of the Environmental Evaluator's Network and identifies opportunities for the Network to support capacity development in the field of environmental evaluation.

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# 2006 ENVIRONMENTAL EVALUATORS NETWORKING FORUM

## what

The purpose of the Environmental Evaluators Network is to advance the field of environmental evaluation through more systematic and collective learning. The annual EEN forum provides an opportunity for evaluators and users of evaluation from the diversity of environmental organizations and disciplines to exchange knowledge and experiences related to the practice, theory and policy of environmental evaluation as well as collaboratively to identify and develop products that further the field. Ultimately, the aim of the EEN and the events and products that it supports is to improve the environmental community's capacity to demonstrate effectiveness and efficiency, particularly in terms of environmental outcomes.

## history

The first EEN forum was co-hosted by the United States Environmental Protection Agency (EPA) and the National Fish and Wildlife Foundation (NFWF) in Washington, DC on June 22 and 23, 2006. More than 90 participants were in attendance from government agencies, foundations, non-profit organizations, consulting firms, academic institutions, and other organizations.

## themes

**Major themes emphasized in the presentations were:**

1. Technical and institutional issues for building capacity in environmental evaluation
2. Strategic planning in assessing the state of the field along with directions for moving forward

## presentations

**Technical and institutional issues for building capacity in environmental evaluation:**

- **Applying Systematic Evidence Reviews in Ecology: Challenges and Opportunities** - Gail Achterman, Oregon State University. Systematic Evidence Reviews (SERs), which originated in clinical medicine, answer targeted questions with research that is explicitly assessed for quality. While there are many challenges in applying SERs to environmental practice, the SER process has significant potential for applying scientific knowledge about ecosystems to policymaking.
- **Evaluation Environmental Policies and Programs in the Context of Multi-Level Governance** - Per Mickwitz, Finnish Environment Institute. The presentation uses case studies to demonstrate that environmental policies and programs can influence local activities both directly and top-down through intermediate levels. Policies at different levels do not always complement each other, therefore it is important to consider how the intervention/program theory may change when policies at different levels interact.
- **Evaluation: Accountable Learning** - John Sherman, Headwaters Group. The guiding principles of accountable learning are 1) accountability and learning are compatible, 2) projects occur in a variety of systems, and 3) accountability and improvement start with program design and grantee selection, not evaluation. Evaluations concerned with accountable learning ask what program activities and impacts are, and also what lessons are being learned and how they are used to improve success.
- **The Role of a National System of Indicators in Evaluation of Conservation** - Theodore Heintz, White House Counsel on Environmental Quality. A national system of environmental statistics and indicators would increase consistency in measurements, data, and evaluation methods; as well as improve evaluators' ability to attribute outcomes and foster understanding of how conservation works. The Collaboration on Indicators on the Nation's Environment seeks to meet this need with a proposal for institutions for statistical reporting on the environment.
- **Measuring the Effects of Environmental Policies: An Issue of Methodology and Legitimacy** - Hans Bruyninckx, Catholic University of Leuven, Belgium. Due to the complex and multi-faceted nature of policy, from the perspective of the social policy scientist/evaluator there is no such thing as a simple, straightforward policy evaluation. This presentation discusses the different types of evaluation, focusing on effects evaluation which attempts to map the causal relationships among policy, goal attainment, and side effects.
- **Thinking across Scales in Designing a National Environmental Information System** - Robin O'Malley, The Heinz Center. The presentation describes an information pyramid with the types of information that could be included in a Comprehensive Statistical System, and relates those types to the functions that can be performed with the information. The major uses of such a pyramid from the top down are: broad knowledge and beliefs, medium-scale management and program evaluation, and local scale decision-making/evaluation.

**OVER**





## 2006 ENVIRONMENTAL EVALUATORS NETWORKING FORUM

### strategic planning

#### *Strategic planning in assessing the state of the field along with directions for moving forward:*

- **Current State of Environmental Evaluation** - Andy Rowe, GHK Consulting, Ltd. The presentation overviews the current state of environmental evaluation, focusing on the distinguishing characteristics of evaluation in environmental and natural resource settings and the role of the EEN in improving the capacity of environmental/natural resource evaluation. Improved capacity is needed to enable evaluators to respond to the opportunities and challenges created by the increased focus on Results Based Accountability.
- **Integrating Evaluation and Accountability at U.S. EPA** - Michael Mason, U.S. Environmental Protection Agency. The presentation provides an overview of program evaluation at EPA and the forces driving the increased emphasis on evaluation and accountability. Recommendations are made for the greater integration of PART, GPRA, and program evaluations.
- **The State of Evaluation in US-Based International Non-Profit Environmental Organizations** - Richard Margoluis, Foundations of Success. This presentation seeks to outline the evolution of evaluation in the environment field and describe the current demand for and practice of evaluation in the NGO community. Possible future directions for the field are proposed using lessons learned from the Conservation Measures Partnership collaboration.

### key findings

#### *Key findings that emerged from forum discussions include the following:*

1. **Issues of concern:**
  - Increased pressure for greater demonstration of program efficiencies given resource constraints.
  - The need for strategies to identify the net impacts of conservation efforts.
2. **Current strengths:**
  - Environmental evaluators' dedication to improving the state of environmental evaluation.
  - Environmental evaluators' commitment to seeking open standards and sharing of lessons learned.
3. **Current weaknesses:**
  - Lack of technical capacity can compromise the rigor of research designs, methods of analysis, and communication with stakeholders.
  - Lack of institutional capacity, including inadequate management information systems (MIS) and fragmentation of cross-organizational efforts.
4. **Opportunities:**
  - Increasing demand for credible evaluation results by policy makers in public agencies and private foundations.
  - Growing savvy of consumers for evaluation in learning about impacts of conservation.
5. **Threats:**
  - Political pressures for quick fixes, leading to poor performance measures for advising policy makers.
  - Moving of evaluation to focusing too exclusively on accountability, compromising efforts at building processes for organizational learning.
6. **Five-year goals for the Environmental Evaluators Network:**
  - Continued testing and improvement of evaluation approaches' technical rigor and consistency.
  - Develop better information systems for the collecting and sharing of information, particularly across organizations.
  - Nurture and support emerging leadership within the network, who in turn can guide improved evaluative capacity in the larger conservation community.
  - Integrate outcome-based evaluation strategies in order to balance the needs of funders with those doing implementation in the field.
7. **Recommended action items for the Environmental Evaluators Network over the next one to five years:**
  - With continued leadership by the Foundation in the role of a neutral convener, clarify the Network's focus and organization.
  - Foster improved communication of best evaluation practices through a variety of medias, including peer-review journals, newsletters, the Internet, annual EEN Forums, and the development of an Internet-based clearinghouse.
  - Gradually expand participation in the EEN forum to include other partners, including other foundations and state and regional agencies (while retaining the primary focus on the federal sector).
  - Identify strategies for better funding mechanisms that encourage both continued innovation in the field and the maturation of existing evaluation approaches.

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## Notes

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