

HEATHER MACK CONSULTING, LLC

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PROFESSIONAL EXPERIENCE

Singing for Change Foundation

Charleston, SC

Strategic Planning & Evaluation Consultant

2012-present

Lead CEO and Advisory Board in development of Strategic Plan for the SFC Foundation.

- Produced SFC “Grantmaking Profile” from analysis of grantmaking data.
- Designed, implemented and produced an Environmental Scan of grantmaking needs and practices to inform SFC’s Strategic Plan development.
- Designed and facilitated SFC Advisory Board’s annual retreat to build advisory board capacity to contribute to Strategic Plan development.
- Designed Strategic Plan components and format to facilitate input from CEO and Advisory Board remotely.
- Designing indicators and measurement protocols for Strategic Plan implementation monitoring and evaluation.
- Oversaw the conversion of SFC’s manual grantmaking process to FluidReview software

University of Washington Bothell

Bothell, WA

SLCE & High Impact Practices Assessment Consultant

January 2017-present

- Facilitate development of systematic assessment plans for community engagement, high impact practices, and the 3Cs: cross-disciplinarity, connected learning, and community engagement.

Loyola University New Orleans

New Orleans, LA

Director of Community Engagement Research & Assessment

April 2010-July 2015

Community Engagement Assessment Consultant

August 2015-November 2016

The primary goal of this position was to use research, evaluation, monitoring, and assessment to maximize the impact of the university’s community engagement strategies on (a) student learning and (b) community welfare.

- Designed and orchestrated the President’s Community Engagement Task Force, composed of all deans and vice presidents and other key institutional decision-makers. Task Force is responsible for ensuring the institution meets “standards” outlined by Carnegie Community Engagement Classification. Orchestration tasks include drafting objectives, strategies and agendas for the task force, advising the Vice President of Mission & Ministry and the Dean of Arts & Science College who act as co-chairs and champion CE on the president’s behalf.

- Designed high impact practices assessment plan for the university's Southern Association of Colleges & Schools accreditation-required Quality Enhancement Plan, entitled *Discerning Minds: Experience. Reflect. Transform.*, focused on experiential learning models including service learning, internships, study abroad, and collaborative research.
- Built university-wide internal capacity to design and evaluate student learning outcomes, program objectives, and community engagement impact through workshops, individual skills coaching, technical expertise consulting, logical framework facilitation, SWOT analysis facilitation, strategic planning facilitation, external review preparation, etc. for university offices, academic departments and all programs
- Designed and implemented data collection tools and methods and monitor and evaluate university-wide community engagement, community partnerships, and community impact
- Aggregated, analyzed and disseminated community engagement data collected about programs, centers, faculty, student organizations, etc. engaged in community-based teaching, learning, research/scholarship, and service
- Provided outreach to all offices to identify and provide needed evaluation support and to disseminate community engagement outcome results
- Increased the monitoring and evaluation skills of faculty and staff and promoted best practices in evaluation through campus-wide workshops
- Coordinated evaluation activities and collaborated with the Office of Institutional Research and Effectiveness on re-accreditation processes for the Southern Association of Colleges & Schools
- Coordinated with the Offices of Enrollment Management, Human Resources, and Financial Aid to support and monitor Loyola's compliance with community engagement activities baselines in national programs, such as Federal Work Study
- Advocated, educated, and facilitated the use of best practices in community engagement and evaluation throughout the university
- Assumed responsibility for coordination of completion and submission of national recognition applications, and monitored compliance with those awards' quality standards, as the President's Community Service Honor Roll and the Carnegie Community Engagement Classification
- Provided special support for all department chairs and program/office directors in their monitoring and evaluation

Regis University

Denver, CO

Service Learning Assessment Consultant

April–October 2016

- Design service learning logical framework for the College of Health Professionals.
- Design social justice, Jesuit pedagogy and cultural competence guidelines for SL courses.
- Design data collection instruments to measure student transformation across SL trajectory.

U. S. Department of Health and Human Services

Administration for Families and Children, Office of Family Assistance (OFA)

Washington, DC

Grant Review Coordination Consultant

August 2015

- Oversaw the successful review of over \$15M in requested funds for national OFA Healthy

Marriage and Relationships grants and New Pathways for Responsible Fatherhood grants.

- Advised the chairs of 4 grant review panels members on issues regarding the Funding Opportunity Announcements, scoring criteria, and OFA program elements.
- Managed conflicts of interests, confidentiality violations, or general panel concerns, and serves as a liaison between OFA and panel chairs.
- Elevated concerns regarding panel member performance to OFA.

Louisiana School-Based Health Alliance (LASBHA)

Lafayette, LA

Strategic Planning Consultant

July 2015

- Designed and facilitated the board of trustees annual retreat
- Drafted "LASBHA Strategic Vision 2020"

Baptist Community Ministries (BCM Foundation)

New Orleans, LA

Advisor to Vice President of Evaluation, Research, and Strategy

2011-2013

Served on BCM's Evaluation, Research, and Strategy advisory team.

- Advisor on the advisory team's annual planning retreats to identify BCM's annual Evaluation, Research, and Strategy goals and objectives.

Evaluation and Research Consultant

2007-2011

Serve as a multi-level support for the Vice President of Evaluation, Research and Strategy, facilitating and participating in the VP's higher functions, providing an external perspective and task support to the VP in planning, decision-making, communications, reporting, data collection and analyses, and special projects.

- Facilitated and participated in selected Evaluation, Research & Strategy Office's higher functions, such as project planning and management.
- Supported development of comprehensive monitoring system, tracking foundation and grantee performance, as well as associated reporting mechanisms.
 - Contributed to identification of gaps in monitoring of grant cycles and foundation functioning and creation and implementation of instruments to bridge those gaps.
 - Supported the creation and implementation of a unique software application to electronically link over 30 internal datasets (Excel and SPSS Files) containing all grantmaking data generated over the last 13 years.
 - Researched, collated, and generated comparison charts on current trends in reporting tools.
- Researched and analyzed current social-needs issues in the New Orleans 5-parish region.
 - Conducted extensive research on most current data over wide breadth of fields, both initiating selections of data to locate and responding to requests: Health, Education, Public Safety, Governmental Oversight, Housing, Environment, Transportation, Economic Development, Recreation, and Arts & Culture.
 - Managed and prepared data (graphical presentation) for import into Fact Sheets and Environmental Scan reports for Annual Business Plans
- Managed evaluation-relevant information, including over 30 datasets and collection and preservation of historical documents.
 - In support of new design for data presentation, synchronized 13 years of selected historical grantmaking data with widely varying formats and collection procedures.

- Supervised and train data entry consultant
- Prepared and conduct recurring surveys and assessments.
- Responded to requests for data and also configure data for presentation and decision-making.

Data management of multiple data sets; running SPSS and configuring/updating stats tables in reports

**New Orleans Food and Farm Network
Evaluation Consultant**

New Orleans, LA
2009

- Trained staff in logic model creation
- Advised staff in designing program, monitoring and evaluation components of NOFFN
- Edited logic model, goals and objectives section, evaluation plan, and accompanying narratives, for USDA Community Food Project grant proposal

Search for Common Ground

Burundi, Liberia, Sierra Leone,
Democratic Republic of Congo
& Washington DC

Design, Monitoring & Evaluation Consultant

2005-2006

Working both in the Washington DC headquarters and in the field in 4 “post” conflict African countries, I advised the 8 African Program Directors in all matters regarding monitoring and evaluation of activities in the field and the change each program sought to make in the regional conflict. I also advised the Executive Director of the organization on the creation and implementation of internal monitoring, evaluation and accountability policies. This included ensuring that program designs were results-oriented, analyzing and overhauling the monitoring systems in each country program, and managing external evaluations to maximize usefulness and comply with donor regulations.

- Managed external evaluations from defining the scope of work, recruiting evaluators, through the review of final evaluation report drafts
- Designed monitoring systems for field offices and trained field staff in research methods including conducting focus groups
- Monitored the implementation and delivery of conflict resolution programs
- Wrote evaluation sections of grant applications to several donor agencies of developed countries. Advised Program Directors in the development of indicators and designed research tools to measure them
- Advised Monitoring and Evaluation Coordinators in each country program
- Editor of Designing for Results: Integrating Monitoring and Evaluation in Conflict Transformation Programs a 200+ page manual for conflict resolution program design, monitoring and evaluation. Role as editor included modifying text to increase clarity and relevance to field contexts, managing the grants that funded the project and its publication, hiring and managing the graphic designer, and publicizing the manual’s dissemination.

- Liaised between external evaluators and Program Directors, facilitating communication about evaluation plans and implementation
- Made recommendations to management, both at the headquarters level and at the regional level, for modifications to improve program performance
- Conducted program analysis and compiled data for further analysis
- Provided technical advice and guidance on the proper completion and processing of grant proposals
- Researched and identified complex country program issues or problems, such as conducting assessments and identifying problematic trends regarding sustainability issues or logistical feasibility of activities
- Created and maintained the organizational learning center, which included associated databases and files
- Ensured, via quality control monitoring systems, that all applicable regulations, standards, procedures, and policies were implemented and maintained
- Assured implementation of program and headquarters policies in the field
- Managed external evaluators and interns
- Reviewed and abstracted published research for an internal monthly newsletter received by employees in 16 countries

Wrote executive summaries of program evaluation reports for publication on organization's external website

Collaboration DC

Washington, DC

Evaluation Consultant

2006

- Facilitated development of a strategy to extract and document lessons learned and best practices from Washington, DC urban planners and civil society advocates
- Coached Collaboration DC Director in determining objectives, target audiences, and the basis from which to build an interview tool for focus groups

The Interfaith Alliance Foundation

Washington, DC

Liaison for Grassroots and Member Constituents

2004-2005

Created "Best Practices" guidelines and "Lessons Learned" resources based on interviews conducted and data collected from the 47 national affiliates

- Designed and analyzed questionnaires from The National Interfaith Dialogue Gathering to determine participant satisfaction with the event and made recommendations for future events
- Planned and coordinated preliminary and on-site logistics for the three-day event, The National Interfaith Dialogue Gathering, Nov 2004
- Processed and provided timely responses to member inquiries by phone, writing, and e-mail
- Maintained donor and gift information in the ROI Solutions database, including the production of queries, reports, etc. as needed
- Assisted with the production of foundation proposals and accompanying materials

EDUCATION

School of International Service, American University Master of Arts

Washington, DC

- International Peace and Conflict Resolution
- Concentration in Design, Monitoring and Evaluation
 - *Thesis:* Institutionalizing Design, Monitoring and Evaluation in Conflict Resolution Organizations

Loyola University Bachelor of Arts

New Orleans, LA

- Double Major in History and Religious Studies
 - Minor in Medieval Studies
- Honors: *Summa Cum Laude*

PRESENTATIONS & WORKSHOPS

- “Using Open-Ended Survey Data to Validate a Rubric Assessing College Students' Appropriation of CST” co-presented with Jay Brandenberger, Katherine Edler, Tara Hudson, Kayla Matthews, Margarita Rose and Kathleen Maas Weigert. Catholic Social Teaching Conference, University of Notre Dame, South Bend, IN. 2017.
- “Monitoring and Assessing Community-Engaged Activities Across Campus” pre-conference workshop co-presented with Kristin Medlin, Kristin Norris, Anne Weiss, Amanda Barrett Wittman. IUPUI Assessment Institute, Indianapolis, IN. 2016
- “Tracking and Monitoring Community Engaged Activities for Institutional Research, Assessment, and Informed Decision-Making” pre-conference workshop co-presented with Kristin Medlin, Kristin Norris, Anne Weiss, Amanda Barrett Wittman. International Association for Research on Service Learning and Community Engagement, New Orleans, LA. 2016.
- “Methods, Values, and Use - Applying an Evaluation Lens to Create an Engagement Evaluation Theory Tree” co-presented with Kristin Medlin and Amanda Barrett Wittman. International Association for Research on Service Learning and Community Engagement, New Orleans, LA. 2016.
- “It’s a Data Job, But Somebody’s Gotta Do It” workshop. Gulf South Summit on Service-Learning & Civic Engagement Through Higher Education, Savannah, GA. 2016.
- “Reclaiming Assessment: Determining Our Own Value” workshop. North Carolina Campus Compact’s Pathway to Achieving Civic Engagement Conference, High Point, NC. 2016.
- “Service Learning: Program and Student Learning Outcome Assessment” workshop. American Jesuit Colleges & Universities Service Learning Directors Conference, Cleveland, OH. 2015.
- Co-presenter with John Saltmarsh and Marshall Welsh, “Two Sides of the Coin: An Exploration of the Potential Benefits And Unintentional Consequences of Applying For and Receiving the Carnegie Classification for Community Engagement” presentation. International Association for Research on Service Learning and Community Engagement, Boston, MA. 2015.

- Guest presenter with Patti Clayton, “Re-imagining Assessment” pre-conference workshop. Imagining America National Conference, Baltimore, MD. 2015.
- Guest presenter with Patti Clayton, “Service Learning Course Design: January 2015 Seminar,” workshop. Texas A&M International University. Laredo, TX. 2015
- Co-presenter with Jay Brandenberger, Harry Dammer, Kathleen Maas Weigart, Michelle Nickerson, and Kurt Schlichting, “Learning the Catholic Social Tradition: A National Research Project.” South Bend, IN. 2015
- Co-presenter with Kelly Brotzman and Joe Deegan, “Community Engagement Partnership Rubric” presentation. International Association for Research on Service Learning and Community Engagement, New Orleans, LA. 2014.
- “Designing for Justice” training. Ignatian Faculty Fellows, Loyola University New Orleans, New Orleans, LA. 2013 & 2014.
- “Beyond Service: Community Engagement and Social Justice” workshop. Community Engagement Program Directors, University of San Francisco, CA. 2014.
- Co-presenter with Kelly Brotzman, Danielle Corea, and Melissa Quan, “Characteristics of Service Learning at Jesuit Colleges and Universities” research presentation. Creighton University’s AJCU National Commitment to Justice in Higher Education Conference, Omaha, NE. 2013.
- “World on Fire or Scorched Earth? Exploring Assumptions about the impact of one-day service events on communities and students” research presentation. AJCU Commitment to Justice Conference, Omaha, NE. 2013.
- “Designing and Evaluating for Justice: Aligning post-conference initiatives with justice outcomes” workshop. Creighton University’s AJCU National Commitment to Justice in Higher Education Conference, Omaha, NE. 2013.
- Co-presenter with Kelly Brotzman “Evaluation Methods in Service Learning” presentation. Our Lady of the Lake College Service Learning Faculty Development Series, Baton Rouge, LA. 2013.
- Co-presenter with Kelly Brotzman, Danielle Corea, and Melissa Quan, “Characteristics of Service Learning at Jesuit Colleges and Universities” research presentation. International Association of Research on Service Learning and Community Engagement, Baltimore, MD. 2012.
- “Design, Monitoring, and Evaluation for Non-Profits” workshop. Community Partner Agency Capacity Building Workshop Series, Loyola University New Orleans, New Orleans, LA. 2012.
- Co-presenter with Kelly Brotzman, “Evaluation Methods in Service Learning and Community Engagement” presentation. American Jesuit Colleges & Universities Service Learning Directors Conference, Milwaukee, WI. 2011.

SCHOLARSHIP

- Bandy, J., Bartel, A. S., Clayton, P., Gale, S., Mack, H., Metzker, J., . . . Stanlick, S. (2017). Value-Engaged Assessment: Reimagining Assessment through the Lens of Democratic Engagement. (S. L.-F. Project, Ed.) *Michigan Journal of Community Service-Learning*. (Forthcoming.)
- Mack, H. (2016). Framing Student Appropriation of Catholic Social Teachings and Tradition. *Expositions: Interdisciplinary Studies in the Humanities*, 10(1), 40-51.

INVOLVEMENT

Current

- Member and Strategic Planning and Evaluation Advisor, [The National Steering Committee on Justice in Jesuit Higher Education](#)
- Advisory Committee Member, [American Jesuit Colleges & Universities Service Learning Professionals Conference](#)
- Steering Committee Member, [Catholic Social Teaching Learning and Research Initiative](#), Notre Dame University
- Member, [American Evaluation Association](#)

Previous

- Advisor to the Awards Sub-Committee of the Board, [International Association for Research on Service-Learning and Community Engagement](#)
- Dialogue Facilitator, Creativity Through Chaos, New Orleans LA
- Participant Liaison, Unified New Orleans Plan, New Orleans LA
- Logical Framework and Indicator Designer, NOW, Bo County, Sierra Leone
- Roundtable Organizer, InterAction Evaluation Interest Group, Washington DC
- Grant Editor, The Peacebuilding & Development Institute, Washington DC
- Advisory Board Member, Jesuit Social Research Institution, Loyola University New Orleans, LA
- Advisory Board Member, Hollygrove Market and Farm, New Orleans, LA
- Advisory Board Member, Grow Dat Urban Farm, New Orleans, LA
- Board Member, New Orleans Food and Farm Network, New Orleans, LA