

Curriculum Vita

Lora H. Warner

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EDUCATION

Ph.D., *Health Administrative Sciences*, Virginia Commonwealth University, Richmond, Virginia, 1987.

Major Area: Strategic Management and Planning

Minor Area: Evaluation Research

Dissertation: *Control of Hospital Strategic Decision-Making in Small Multi-hospital Systems, 1987*

M.Ed., *Educational Psychology*, University of Virginia, Charlottesville, Virginia, 1983.

Major Areas: Evaluation Research, Health Psychology

B.A., *Psychology*, Cum Laude, Hope College, Holland, Michigan, 1982.

Presidential Scholarship

Women's Basketball and Tennis, 1978-1982

Major Area: Psychology

WORK EXPERIENCE

1992-present: **Lecturer and Adjunct Professor, University of Wisconsin-Green Bay** Courses taught:

- Public and Environmental Affairs Department, UW-Green Bay
 - Evaluating Public and Nonprofit Programs, 1993-2008
 - Social Research Methods, 1996, 2005
 - Fund Raising and Marketing for Nonprofit Organizations, 2006
 - Leadership Issues for Nonprofit Managers, 2004
 - Leadership in Organizations, 1993-2003
 - Health Care Policy and Administration, 1994-1998
- Adult Degree/Extended Degree Program, UW-Green Bay
 - Leadership in Organizations, 1993-2002, 2006
 - Social Research Methods, 2002-2005, 2007
 - Health Care Administration, 1997
- Psychology Department, UW-Green Bay
 - Organizational Psychology, 1994 and 2004
- Social Work Department, UW-Green Bay
 - Program Evaluation, 2001-2003
- Administrative Science Program, UW-Green Bay, 1992-2000
 - Social Research Methods
 - Program Evaluation
 - Health Care Management in the 1990s

Field Projects completed by student groups as a part of several classes listed above:

- Survey and data analysis for NEW Curative Care Coordinator Program, 2007
- Development of outcome measurement tools for UW-Green Bay Tutoring Services, Brown County PALS program, Freedom House, and NEW Curative Care Coordinator Program, 2006
- Evaluation of Brown County Literacy Council's Child Tutoring Program, 2005
- Market Research for NEW Curative Rehabilitation leading to receipt of the Helen Bader Foundation grant, 2004
- Evaluation of UW-Green Bay Outreach Nonprofit Certificate Series, 2004

Guest lecturer for the following courses at UW-Green Bay:

- Public and Nonprofit Management, *Department of Public and Environmental Affairs*, 2003-2004
- Program Evaluation, *Department of Social Work*, 1995, 1999-2001
- Economic and Social Welfare, *Department of Economics*, 1996

Internship Program Manager, Department of Public and Environmental Affairs 2000-2002 (2 academic years)

- Collaborated with Career Services office to implement online internship services
- Initiated 20 new internship sponsors for the Department
- Supervised individual student internships and forums

Graduate Thesis Supervision, Administrative Science Masters Program. Served on 14 thesis committees, chairing 6, 1992-2000, 2007

Independent Study Supervision. Facilitated independent student learning for credit (approximately 8 students) on Program Evaluation, Health Care Policy, Research Methods, and Fund Raising, 1996-2005

Program Development Committee Member, Department of Public and Environmental Affairs, Emphasis on nonprofit management, 2004.

1998-Present: ***President, Planning & Evaluation Associates, Inc.*** Provide training, applied research, and consultation relating to public/non-profit program outcome measurement and evaluation. Provide management consulting regarding strategic management, program effectiveness, and fund development for nonprofit organizations.

Evaluation and Outcome Measurement Services:

- Outcome measurement services for nonprofit and public organizations
- Outcome measurement training and workshops
- Contract evaluation services for fulfillment of grant requirements
- Technical assistance for applied research
- Scientifically stringent survey research, focus group research, and interviews
- Contract evaluation for fulfillment of grant evaluation requirements
- Technical assistance for any applied research, including survey development, data analysis, data processing, and reporting Scientifically stringent survey research (mail, telephone, and internet), focus group research, interviews

Planning Services:

- Grant seeking, including evaluation portion of proposal development and writing
- Facilitation of community-based collaborative planning efforts
- Strategic and fund development planning

Information about specific projects and clients shared in next section and available upon request

2006-Present: ***Program Officer, Greater Green Bay Community Foundation.*** Responsible for managing the competitive discretionary granting process for three quarters (Summer, Fall 2006 and Winter 2007); development consultant to six major community fund-raising initiatives for nonprofit organizations under contract with the Community Foundation, and strategic/development planning consultant to nonprofit organizations. Half-time position.

Current and recent consulting projects include:

- Resch Miracle League Baseball Diamond raised over \$500,000, 2006
- Unity Hospice Residence Facility, campaign goal \$5.4 million
- Green Bay – De Pere Antiquarian Society, current campaign goal \$1.3 million
- Angel Fund – Endowment Campaign, current campaign goal \$1.0 million
- Green Bay Children’s Museum Downtown Facility, current campaign goal \$3.5 million
- Cornerstone Community Center Resch Olympic Ice Pavilion, current campaign goal \$3.6 million
- Green Bay Habitat for Humanity, developing campaign goals
- Golden House, Fund Development Plan, 2007
- Green Bay Symphony, Fund Development Plan, 2007
- House of Hope, Strategic Plan, 2007

1997-2000: *Evaluation Specialist, NEW Partnership for Children and Families*. Responsible for evaluating three new training curricula for child welfare workers and supervisors. Included serving on curriculum development committee, developing and validating regional surveys, analyzing and reporting results.

1988-1998: *Management Consultant and Trainer* in strategic planning to universities, hospitals, health care practices, public and non-profit agencies. Worked as a sole proprietor and subcontracted with Innovative Health Associates, a group of health care management consultants based in Neenah and Triangle Associates, an organization in Durham, NC providing training and consultation to higher education.

1996-1997: *Visiting Assistant Professor of Leadership Studies, St. Norbert College*. Advisor to Leadership Studies Program, Lecturer for the course "Introduction to Leadership Studies," Fall 1996.

1989-1991: *Director of Operations, Virginia Health Council, Inc. (VHC)*. The VHC is a non-profit agency involved in health policy activities and physician recruitment. Initiated and managed strategic re-direction of the Physician Placement Service. Developed and coordinated health policy conferences.

1986-1987: *Strategic Planning Coordinator, Medical College of Virginia School of Dentistry*. Directed all programs and activities relating to the School's strategic planning grant sponsored by the Pew National Dental Education Program.

CONTINUING EDUCATION

- American Evaluation Association Quantitative Workshop, Baltimore MD, November 2007
- Department of Public Instruction Evaluation Forums, Madison, WI Summer 2006 and Summer 2007
- American Evaluation Association National Convention, Toronto, Canada, 2005
- United Way of America National Conference on Outcome Measurement, Washington DC, 2002
- National Institute for Government Innovation, "Measuring and Improving Social Service Programs in Government," Washington, DC, 2000
- Medical Group Management Association, Atlanta, Georgia, 1996

CONSULTING REPORTS AND PRESENTATIONS

The following is a chronological list of presentations and reports provided through Planning & Evaluation Associates, Inc.

- "Youth Education in the Arts" evaluation for the Community Foundation for the Fox Valley Region (current) Evaluation research into the impact of arts programs on the skills, attitudes, and habits of participating youth.
- Community Assessment and Strategic Planning, Breast Cancer Family Foundation (current). Market assessment of the services offered for persons with breast cancer in the Green Bay area; facilitated retreats into positioning of the agency and programming that it should offer. Has led to collaborative initiative with St. Vincent Hospital.
- "Technology in the Classroom," Cooperative Educational Service Agency 7 (current). Evaluation of a Department of Public Instruction grant to increase the use of technology in primary and secondary schools.
- Survey of Oneida Nation youth (current). Completion of the third wave of a survey begun in 2001, done again in 2005, and 2007 as a part of a federal grant. Internet survey offered at area schools; trend analysis.
- *Outcome Measurement Series* (Four half-day training sessions) (current). United Way Fox Cities/UW-Green Bay Outreach, every fall, 2002-2007
- Green Bay Area Drug Alliance (2006-current), evaluation of ongoing activities funded by a federal grant to reduce risk behavior by youth.
- "Measuring Program Outcomes Doesn't Have to Hurt," presentation, Wisconsin Literacy, 2007.

- “*PACE Study: Assessment of Excellence in Environmental Health*,” Oneida Nation, 2006-07
- “*Clarifying Our Purpose*,” strategic planning consultation and retreat facilitation for Winnebago Presbytery, 2006.
- “*Fox Cities Leading Indicators for Excellence Study*” (*L.I.F.E.*). Project manager for community assessment of the Fox Cities area with major funding from the United Way Fox Cities, Fox Cities Chamber of Commerce, and the Community Foundation for the Fox Valley Region. Facilitated 14 focus groups, conducted two area-wide surveys, conducted expert interviews, identified and compiled secondary data. Issued report, “*L.I.F.E. in the Fox Cities*,” website www.foxcitieslifestudy.org, television and radio appearances, major public address, 2005-2006.
- “*Outcomes 101*,” one day workshop for the University of Wisconsin-Manitowoc, 2005.
- Evaluation of Brown County Teen Leadership, Green Bay Area Partners in Education, 2001-2005.
- Institute for Learning Partnership, UW-Green Bay, Grant proposal development and evaluation planning, 2005.
- Development of Outcome Measures, Oshkosh Family Services, Meals on Wheels Program, 2005.
- “*Trends and Patterns of Youth Risk Behavior Among Tribal Youth*,” presentation to Behavioral Health unit of Oneida Tribe of Indians, 2005
- “*Impact of the REACH Program: Senior Client Evaluation Results*” and “*WIC Client Evaluation Results*,” America’s Second Harvest of Wisconsin. Evaluated the statewide REACH food box program for seniors. Conducted internet surveys of food distribution sites, surveyed program participants. Issued final reports, 2004.
- “*Quality of Life Outcomes for People with Dementia*,” Co-Author (with Wisconsin Bureau of Long Term Staff), Results of statewide advisory group work on identifying and measuring outcomes for Alzheimers patients for use as Wisconsin Family Care standards, 2004.
- Facilitation of NEW Arts Council strategic planning, 2004
- Facilitation of Impact Council Retreats (four impact councils), United Way of Brown County, 2004
- College of Menominee Nation, Keshena Wisconsin. Two days training on Organizational Effectiveness, development of key organizational indicators, facilitated preparation for strategic planning, 2004.
- Marathon County, Wausau, Wisconsin. Provided 10 days training and 6 days technical support in collaboration with County Executive to implement outcome measurement in all County departments, 2004.
- “*Selected Data Supporting Head Start Services Planning*,” Green Bay Area Public School Head Start Program. Compiled data on current enrollees and surrounding area population demographics, 2004.
- “*Affordable Housing and Homelessness in Brown County*,” Affordable Housing Institute and Catholic Foundation, Green Bay Wisconsin. Completed area-wide assessment of local needs in housing and homelessness. Secondary Data Collection, Interviews, and Focus Groups. Issued major report August 13, 2003.
- Outcome measurement system development, Villa Hope Community Support Program, 2003
- United Way Fox Cities and United Way of Brown County. Outcome Measurement Training Series (3 days) and technical support (12 days) for agencies measuring program outcomes, 2003.
- United Way of Brown County, Green Bay, Wisconsin. Conducted 4 major needs assessments of community needs in the areas of *Youth, Children and Families, Basic Needs, and Health and Wellness*. Issued 4 comprehensive reports on current issues and trends, 2003.
- UW-Green Bay Office of Outreach and Extension, Green Bay Wisconsin, 2003
 - 1 day training on “Evaluating and Improving Organizational Performance;” Nonprofit Certificate Program.
 - 1 day training on “Leadership for Results in the Modern Workplace;” Clerk-Treasurers Institute.
- Brown County Youth Leadership Program Evaluation, Green Bay Area Chamber of Commerce, 2003
- Bureau of Aging and Long Term Care, Eau Claire, Wisconsin. Presentation “What’s All the Buzz About Outcomes”, 2002.
- Brown County Human Services Department and United Way Brown County, Green Bay Wisconsin. Training (3 days) and technical support (12 days) on Outcome Measurement for United Way Agencies, 2002.
- UW-Green Bay Office of Outreach and Extension, Green Bay Wisconsin. Training on “Evaluating and Improving Organizational Performance;” Nonprofit Certificate Program, 2002
- Unified School District of DePere, Wisconsin. “Middle and high school youth risk and resilience behaviors”, 2001
- Oneida Nation, Oneida Wisconsin. “Oneida Youth Risk and Resilience Behaviors.” 2002
- “*Strategic Direction for the Wisconsin Council on Problem Gambling*,” a needs assessment on the status of problem gambling in Wisconsin followed by facilitated strategic planning with the Board of Directors, 2001
- With Dr. David Wegge, co-investigator “*Impact Analysis of Family Preservation and Support Grant*,” Walworth County, WI Department of Human Services. Spring, 2000.
- With Dr. Denise Scheberle, Principal Investigator. Contributor to “*Wetland Protection in Door County*”, Summer, 2000.
- Brown County Human Services/United Way Outcome Measurement Series, (Sequenced 4 day workshops) Fall

1998, Spring 1999, Fall 1999, Spring 2000

- Oneida Nation Outcome Measurement Series, Fall 1999
- Board Breakfast, UW Outreach and Extension, "Assessing an Effective Organization," October 16, 1999
- "Collaborative Process to Establish Outcomes for Child Caring Institutions," WI Department of Health and Family Services Conference, Searching For Permanence, May 25, 1999. Facilitated monthly sessions where Child Caring Institution Directors and County Human Services staff identified program outcomes and measures for children cared for in the most costly and intensive county facilities.
- "Outcome Measurement for Parenting Education Programs." UW Outreach and Extension, October 1998.
- With Merton D. Finkler, Lawrence University, Poster Session, Wisconsin Health Policy Network. "A Hitchhiker's Guide to Managed Care Competition in Wisconsin: Analysis of Four Major Markets", October 23-24, 1997.
- "Needs Assessment Results," Fond du Lac County Family Preservation and Support Steering Committee, July 8, 1997.
- Moderator, United Way Managed Care Forum, September 25, 1996
- "*Leadership for County Clerks*," Presentation for Wisconsin County Clerk Association, June 24, 1996
- "*Program Evaluation Series*," (3 day workshop) Methods Series for United Way Agencies, Fall 1995
- "*Program Evaluation Series*," (4 day workshop) NEW Partnership Program, Social Work Department, UW-Green Bay, 1995-1996

SELECTED PROFESSIONAL COMMUNITY SERVICE

- Workforce Housing Task Force Member, JOSHUA. Working with Fox Valley Housing Partnership to produce a brief motivational video designed to influence housing policy and development in NE Wisconsin, 2006-present.
- First United Presbyterian Church, Board Member, 2007-present (3 year term); Sunday School teacher 2006-07.
- Ecumenical Partnership for Housing, Green Bay, Annual Meeting Keynote Speaker, April 26, 2004; Coordinators Board, 2004-2007
- Salvation Army Training on Outcome Measurement, September 2003, 2005, and 2007
- NeighborWorks Green Bay implementation of Balanced Scorecard, 2005
- Volunteer, Brown County Aging Resource Center REACH program, 2004-2005
- First United Presbyterian Church, 3-part presentation on homelessness in Brown County, Spring 2004
- Luncheon speaker, Downtown Green Bay Kiwanis, February 2004
- Facilitator, "By the People" Forum sponsored by the Green Bay Community Foundation, January 2004
- UW-Green Bay Oxford Lecture Series, "Homelessness in Brown County", December 2003
- Internet Survey of Extended Degree Students, 2001
- Advisory Committee for development, administration, and analysis of Survey of W-2 former recipients, United Way of Brown County, 1997
- Program Outcome Advisory Committee Member, United Way of Brown County, 1997-present
- Advisor, Quality Control Board, Professional Development Certificate program, 1999-2000
- Advisory Board Member, Health Care Programming, UW-Green Bay Office of Outreach and Extension, 1995-1998
- Community Planning and Action Division Member and Target Needs Committee Member, Brown County United Way, 1995-1998
- Health Care Policy Campaign Advisor, Nancy Nusbaum campaign for House of Representatives, 1994
- Delegate to and co-facilitator of invited participants in statewide *Lawrence University Health Care Policy Initiative*, 1993-1994.
- Volunteer, *Brown County Department of Social Services "PALS Program"* 1994-2004

PROFESSIONAL MEMBERSHIP

American Evaluation Association, 1996-present