

## 2006 Environmental Evaluators Network Forum

### Presenter & Moderator Biographies

Listed in alphabetical order

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

**Dr. Lori Snyder Benneer** is an Assistant Professor of Environmental Economics and Policy at the Nicholas School of the Environment and Earth Sciences, Duke University. Her research focuses on estimating the effectiveness of innovations in environmental regulation and in designing procedures that promote the use of such program evaluations in policy design. Recent work has focused on measuring the effectiveness of management-based regulations, which require each regulated entity to develop its own internal rules and initiates to achieve reductions in pollution, as well as the effectiveness of regulations that mandate public reporting of environmental information. She is author of several publications on program evaluation for environmental policy including a chapter in a recent National Academics book and an article in Environment magazine. Her research expertise has been used to aid in policy evaluation and design for several agencies including the Commonwealth of Massachusetts, the State of North Carolina, and the U.S. Environmental Protection Agency.

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

**Hans Bruyninckx** (PhD, Colorado State University) is professor of political science at the Catholic University of Leuven, Belgium and visiting Research Scholar at the Wageningen University (Netherlands). His main research areas include European and international environmental politics, global environmental governance and environmental policy evaluation

methodologies. As co-promotor of the Flemish Center of Expertise for Environmental Policy Sciences he has been responsible for the research stream on methodology development (cf. recent publication in *Evaluation* Vol 12(1):95-118). He has served as the policy scientist of the Flemish Environmental and Nature Council of Flanders and the Federal Council for Sustainable Development of Belgium.

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

**Molly Engle, Ph.D.**, is an Associate Professor in the Department of Public Health and the Evaluation Specialist for the Oregon State University Extension Service (OSUES). In that role she serves as both internal and external evaluator for faculty and the OSUES. One of her responsibilities is serving on the OSU Institutional Review Board. She received her doctorate in program evaluation from the University of Arizona. For over 25 years, she has planned, designed, implemented, analyzed, and reported on health-related and other community-based evaluations. She has consulted with the American Society on Aging, Health Resources and Services Administration (HRSA), American Schools and Colleges of Optometry. She has served as President of the American Evaluation Association and in various other roles for that organization. She has authored numerous peer-reviewed manuscripts and monographs. She has collaborated on two studies of the assessment of evaluation pedagogy. Her passion is working collaboratively with individuals to determine if health-related and other educational interventions make a difference for stakeholders.

**Dr. Brian Gratwicke** is the assistant director of Save The Tiger Fund, a partnership between the National Fish and Wildlife Foundation, the ExxonMobil Foundation and other donors that makes conservation grants to organizations working to save wild tigers. Brian has conducted a major portfolio evaluation of the last 10 years of Save The Tiger Fund's grant-making representing an investment of 12.6 million dollars in over 250 projects. Hailing from Zimbabwe, Brian is a well-rounded conservation biologist with a deep love for large mammals, birds and fishes. He has a wide range of experience and ecological expertise and publications including terrestrial, aquatic and marine subjects. His current research interests include measures of conservation success and meta-analysis of grant programs. Brian holds a Bachelors degree in Biology and a Masters degree in Fisheries Biology from the University of Zimbabwe. He was awarded his DPhil in zoology from Oxford University in 2004.

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

**Christina Kakoyannis** (Ph.D., Forest Social Science, Oregon State University) is an American Association for the Advancement of Science (AAAS) Science and Technology Policy Fellow located in the U.S. EPA's Evaluation Support Division. She currently provides evaluation support to state and national-level environmental programs by reviewing and enhancing the design and methods of evaluations. She has worked collaboratively with the National Fish and Wildlife Foundation to develop the Environmental Evaluator's Networking Forum. Prior to becoming a Fellow, she was a Faculty Research Associate for the Department of Forest Resources at Oregon State University. As a social scientist, she focused her research on human interactions with the environment, including public acceptance of natural resource decision-making processes, organizational learning in natural resource partnerships, and subsistence uses of natural resources. In this capacity, she interacted extensively with landowners, scientists, policy-makers, and resource managers. From 2002-2004, she served as the student liaison for the Oregon Program Evaluator's Network, an affiliate of the American Evaluation Association.

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

**Richard Margoluis** is co-founder and co-director of Foundations of Success. Richard's work in FOS has focused on assisting partner organizations develop adaptive management systems, evaluating conservation projects and programs, managing applied research related to M&E, organizing learning networks, and facilitating cross-site and cross-institutional learning – including co-facilitation of the Conservation Measures Partnership. Prior to working with FOS, Richard was the director of two programs at the Biodiversity Support Program (BSP): the Analysis and Adaptive Management Program, and the Latin America and Caribbean Program. Before going to BSP, Richard worked primarily for local non-governmental organizations in Latin America and Africa. In Guatemala, he served as the assistant director of the Sierra de las Minas Biosphere Reserve for Defensores de la Naturaleza and worked with WWF and TNC representatives to evaluate the impacts of community conservation and development projects in the Reserve. While in Guatemala, Richard also co-founded and directed two local health, conservation, and development organizations, and directed a multi-year disaster relief and rehabilitation project. In Africa, Richard worked for USAID through Tulane University on the Famine Early Warning System (FEWS) project for which he managed evaluations of food-security related projects and developed a community-based famine monitoring system. For a 14-month period while in Africa, Richard evaluated the relationship between human health and conservation in and around national parks from Sudan to South Africa. Richard holds a PhD in Epidemiology from Tulane University. He also completed a Masters of Public Health degree in International Health, with a concentration in Planning, and Evaluation at Tulane. Richard graduated from Northwestern University with a BA in Latin American Studies and is fluent in Spanish.

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

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

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

**Per Mickwitz** works as a Senior Researcher in the Research Programme for Environmental Policy at the Finnish Environment Institute, primarily focused on evaluation of environmental policy. During the years 2000-2 he was the main researcher in the project "Evaluation of environmental policy instruments: a case study of the Finnish paper & pulp and chemical industries". This study made a comprehensive evaluation of specific policy instruments that have influenced environmental protection in Finland. The pulp and paper industry and selected chemical industries were used as cases in the study. The study resulted in two follow up projects: A large scale evaluation of the new Finnish Environmental Protection Act during its two first years (project finished in 2003) and an analysis of factors generating innovations (ongoing). During 2002-4 Per Mickwitz participated in the EU-life project "The Eco-efficiency of Regions - Case Kymenlaakso", where he was in charge of the subproject "Analysis of social and cultural development". Since 2003 Per Mickwitz has been the leader of the project "Evaluating the effects in Finland of international efforts to reduce SO<sub>2</sub> and NO<sub>x</sub> emissions from large point sources". He has also been leading several short term research and evaluation projects most recently the ex ante evaluation "Evaluation of the effects of policy instruments aiming at increased material-efficiency". Per Mickwitz has published 4 academic monographs, 13 academic articles in peer review journals, 7 academic reports and more than twenty conference papers. Between 2003 and 2005, Dr. Mickwitz was the president of the Finnish Evaluation Society (FES). Besides his work at the Finnish Environment Institute, Per Mickwitz also give lectures at several universities in Finland.

**Shawn Morford PhD**, program evaluation and social research specialist and principal of Benchmark Consulting based in Oregon, has 25 years of experience in program evaluation and natural resource and community extension with state, provincial, and municipal governments, not-for-profit and research organizations, university extension, and tribal governments in Canada and the U.S. She was previously Socio-Economics Extension and Evaluation Specialist with the Forest Research Extension Partnership in Victoria, British Columbia, Canada and has authored and co-authored several evaluation-related publications, including an evaluation primer for natural resource managers and a book chapter on evaluation of community forests. With a PhD in program evaluation from the University of British Columbia and degrees in forestry and rural development, she has facilitated evaluation, survey design, and logic modeling workshops with natural resource, community-based, and conservation organizations such as the Forestry Research Institute of Malaysia, Community Futures Development Corporation, Centre for Non-Timber Resources, B.C. Ministry of Forests and Range, and the National Association of Interpretation. She has served on national committees with the Extension Evaluation Topical Interest Group of the American Evaluation Association and the Climate Change Impacts and Adaptation Directorate of Canada.

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

**Carlton N. Owen** is founder of the Environmental Edge, LLC, based in Greenville, South Carolina. He is a forester and wildlife biologist with more than 25 years of experience in the forest products industry and the non-profit conservation community, serving on the board of more than a dozen conservation organizations. In addition to serving as a board director of the National Fish and Wildlife Foundations where he chairs its Evaluation Committee, he is President of the University of Georgia's Warnell School of Forest Resources External Advisory Board and is a charter board member of Upstate Forever, a non-profit group addressing wise growth issues in the Upstate region of South Carolina. Mr. Owen was formerly VP-Forest Policy for Champion International Corporation. Prior to joining Champion, he was Executive Director of the Mississippi Wildlife Federation, Supervisor of Environmental Affairs for the Potlatch Corporation, and Executive Director of the American Forest Foundation. He is certified as a wildlife biologist by The Wildlife Society, and registered as a forester by the state of Arkansas. He is a member of the adjunct faculty of the Clemson University School of Forestry.

**Michael Patton** is an independent organizational development and evaluation consultant following a career on the faculty of the University of Minnesota from 1973-1991 (including five years as Director of the Minnesota Center for Social Research) A former president of the American Evaluation Association, he is the only recipient of both the *Alva and Gunner Myrdal Award* from the Evaluation Research Society for "outstanding contributions to evaluation use and practice" and the *Paul F. Lazarsfeld Award* for lifetime contributions to evaluation theory from the American Evaluation Association. He is the author of five evaluation books including a third edition of *Qualitative Research and Evaluation Methods* (2002) and *Utilization-Focused Evaluation: The New Century Text, 3rd ed* (1997). The two previous editions of that book have been used in over 300 universities. He has worked with organizations and programs at the international, national, state, and local levels, and with philanthropic, not-for-profit, private sector, and government programs. He has worked with peoples from many different cultures and perspectives. He is a generalist, working across the full range of efforts at improving human effectiveness and the environment, including programs in leadership development, performance indicators, results-based management, effective governance, and futuring. His current clients include the Rockefeller Foundation, Kellogg Foundation, MacArthur Foundation, California Endowment, Northwest Area Foundation, McKnight Foundation, and the Donnelley Family Foundation.

**Gayle Peterson** is a co-founder and senior partner of The Headwaters Group where she has more than 25 years of experience in philanthropy, non-profit management, and public policy issues involving housing, the arts, community development, and environmental conservation. Gayle began her career in policy as a legislative director for the Health and Medicine Policy Research Group and the Chicago Council on Urban Affairs. She later served as program director of the Great Lakes Protection Fund, executive director of the Minnesota Center for Environmental Advocacy, and executive director of Milkweed Editions, a national non-profit literary press. At Milkweed, she developed Alliance for Reading and Literature for a Land Ethic, both of which promote using art and literature as tools for policy change. Gayle earned a Master of Arts in Social Policy from the University of Chicago and received the Minnesota Award for Excellence for her work in promoting children's literacy. She is a member of the American Evaluation Association and the Grand Avenue Business Association. She and her family live in Saint Paul, Minnesota. They are creating a land trust in honor of her father on Cape Breton Island in Nova Scotia, Canada. On this land, they are also creating an heirloom apple orchard. The property, located on a wild-salmon river, will also serve as a source of inspiration for a writers-in-residence program.

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

**Andrew M. Schwarz** specializes in environmental policy analysis on a range of topics including program evaluation, strategic planning, performance measurement, risk communication, risk assessment, risk management, regulatory impact analysis, and environmental indicators. A Principal at Industrial Economics, Incorporated (IEc), he has more than eighteen years of environmental policy consulting experience, working with clients in the U.S. and in Eastern Europe. Mr. Schwarz currently serves as IEC's Chief Information Officer and Human Resources Director and manages IEC's contract with EPA's Office of Planning, Analysis, and Accountability.

**Robert J. Shea** is currently Counselor to OMB's Deputy Director for Management. He heads the President's Budget and Performance Integration initiative. A graduate of Connecticut College and South Texas College of Law, Robert was a Professional Staff Member with the House Committee on Government Reform from 1995 through 1996. There he had responsibility for examining the economy and efficiency of government programs, and acted as liaison with the government's Inspectors General. In 1997, Robert worked as Legislative Director for Congressman Pete Sessions (TX), where he organized the Results Caucus, a group of Members of Congress dedicated to results-based management and solving many of the government's major management problems. In early 1999, Robert was named Counselor to the Senate Committee on Governmental Affairs where, in addition to general oversight of Executive Branch management, he was charged with oversight of the implementation of the statutory framework for performance-based government, including the Government Performance and Results Act and the Chief Financial Officers Act. Robert is a native of Houston, Texas, and now lives in Alexandria, Virginia with his wife, Eva, and their three girls, Haley, Hannah, and Mary Claire.

**John Sherman** is the other co-founder and senior partner of The Headwaters Group, with 25 years of experience in non-profit management, grantmaking, and strategic planning. As executive director of the Tennessee Environmental Council, he earned special recognition from the Tennessee State Legislature and Governor for his humanitarian service. As program director and acting executive director of the Great Lakes Protection Fund, John combined his non-profit experiences with philanthropy. He currently chairs the regional solid waste board for Davidson County, Tennessee and serves on the board of his neighborhood association. John earned a Master of Public Health from the University of Michigan. He is a member of the American Evaluation Association and the American Public Health Association. Growing up in rural Michigan, John worked on his family farm in the summers. This connection to the land nurtured his passion for the outdoors, which includes a love of fishing and hiking. Taking a walk with John is an educational experience—with his degree in botany, he can name every plant in sight...and he does. He lives in Nashville, Tennessee with his wife and three children.

**John B. Stephenson** is currently the Director of Environmental Issues for the U.S. Government Accountability Office—the investigative arm of the Congress. In that capacity, he has for the past six years directed numerous studies and research projects, issued hundreds of reports, and testified on numerous 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 issues such as clean air, clean water, safe drinking water, chemical controls, toxic substances, climate change, superfund, and hazardous materials spill prevention and cleanup. He began his career in GAO's Cincinnati Field Office, and transferred to GAO's Washington D.C. headquarters office in 1987 where he worked on a variety of information technology and national and international security issues. From April 1998—February 2000, he was Deputy Staff Director for the Senate Special Committee on the Year 2000 Technology Problem for the Chairman (Senator Robert Bennett – R-UT), and Vice Chairman (Senator Christopher Dodd –D-CT). In that capacity, he ran the day-to-day operations of the Committee including orchestrating over 35 hearings, preparing legislation, organizing briefings and floor activities for the full Senate, working with the White House's Year 2000 Director and staff, and organizing numerous press and public events. He returned to GAO in March 2000 where he was executive assistant to the U.S. Comptroller General (the head of GAO). 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, his 9-year old daughter, and his 7-year old son.

**Jeff Trandahl** was raised in Spearfish, South Dakota, and moved to Washington, D.C. where he began his 20-year+ career on Capitol Hill. For 10 years, he served as an assistant to Senator James Abdnor (South Dakota), Congresswoman Virginia Smith (Nebraska), and Congressman Pat Roberts (Kansas). In 1994, Mr. Trandahl became a principal assistant to the transition team of the new Republican majority. In 1995, he was promoted Assistant to the Clerk and responsible for the legislative operations, personnel, and budget. In 1996, he was appointed Acting Chief Administrative Officer of the House. In 1998, he became the 32nd Clerk of the U.S. House of Representatives and thereafter elected to four consecutive two-year terms by the House membership in 1999, 2001, 2003, and 2005. As Clerk of the House, Mr. Trandahl served as the second-highest constitutional official in the House of Representatives, served as the chief legislative official, and lead a highly specialized staff of 300, with an operating budget of more than \$20 million. In November 2005, Mr. Trandahl became the Executive Director of the National Fish and Wildlife Foundation.