

PROFESSIONAL SUMMARY

- Consultant to nonprofit organizations and foundations since 1997
- Guide groups envisioning the desired future and strategies to create it
- Assess outcomes/impact and build capacity for internal evaluation
- Popular instructor in logic modeling, theory of change and evaluation

CONSULTING AND OTHER WORK EXPERIENCE

1997-present **Principal/Founder, Eleanor A. Smith & Associates, Oakland, CA**

- Theory of Change & Logic Modeling
- Evaluation & Assessment
- Strategic Planning
- Strategy Mapping
- Needs Assessment
- Grantmaking
- Program Design & Planning
- Meeting & Retreat Facilitation
- Training & Coaching

Current and Recent Clients and Projects include:

Instructor, Strategic Planning

San Francisco State University, San Francisco (current)

- Teaching professional development course in the university's Non-Profit Management Certificate Program

Instructor, Program Evaluation

California State University East Bay, Oakland (current)

- Teaching professional development course in the university's Non-Profit Management Certificate Program

Evaluation Design and Implementation

Exploring New Horizons, Pescadero (9/10-6/11)

- Conducted a pilot student outcomes assessment and developed survey protocols for ongoing internal assessment and analyzed data from pilot
- Built staff capacity to think "evaluatively" and use evaluation findings to improve programs and attract support

Theory of Change Facilitation

Florence Crittenton Services, San Francisco (11/10-2/11)

- Led team of executive staff to envision long-term desired change and facilitated creation of one-page pathway from the present to the future
- Identified interim measurable benchmarks and underlying assumptions

Theory of Change Facilitation, Evaluation Design & Coaching

YMCA of the East Bay, Oakland (9/08-6/09)

- Guided Camp Arroyo's environmental education staff in articulating their theory of change, created a program logic model, developed user-friendly evaluation methods and tools, and coached staff in implementation

Best Practices Research and Coaching on Social Return on Investment (SROI)*Florence Crittenton Services, San Francisco (11/08-12/08)*

- Researched the SROI of similar programs and coached staff to use findings effectively for fundraising and communications

Strategic Planning—in partnership with Olive Grove Consulting*Performing Arts Workshop, San Francisco (12/07-6/08)*

- Facilitated visioning with Board & staff with focus on participant outcomes, helping the group prioritize a move towards more impactful programming

Needs Assessment, Fundraising Counsel & Grantwriting*St. Helena Hospital/Redbud Community Hospital, St. Helena (4/07-6/08)*

- Conducted community needs assessment, drafted highly synthetic report on findings and recommendations and guided evidence-based decisionmaking
- Conducted prospect research, program design and grantwriting

Theory of Change/Logic Model Training & Coaching*St. Anthony Foundation, San Francisco (9/07-4/08)*

- Delivered outcomes training and coaching to program directors, reducing resistance to the shift from tracking outputs to meaningful client outcomes

Theory of Change/Logic Model Training & Coaching*Florence Crittenton Services, San Francisco (8/07-9/07)*

- Delivered training and coached program directors on desired outcomes, logic modeling, and user-friendly, relevant evaluation methods and tools

Training and Coaching on The Fundamentals of Grantwriting*YMCA of the East Bay, Oakland (11/06-1/07)*

- Developed curriculum for 1-day workshop for program/executive directors
- Delivered well-received workshop & provided follow-up coaching

Needs Assessment, Program Design, and Fundraising Counsel*Children's Hospital Foundation, Oakland, Oakland (1999-2007)*

- Assessed fundraising needs and made strategic staffing recommendations
- Guided staff on program design and wrote many successful grant proposals

Grantmaking Consulting, Family and Community Development Program*The William and Flora Hewlett Foundation, Menlo Park (1997-2002)*

- Conducted best practices research and wrote Requests For Proposals
- Assessed grant proposals for fit, feasibility, and organizational capacity; recommended \$15M in grants to Bay Area nonprofits
- Managed consultants for multi-site evaluation of a grantmaking initiative

Strategic Planning Facilitation*Children's Hospital Oakland Research Institute, Oakland (2000)*

- Designed outcomes-focused, 4-month-long strategic planning process
- Facilitated monthly meetings of board/senior staff group, leading to vision, goals and measurable outcomes to guide the institute's development

OTHER WORK EXPERIENCE

- 2002-2003** **Development Director, *Coral Reef Alliance*, San Francisco**
Managed all aspects of development for small conservation group, including direct mail/annual campaign, major gifts, budgeting, planning, grantwriting and grants management.
- Assessed organizational capacity to identify assets and liabilities for major gifts
 - Crafted strategic plan for major gifts & launched plan, engaging board members
 - Analyzed member database to identify untapped prospective major donors
 - Organized and hosted successful reception for Bay Area major donors
 - Wrote major donor appeal letter that realized a 15% response rate
- 1995-1997** **Associate, *Applied Development Economics*, Berkeley**
For economics research/economic development planning firm, managed projects with budgets over \$100,000. Analyzed industrial mix and labor markets; presented recommended business improvement strategies to city councils.
- Hired, supervised 3 outside contractors; supervised 2 staff
 - Surveyed 100+ businesses in client communities by phone & in-person
 - Designed, implemented, analyzed bilingual survey of 300 shoppers
- 1994-1995** **Rural Specialist, *Institute of Urban & Regional Development*, Berkeley**
- Interviewed 100+ local economic & workforce development practitioners in nine rural California counties and recommended strategies to build local capacity
 - Wrote report cited as among the best in economic development evaluations
- 1982-1991** **Author, Journalist, and Special Bay Area Correspondent, *Bureau of National Affairs*, Washington, DC**
- Co-authored 2 non-fiction books: *Two Californias: The Truth About the Split-State Movement* (Island Press 1983) and *The Next Step: HIV in the 90s* (San Francisco AIDS Foundation, 1989)
 - Wrote weekly stories on substance abuse, AIDS, work and family, air pollution, climate change, and other subjects for a major legal newsletter publisher

EDUCATION

- **Masters, City & Regional Planning**, University of California, Berkeley, Focus on Regional Economics and Community Development; thesis on "appropriate" research methods
- **Bachelor of Arts, Comparative Culture**, University of California Irvine; Phi Beta Kappa, Magna Cum Laude

COMMUNITY SERVICE

- Offer affordable workshops on thinking about desired outcomes and measuring success at Bay Area nonprofit support centers (e.g., Foundation Center, Volunteer Center of Sonoma County, Center for Volunteer and Nonprofit Leadership of Marin) and at statewide conferences.