
Ricardo A. Millett, Ph.D.

Principal Associate

SUMMARY OF EXPERIENCE

Throughout his career, Dr. Millett has worked to achieve social and economic justice for all people. At Community Science, he directs two evaluations, one for the Robert Wood Johnson Foundation and the second for the Summit Health Institute for Research and Education in Washington, DC. Both evaluations involve using data to help build the capacity of the participating institutions to engage consumers of health-related prevention services.

Prior to joining Community Science, Dr. Millett was President of The Woods Fund in Chicago where he led his staff in working with grantees to shape programs and policies through strong community organizing and active engagement of vulnerable community residents, typically within minority communities. As the director of program evaluation for the W.K. Kellogg Foundation before that, he focused on building greater communication and collaboration between evaluation and program staff to maximize the use of evaluation as an integral part of programming. He also has served as deputy associate commissioner of the Massachusetts Department of Social Services, where he managed the Office of Planning and Evaluation.

Dr. Millett has published a book and several articles on the subject of citizen participation and community capacity building. In addition, he believes that program evaluation logic and tools can assist community advocates to better plan and execute their efforts to promote equity and social justice objectives. Toward this end, he has led efforts to produce evaluation and logic model manuals that are using to community based practitioners.

ACADEMIC BACKGROUND

Ph.D. in Social Policy Planning and Research Florence Heller School, Brandeis University	1974
Masters in Social Policy Florence Heller School, Brandeis University	1971
B.A. in Economics Brandeis University	1968

WORK HISTORY

March 2008-present
Principal Associate

Community Science
Gaithersburg, MD

Provides evaluation and other capacity building services to the philanthropic and non-profit sectors to improve their effectiveness. Directs the evaluation of the technical assistance on consumer engagement provided to the Robert Wood Johnson Foundation's Aligning Forces for Quality grantees and the evaluation of a childhood obesity prevention initiative in Washington, DC. Helps lead the development of proposals and responses to requests for assistance in the following topics: diversity and inclusiveness, organizational effectiveness, community engagement, capacity building of philanthropic institutions, and program evaluation.

April 2006-March 2008
Principal and Founder

Ricardo Millett and Associates
Chicago, IL

Provided program evaluation, planning, management technical services to foundations and non-profits seeking to build their capacity for effective/strategic results. Clients included: Robert Woods Johnson Foundation, Marguerite Casey Foundation, Northwest Area Foundation, Clinton School of Public Service, Centers for New Horizon, Surdna Foundation, AFL-CIO Housing and Investment Trust, Grant Valley State University/Grant Making School, Northwestern University/NonProfit Management Program, North Park University/Axelsson Center for Nonprofit Management, Westside Health Authority.

May 2001 – March 2006
President

Woods Fund of Chicago
Chicago, Illinois

Provided vision, experienced leadership and management skills to structure a strategic plan, implement grant-making operations and insure the overall objective of the Woods Fund was executed by staff, grantees and the Board of Directors.

The Objective: To evolve as a Foundation that performs well against an explicit theory of change, with a focus on clear outcomes that can be measured against a set of plausible evidence based metrics. To be a Foundation that in partnership with grantees “learns while doing” in a manner that advances the state of knowledge and the practice of participatory approaches to program development, implementation, and sustainable change.

Selected Accomplishments:

- Spearheaded successful implementation efforts to increase the Foundation's ability to articulate a clear grant-making focus that has enabled the Woods Fund to identify and achieve its mission objectives with available resources.
- Shifted general and capacity grant support to grantees working in partnership with the “least advantaged of Chicago” in the neighborhoods where they reside.
- Specified and implemented mechanisms and strategies, including a “learning agenda”, to capture and document results, and uncover successes and challenges. Among these successes was the improved capacity of grantees and their constituency to have a more

effective voice in shaping programs and policies that affect their welfare, significant increase in staff productivity and morale, reduced internal paper work, increased staff field time and involvement with grantees, funding colleagues and other key constituents.

- Received third party documentation by the Center for Effective Philanthropy that the Woods Fund is highly rated by its grantees for being an accessible partner in their change efforts and for other non-monetary assistance.
- Increased local and national collaboration and collaborative grant investments with funding colleagues resulting in significant leveraging of grant support to grantees beyond the limit of the annual grant budget. Additionally, increased support for creative and innovative grant initiatives significantly supported by grantees and in alignment with the Foundation's funding colleagues' broad agenda was also achieved.
- Contributed to realizing the Foundation's desire to become a "Wedge Foundation" that takes the innovative conceptual lead to support creative and inventive program and policy initiatives, that are informed by its grantees and funding colleagues. The Woods Fund has been successful in learning from these efforts and has benefited from sustained grant investments following its initial grants. *Supporting documentation is available upon request.*

April 1993 – May 2001
Director of Evaluation

W.K. Kellogg Foundation
Battle Creek, Michigan

Designed and guided the implementation of strategies to better operationalize evaluation within the Foundation. Managed the Evaluation Unit Team to support the function of evaluation as an integral part of programming. Established systems that encourage greater communication among the Evaluation Unit, Foundation staff, cluster evaluators, and project staff. Coordinated efforts to integrate the evaluation function with public policy and marketing/dissemination within the Foundation. Created systems for making information useable in programming, dissemination, and policy-making. Advised program directors on the hiring of evaluation consultants. Prepared budgets and progress reports on the work of the Unit. Structured, staffed, and managed the Evaluation Unit within the context of Foundation goals and priorities.

1988 - March 1993
Senior Vice President of Planning and Resource Management

United Way of Massachusetts Bay
Boston, Massachusetts

Accountable for the planning, allocation, and distribution of organizational resources to meet priority human services needs of the community. Provided leadership by analyzing, planning, interpreting, and recommending organizational policy to assure appropriate allocation of funds consistent with the overall organizational mission. Additional responsibilities included oversight of research, management consulting services, FEMA, Gifts-In-Kind program, information and referral, and the voluntary action center. Provided guidelines and made recommendations to the Board regarding resource allocation. Optimized the allocation of available funds based on priority needs and enhanced donor involvement. Supervised large professional staff. Developed administrative structure, procedures, and budget. In collaboration with the Office of the President and other management staff, assisted in the planning and implementation of the strategic planning process for the organization. Developed new programs and plans and implemented strategic responses to organizational objectives. Coordinated assessment of

technical assistance needs among the community of service providers, particularly United Way affiliates. Worked closely with management staff of United Way, committees, and volunteer structures. Worked with health and human service providers; state and local government departments involved in health and human services development and administration. Served on several problem-solving coalitions in developing strategies to address health and human service problems. Provided direct support to the President as core member of senior management team and served as staff to the Board of Directors.

1985 – 1988 **Boston Redevelopment Authority**
Assistant Director for Neighborhood Housing and Development **Boston, Massachusetts**

Supervised staff of 40, including planners, architects, attorneys, and housing and financial analysts. Administered housing and other development projects in Roxbury, South End, Jamaica Plain, Dorchester and Chinatown.

1983 – 1985 **Roxbury Multi-Service Center**
Executive Director **Boston, Massachusetts**

Supervised staff of 60 and managed four physical plants providing community development and social services in predominantly Black and Hispanic community. Administered all agency programming, financial management, community relations, and proposal preparation. Created development arm of Roxbury Multi-Service Center - Quincy/Geneva Community Development Corporation.

1981 – 1983 **Martin Luther King, Jr. Center for Career, Educational,**
Director **and Counseling Services - Boston University**
Boston, Massachusetts

Provided support services to university community through three major units: Career Planning and Placement; Psychological Counseling and Study Services; and Minority Affairs. Supervised 20 full-time professional staff and 30 part-time work/study students.

1980 – 1981 **Massachusetts Department of Social Services**
Deputy Assistant Commissioner **Boston, Massachusetts**

Directed programs and evaluation for the newly created state agency of human services. Managed a staff of 25 professionals who provided central office technical assistance to all regional DSS offices.

1977 – 1980
Senior Analyst

ABT Associates
Cambridge, Massachusetts

Directed and coordinated a variety of national and local research and evaluation projects. Major assignments included: Contract Manager of Head Start Health Evaluation; Project Director of Joint Funded Graduate Training Program in Social Welfare at University of Chicago; Director of Research Operations and Coordinator of English/Spanish Instrument Translation for HEW family Day Care Study in San Antonio, Texas; Director of ABT International Marketing Group.

1973 – 1976
Associate Professor

Atlanta University, School of Social Work
Atlanta, Georgia

Chaired the evaluation and research unit. Held a variety of academic and research positions. Supervised academic and administrative staff, as chairperson of the curriculum committee.

1971 – 1973
Analyst

ABT Associates
Cambridge, Massachusetts

Conducted evaluations and studies. Provided training and technical assistance to outside agencies.

PUBLICATIONS

“Evaluation as a Democratizing Practice”, with Green and Hopson in *Foundations and Evaluation: Context and Practice for Effective Philanthropy*, edited by Braverman et al, Jossey Bass, 2004

“The Civic Mandate to Learn”, feature article in *Foundation News and Commentary*, March/April 2002

Editorial Direction and Writing, Empowerment Evaluation and Foundations: A Matter of Perspectives, W. K. Kellogg Foundation, 1999

Editorial Direction and Writing, W.K. Kellogg Foundation Handbook; W.K. Kellogg Foundation, 1998

Editorial Direction and Writing, Virtual Case Study; W. K. Kellogg Foundation, 1998

“Information as a Management Tool,” Evaluation with Power, Sandra Trice Gray, Volume Editor, Jossey-Bass, 1997

“Empowerment Evaluation and the W.K. Kellogg Foundation,” Empowerment Evaluation: Knowledge and Tools for Self-Assessment & Accountability, David Fetterman, Shakeh Kaftarian, and Abraham Wandersman (eds.), Sage Publications, Inc., 1996, Chap. 3, pp. 65-76.

"Development and Displacement in the Black Community," Journal of Health & Social Policy, Volume 1(4), 1990.

"Movements for Social Justice: A Community from the Black Perspective," Toward Social and Economic Justice, David Gil and Eva Gil (eds.), Schenkman Publishing Company, Inc., 1985.

Issue: Racism and Racial Relations in Boston, the Problem and its Resolutions, 1982/83.

Editor of Debate and Understanding: Simmering on the Calm Presence and Profound Wisdom of Howard Thurman, 1981/82.

Examination of Widespread Citizen Participation in the Model Cities Program and the Demands of Ethnic Minorities for a Greater Decision Making Role in American Cities, R&E Research Associates, Inc., San Francisco, 1977.

"Street Corner Black Alcoholics: Study of the Profile of Low-Income Black Alcoholics in Selected Neighborhoods in the City of Atlanta," Alton Childs Publication, Atlanta University, Spring, 1976.

Lessons from Model Cities: Examination of Resident Participation and the Development of Black Communities, Praeger Institute, 1976.

"Service Delivery Survey: Analysis of Alcohol Service Utilization Among Blacks in Metropolitan Atlanta," Alton Childs Publication, Atlanta University, Winter, 1976.

Review of "Still a Dream: The Changing Status of Blacks since 1960," Star A. Levitan, William B. Jonston, and Robert Taggart, Social Science Review, Chicago University, December 1976.

OTHER RELATED ACCOMPLISHMENTS

Alva & Gunnar Myrdal Evaluation Practice Award, American Evaluators Association, 2001

Outstanding Immigrant of African Descent, Ethiopia Society of Boston, 1992

Special Boston Redevelopment Authority Achievement Award, December 1986

Resolution acknowledging outstanding and dedicated service to Boston Redevelopment Authority, the City of Boston, and the Community. August 1988

RECENT PRESENTATIONS, SYMPOSIA, AND WORKSHOPS

- “Agricultural Worker Housing and Health Program, Policy and Evaluation Roundtable” Panelist in roundtable discussion presented by the California Endowment, Woodland Hills, California, June 1999.
- “Challenges of Multiculturalism and Diversity.” Keynote address at the annual meeting of the Canadian Evaluation Society, Toronto, Canada, May 1999.
- “W.K. Kellogg Foundation Evaluation Perspective.” Chaired presentation at Canadian Evaluation Society, Toronto, Canada, May 1999.
- “Cluster Evaluation Pre-Conference Workshop.” Chaired presentation at Canadian Evaluation Society, Toronto, Canada, May 1999.
- “Philanthropy and Non-Profit Program Evaluation.” Chaired panel presentation at Council of Foundations Grantmakers in Evaluation Network Annual Meeting, New Orleans, Louisiana, April 1999.
- “Goal Evaluation: Presented at the WKKF Evaluation Panel: Cluster vs. goal Evaluation.” Panel presentation at Council on Foundations Annual Meeting, New Orleans, Louisiana, April 1999.
- “Project Evaluation Seminar.” Chaired and presented session at the W.K. Kellogg Foundation Latin America-Caribbean Evaluation Seminar, Juan Dolio, Dominican Republic, February 1999.
- “The Knowledge Loom: An Organizational learning Tool for Strategic Changemaking.” Invited presentation at American Evaluation Association Annual Meeting, Chicago, Illinois, November 1998.
- “Challenges Faced by Organizations Dependent on Donors.” Keynote address for NSFRE Conference, October 1998.
- “Evaluation in Foundations.” Invited presentation at Donors Forum of Ohio, November 1998.
- “Capacity Building at the Community Level.” Keynote address at State Street Corporation’s Extraordinary Board of 21st Century Meeting, Boston, Massachusetts, November 1998.
- “Partnering to Increase the Effectiveness of Cluster Evaluations.” Organized panel presentation at the annual conference of the American Evaluation Association in San Diego, California, November, 1997.
- “Evaluating Evaluations.” Chaired panel presentation at Council on Foundations’ 1997 Evaluation Workshop. Dallas, Texas, November 1997.

- “Outcome Measurement.” Chaired panel presentation at Council on Foundations’ 1997 Evaluation Workshop. Dallas, Texas, November 1997.
- “One Minority Student’s Actualization and Emergence From 1960’s Activism to 1990’s Pragmatic Realism with Integrity.” Keynote address for the annual meeting of the Brandeis Minority Alumni. Boston, Massachusetts, September, 1997.
- “Evaluation.” Invited orientation presentation for the National Science Foundation Summer Institute NSFI Meeting. Battle Creek, Michigan, June, 1997.
- “Cluster Evaluation.” Invited panel presentation at the Michigan Association of Evaluators’ Annual Conference, “Systems Reform: Enhancing the Evaluation Dialogue Through Change.” Lansing, Michigan, May, 1997.
- “Outcome Measurement: United Way of America’s Approach.” Invited presentation at the Council on Foundation’s 48th Annual Conference, Honolulu, Hawaii, May, 1997.
- “Cluster Evaluation.” Invited presentation at the Council on Foundation’s 48th Annual Conference, Honolulu, Hawaii, May, 1997.
- “Perspectives from Across the Sector.” Invited panel presentation at the Forum of Regional Associations of Grantmakers First Annual Meeting, February, 1996.
- “A Comparison of Cluster Evaluation with Multi-Site Evaluation of Demonstration Projects.” Invited discussant at the American Evaluation Association Annual Conference, Atlanta, GA, November, 1996.
- “Cluster Evaluation in Mathematics and Science Education Reform: The Michigan Statewide Systemic Initiative (MSSI) Evaluation,” Invited discussant at the American Evaluation Association Annual Conference, Atlanta, GA, November, 1996.
- “Foundation-Sponsored Evaluations: Opportunities and Challenges for Evaluators.” Invited presentation at the American Evaluation Association Conference, Atlanta, GA, November, 1996.
- “Demystifying Evaluation II: Practical Applications.” Invited panel presentation at the Council on Michigan Foundation’s 24th Annual Conference, Grand Rapids, MI, November, 1996.
- “Cluster Evaluation at the W.K. Kellogg Foundation.” Invited presentation at the Hogg Foundation, Austin, TX, December 1996.
- “Demystifying Evaluation.” Invited presentation at the Kauffman Foundation’s Conference, “Holding Ourselves Accountable: A Fresh Look at Evaluation,” Kansas City, MO, March, 1995.

- “The Role of Evaluation in Developing a Strategic Plan.” Invited presentation at the Fifth Annual Equity in the Classroom: Graduating Minority Students Conference. State of Michigan Department of Education, Lansing, MI, March 1995.
- “Funder Driven Evaluation.” Invited presentation at the Council on Foundation’s 46th Annual Conference, San Francisco, CA, May 1995.
- “Applying the Vision of Evaluation: Where are the Organizational Opportunities?” Invited presentation at the INDEPENDENT SECTOR Forum on Evaluation, Boston, MA, October, 1995.
- “Evaluation as Process and Key to Organizational Learning and Effectiveness.” Invited presentation at the American Evaluation Association Annual Conference, “Evaluation ’95, Evaluation for a New Century, A Global Perspective.” Vancouver, Canada, November, 1995.
- “Empowerment Evaluation: The Role of Context.” Invited presentation at the American Evaluation Association Annual Conference, “Evaluation ’95, Evaluation for a New Century, A Global Perspective.” Vancouver, Canada, November, 1995.
- “Cluster Evaluation: A Creative Response to a Thorny Evaluation Issue.” Project panel chair at the American Evaluation Association Annual Conference, “Evaluation ’95, Evaluation for a New Century, A Global Perspective.” Vancouver, Canada, November, 1995.
- “Developing Philanthropy in Latin America.” Invited panel presentation at the Hispanics in Philanthropy Conference “Sin Fronteras: An Exchange among Philanthropists.” San Juan, Puerto Rico, February, 1994.
- “Program Evaluation - A Case Study in Capacity Building.” Invited panel presentation at the Council on Foundation’s 45th Annual Conference, New York, NY, May, 1994.
- “Capacity Building and Evaluation—It Can Be Better Than You Think.” Moderator for panel presentation at the Council on Foundation’s 45th Annual Conference, New York, NY, May, 1994.
- “Making a Difference Through Evaluation.” Invited presentation at the Donors Forum of Chicago, Chicago, IL, July, 1994.
- “Strategic Grantmaking: the Transition from Demonstration to Policy.” Invited presentation at the National Society for Fundraising Executives Conference “Creating and Evaluating Public Policy: The View from Two National Foundations,” Boston, MA, September, 1994.

“Evaluation: Building Capacity in your Community.” Invited presentation at the Grantmaker’s Conference on Child Care, “Joining Forces: Strengthening the Circle of Caring Communities for Children,” Grand Rapids, MI, October, 1994.

“Evaluation Options: Overview of the What’s and the How To’s.” Invited presentation at the Council on Foundation’s Evaluation Workshop, Philadelphia, PA, November 1994.

“Demystifying Evaluation.” Invited presentation at the Council on Foundation’s Evaluation Workshop, Philadelphia, PA, November 1994.

“Demystifying Evaluation: A Basic Overview.” Invited presentation at the Kellogg Youth Initiative Program Evaluation Workshop, Marquette, MI, December, 1994.

“Empowerment Evaluation.” Invited presentation at the American Evaluation Association Annual Meeting, Dallas, TX, November 1993.

PROFESSIONAL MEMBERSHIPS

Shared Interest: Investing in South Africa’s Future, Board member , (2006-present)

Governor’s Community Safety and Re-Entry Commission, Commissioner (2005-present)

Governor of Illinois New Americans Policy , Co-chair, (2005-present)

Hispanics in Philanthropy, National Advisory Board member, (2004-present)

Association of Black Foundation Executives, Treasurer, member of the Board (2004-present)

Center for Effective Philanthropy (CEP), Treasurer, member of the Board (2003-present)

Grantmakers for Effective Organizations, Member of the Board, lead of “measuring effectiveness” sub committee (2003-present)

New Directions for Program Evaluation, Member, Editorial Advisory Board (2000-present)

American Evaluation Association, Chair, Cluster Evaluation Topical Interest Group (1995-96)

Member, Advisory Committee for the International Evaluation Conference (1995); awarded the 2002 Alva & Gunnar Myrdal Evaluation Practice Award

Brandeis University, Member, Heller Graduate School Board of Directors (1992-2005)

The Nonprofit Quarterly: Featuring Innovative Thinking in the Nonprofit Sector, Member of the Editorial Advisory Board