

Kien S. Lee, PhD

Principal Associate & Vice President

KEY QUALIFICATIONS

- **Content Expertise.** Building the capacity of communities to address issues related to demographic changes and social injustice. Specific areas of expertise include immigrant integration, intergroup relations, health disparities, structural racism, and cross-cultural competency.
- **Strategy Development and Support.** Use of research- and evidence-based practices to assist federal agencies, philanthropic organizations, and nonprofits develop effective strategies for building and strengthening community amidst diversity, enhancing organizations' ability to be cross-culturally competent, as well as in the use of research and evaluation to inform and improve existing efforts. Close attention to aligning capacity, strategy, and desired outcomes.
- **Research and Evaluation Methods.** Design and application of mixed methods and cross-case study methodologies to assess the effectiveness of program implementation and outcomes across a diverse group of organizations, communities, and places. Special emphasis on collaborative learning methods, including facilitation of logic model development and reflections on findings to promote continuous improvement in change strategies.
- **Coaching, Training, and Technical Assistance.** Use of data and evaluating findings to inform strategies to promote immigrant integration, end health disparities, strengthen intergroup relations, and build organizations' capacity to advocate on behalf of and serve communities of color, including development of guidebooks, toolkits, webinars, and workshops.
- **Program Management.** Experience managing and implementing foundation initiatives, including the Washington Area for Partnership, the Community Foundations/Intergroup Relations Program, and a re-granting program for building community amidst diversity – all of these initiatives sought to improve relations between two or more groups of people in order to strengthen their community.

EDUCATION

2004 Ph.D. in Community Research & Practice, The Union Institute & University, Cincinnati, OH
1992 M.S. in Health and Fitness Management, The American University, Washington, DC
1989 B.A. in Society and Health/Psychology, Hampshire College, Massachusetts

PROFESSIONAL EXPERIENCE

Principal Associate & Vice President, 2010 – Present • Community Science • Gaithersburg, MD

Principal Associate, 2007 – 2010

Senior Managing Associate, 1999 – 2007

Research Associate, 1997 – 1999

Responsibilities: Direct and supervise research studies, organization and community assessments, and evaluation of national and local initiatives that focus on immigrant integration, intergroup relations, health disparities, racial equity, and cross-cultural competency. Provide technical review and ensure quality of Community Science's projects and products. Also responsible for business development with a focus on the federal and state and local government markets, for the design of corporate materials, for the professional development of staff, and for assisting the

company's President & CEO with general operations.

Samples of Current and Past Projects:

Evaluation Director, W.K. Kellogg Foundation's Place-based Effort in Mississippi, 2011-present.

Lead the evaluation of the foundation's ten-year or more effort in Mississippi to impact education, health, and economic outcomes using approaches that promotes racial equity and community and civic engagement. Responsibilities include the design and implementation of the evaluation and an evaluation capacity building curriculum, response to quick turnaround requests, and coordination with the foundation program staff and technical assistance providers.

Evaluation Director, Connecticut Health Foundation's (CHF) Health Equity Efforts, 2007-present.

Direct the evaluation of CHF's health equity goal. Previously conducted a retrospective evaluation of the foundation's grants to improve patient-provider interactions; evaluation of an initiative to provide health literacy instruction in adult education centers; and evaluation of an effort to strengthen the quality improvement system of small physician practices.

Study Director, Lutheran Immigration and Refugee Services (LIRS), 2013-present. Design and conduct studies to support LIRS' shift towards a stronger focus on immigrant and refugee integration, including a study about refugee-employer relations, analysis of a social engagement survey conducted by LIRS, and assessment and strengthening of LIRS Children Services Unit's data needs and capacity.

Technical Reviewer, 2014-present; Evaluation Director, 2011-2014; National Partnership for Action to End Health Disparities (NPA), US. Dept. of Health and Human Services, Office of Minority Health. Directed the design and implementation of the evaluation and led the technical assistance for data, research, and evaluation to the Federal Interagency Health Equity Team and Regional Health Equity Councils. Designed a guide to help community-based organizations (CBOs) use data to inform their strategies to end health disparities, and based on the guide, developed a training curriculum used to train over 200 CBOs across the country.

Senior Member of Documentation Team, Networks for Integrating New Americans, Office of Vocational and Adult Education, US Dept of Education, 2013-present. As subcontractor to World Education, co-authored the theoretical framework for the Networks for Integrating New Americans and provide technical direction in documenting the technical assistance and network outcomes for the initiative.

Director, Evaluation of New Connections, Robert Wood Johnson Foundation, 2011-2012. Directed the evaluation of New Connections, a program that supports: 1) the career development and mentoring of early and midcareer scholars from historically underrepresented groups to inform the foundation's programming; and 2) a network of diverse researchers and consultants. Program participants were surveyed and interviewed about their experiences and gains in knowledge, skills, and supportive relationships, and a content analysis of their resumes was conducted to gauge changes in publications before and after the program.

Director, Evaluation of Immigrant Integration Initiative, The Colorado Trust, 2005-2011. Directed the evaluation of the initiative, which involved 19 community collaboratives across Colorado. The evaluation involved a pre- post- integration survey of over 1,000 immigrants and receiving community members, interviews with participants of the collaboratives and their activities, and analysis of grantees' reported outcomes. The findings have been presented at national conferences and published by the foundation.

Director, Evaluation of Equality in Health Initiative, The Colorado Trust, 2006-2012. Directed the evaluation of the initiative, which involved 26 non-profit health organizations across Colorado. The research and practice literature about the definition and operationalization of organizational cultural competency was reviewed and used to create a multidimensional framework for assessing

organizational cultural competency. The 26 grantees' cultural competency was assessed three times throughout their grant period and the findings informed the strategies for assisting grantees strengthen their cultural competency.

Director, Building Community Amidst Diversity (BCADI), The Mott Foundation, 2005-2008. Building on an earlier initiative, Valuing Diversity, designed and implemented BCADI which involved three communities struggling with demographic changes. Managed mini-grants to a nonprofit in each of the three places and facilitated the identification of technical assistance providers and funded the assistance.

Program Analyst, 1996 – 1997 • Prospect Associates • Rockville, MD

Responsibilities: Responsible for the overall administration of the American Stop Smoking Intervention Study (ASSIST) Coordinating Center, including coordinating national technical assistance and training workshops, assisting with monitoring an annual budget of over \$3 million dollars, and managing and supervising support staff. Also provided support to the evaluation of the program. ASSIST was the largest tobacco prevention initiative funded by the federal government to date.

Associate Analyst, 1994 – 1996 • Cosmos Corporation • Rockville, MD
Project Analyst, 1993-1994

Responsibilities: Assisted in the coordination and technical support of national evaluations of social and community development and substance abuse prevention initiatives, including the National Community Partnership and National Community Coalition Demonstration Grant Programs and the National High-Risk Youth Prevention Demonstration Grant Program funded by the Center for Substance Abuse Prevention, and the Cross-site Evaluation of the Community Building Initiative sponsored by the Local Initiatives Support Corporation. Also provided logistical support to annual advisory meetings and training workshops.

Health Risk Appraisal Assistant, 1990 – 1992 • National Rural Health Network • Washington, DC

Responsibilities: Processed and analyzed more than 10,000 health risk appraisals (HRAs) from members of rural electric cooperatives across the nation. Prepared summary reports for health education use by managers of the cooperatives. Conducted a literature review and developed a study on the health condition of rural America.

Public Relations Coordinator, 1990 – 1992 • National Center for Health and Fitness • Washington, DC

Responsibilities: Assisted in the coordination and technical support of national evaluations of social and community development and substance abuse prevention initiatives, including the National Community Partnership and National Community Coalition Demonstration Grant Programs funded by the Center for Substance Abuse Prevention, and the Cross-site Evaluation of the Community Building Initiative sponsored by the Local Initiatives Support Corporation. Also provided logistical support to annual advisory meetings and training workshops.

Research Assistant, 1992 • Institute for Medical Research • Kuala Lumpur, Malaysia

Responsibilities: Assisted in the coordination and technical support of national evaluations of social and community development and substance abuse prevention initiatives, including the National Community Partnership and National Community Coalition Demonstration Grant Programs funded by the Center for Substance Abuse Prevention, and the Cross-site Evaluation of the Community Building Initiative sponsored by the Local Initiatives Support Corporation. Also provided logistical support to annual advisory meetings and training workshops.

PROFESSIONAL AFFILIATIONS

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| Member | American Evaluation Association <ul style="list-style-type: none">• Communication Subcommittee Chair, Multiethnic Issues Topical Interest Group, 2004-2007• Professional Development Workgroup Chair, 2011-2013 |
| Member | Society for Community Research and Action (Division 27 of the American Psychological Association) |
| Graduate | Leadership Montgomery, Class 2010 <ul style="list-style-type: none">• Program Committee, 2011-2012 |

AWARDS & OTHER ACCOMPLISHMENTS

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| 2013 | Distinguished Contributions to Practice in Community Psychology |
| 2010-2012 | Governor Martin O'Malley's Commission to Study the Impact of Immigration on Maryland |
| 2009 | Chair, Governmental Access Working Group, Maryland Council for New Americans |
| 2007 | Organizing Committee Member, European Immigrant Integration Seminar, Seville, Spain |
| 2004-2009 | Advisory Board Member and Mentor, American Evaluation Association/Duquesne University's Internship Program for Students of Color |
| 2004-2005 | Advisory Committee Member, People of Color Affinity's Structural Racism Initiative, Alliance for Nonprofit Management |
| 2003-present | Board Member, Philanthropic Initiative for Racial Equity, Leadership Conference for Civil Rights |
| 2002 | Outstanding Evaluation of the Year, American Evaluation Association (with David Chavis) |

REFEREED JOURNAL ARTICLES, BOOKS, AND BOOK CHAPTERS

Chervin, C., Clift, J., Woods, L., Krause, E., & Lee, K. (2012, July 3). Health literacy in adult education: A natural partnership for health equity. *Health Promotion Practice*, pp. 1-9.

Lee, K. S., & Chavis, D. M. (2011), Cross-case methodology: Bringing rigour to community and systems change research and evaluation. *Journal of Community and Applied Social Psychology*, 2012, Vol. 22 (5): 428-438

Lee, K., Zigbi, K., & Nemes, M. (2009). Setting the table for a sustainable and just food system. *The Foundation Review*, 1 (3), pp. 60-75.

Lee, K. (2009). Is everyone really ready for the task? *Critical Issues Forum II*. Washington, DC: Philanthropic Initiative for Racial Equity. Available at <http://racialequityblog.wordpress.com>.

Lee, K. (2009). Culturally competent capacity builders: What will it take? *OD Practitioner*, 41 (2), pp. 18-23.

Lee, K. & Calvin, J. (2006). Stronger relationships, stronger communities; Lessons from a regional intergroup grant initiative. *American Journal of Community Psychology*. 37 (3/4), 275-282.

Lee, K. (2002). Building intergroup relations after September 11. *Analyses of Social Issues and Public Policy*, 131-141.

PUBLICATIONS IN PROGRESS

Lee, K. (in press). Effecting social change in diverse contexts: The role of cross-cultural competency. *Community Psychology: Foundations for Practice*. Thousand Oaks, CA: Sage Publications

Lee, K. & Gilbert, B. (in press). Embedding the Graduate Education Diversity Program within a larger system. *New Directions in Evaluation*. Thousand Oaks, CA: Sage Publications.

TRAINING, EDUCATIONAL, & OTHER PUBLICATIONS

Office of Vocational and Adult Education, US Dept. of Education. (2013). *Theoretical Framework for the Networks for Integrating New Americans*. [lead author]

National Partnership for Action to End Health Disparities. (2012). *Data Matters*. A Guide for Community-Based Organizations about the Use of Data to Inform Strategies to End Health Disparities. [lead author]

National Stakeholder Strategy for Health Equity. (2011). U.S. Department of Health and Human Services Office of Minority Health. [contributing author]

Lee, K. (2010). *The Journey Continues: Ensuring a Cross-Culturally Competent Evaluation*. Denver, CO: The Colorado Trust.

Lee, K. (2007). *The Importance of Culture in Evaluation*. Denver, CO: The Colorado Trust.

Grantmakers Concerned with Immigrants and Refugees (GCIR). (2006). *Investing in Our Communities: Strategies for Immigrant Integration*. Sebastopol, CA: GCIR. [Lead author for evaluation section]

Lee, K. (2003). *Building inclusive communities*. In Community Tool Box [On-line]. Available: <http://ctb.lsi.ukans.edu>.

Lee, K. (2003). *Understanding culture, social organization, and leadership to enhance engagement*. In Community Tool Box [On-line]. Available: <http://ctb.lsi.ukans.edu>.

Lee, K. (2003). *Transforming conflicts in diverse communities*. In Community Tool Box [On-line]. Available: <http://ctb.lsi.ukans.edu>.

Lee, K. (2003). *Creating opportunities for members of groups to identify their similarities, differences, and assets*. In Community Tool Box [On-line]. Available: <http://ctb.lsi.ukans.edu>.

Hampton, C. & Lee, K. (2003). *Strategies and activities for reducing racial prejudice and racism*. In Community Tool Box [On-line]. Available: <http://ctb.lsi.ukans.edu>.

Critique of Evaluation Primers. (2003). Written for the Robert Wood Johnson Foundation. [Principal Author]

Chavis, D., Lee, K., & Jones, E. (2001). *Principles for Evaluating Comprehensive Community Initiatives*. Washington, DC: National Funding Collaborative on Violence Prevention.

Principles for A Successful Intergroup Project. (2001). Gaithersburg, MD: Association for the Study and Development of Community. [Contributing Author]

SELECTED REPORTS

U.S. Employer and Refugee Employee Dynamics and Relations. (2014). Written for the Lutheran Immigration and Refugee Services Higher Program. [Contributing Author]

Theory and Practice of Community Reconciliation: A Review of Literature and Andrus Family Fund's Grantmaking. (2013). Written for Andrus Family Fund. [Contributing Author]

Evaluation of the Equality in Health Initiative: Addressing Health Disparities Through Organizational Change. (2012). Written for The Colorado Trust. [Contributing Author]

Evaluation Highlights: Supporting Immigrants and Refugee Families. (2011). Written for The Colorado Trust. [Principal Author]

Integrating Immigrants in Colorado: Accomplishments, Challenges, and Lessons Learned. (2011). Written for The Colorado Trust. [Principal Author]

Lessons Learned About Immigrant Integration Work: A Report Based on the Evaluation's Findings. (2010). Written for The Colorado Trust. [Principal Author]

Assessment of Consultative Group to Assist the Poor. (2010). Written for The Bill and Melinda Gates Foundation. [Contributing Author]

Evaluation of the Health Literacy in Adult Education Settings Grant Project. (2010). Written for The Connecticut Health Foundation. [Contributing Author]

Evaluation of RESPECT. (2007, 2008, 2009). Written for the Annie E. Casey Foundation. [Principal Author]

Assessment of AECF's Use and Practice of Evaluation. (2008). Written for the Annie E. Casey Foundation. [Contributing Author]

Interim and Final Evaluation Reports for the Diversifying Leadership in Sustainable Food Policy Initiative. (2008, 2009, 2010). Written for The Jessie Smith Noyes Foundation. [Principal Author]

Interim Evaluation Reports for the Supporting Immigrants and Refugee Families Initiative's Immigrant Integration Strategy. (2006, 2007, and 2008). Written for The Colorado Trust. [Principal Author]

Interim Evaluation Report for the Equality in Health Initiative, Cycle 2. (2009). Written for The Colorado Trust. [Co-Author]

Interim Evaluation Report for the Equality in Health Initiative, Cycle 1. (2008). Written for The Colorado Trust. [Co-Author]

Howard County's Foreign-Born Population: Dimensions, Growth, and Implications. (2005). Written for FIRN, Inc. and Howard County Department of Citizen Services. [Principal Author]

Annual Cross-site Process Evaluation Report. (2005). Written for the Office of Juvenile Justice and Delinquency Prevention. [Contributing Author]

Culturally Diverse Families in Montgomery County: Issues, Concerns, and Challenges. (2003). Written for the Montgomery County Collaboration Council on Children, Youth, and Families. [Principal Author]

9-11: Impact on Immigrant Communities in Greater Washington. (2003). Written for The Community Foundation for the National Capital Region. [Principal Author]

Strengthening Relations in Diverse Communities. (2003). Written for the Initiative to Strengthen Neighborhood Intergroup Assets. [Principal Author]

Headstart Community Assessment. (2003). Prepared for the Montgomery County Department of Health and Human Services. Rockville, Maryland. [Contributing Author]

A Community Learning Process: Understanding the Impact of Day Labor on Our Families and Communities. (2002). Written for the Fairfax County Department of Systems Management for Human Services, Virginia. [Principal Author]

Lessons Learned About Civic Participation Among Immigrants. (2002). Written for the Washington Area Partnership for Immigrants. [Principal Author]

Annual Report of The Valuing Diversity Project. (2001 and 2002). Prepared for The American Psychological Association. [Principal Author]

Community Foundations Building Bridges and Capacity to Strengthen Immigrant Race Relations. (2001). Prepared for the Ford and Mott Foundations. [Principal Author]

Annual Evaluation Report for the National Coalition Building Institute (NCBI). (2001). Written for NCBI. [Principal Author]

Annual Evaluation Report of the Washington Area Partnership for New Citizens. (2001). Written for the Community Foundation for the National Capital Region. [Principal Author]

The Initiative to Strengthen Neighborhood Intergroup Assets: Summary of Accomplishments and Lessons Learned, 1998-2000. (2001). Written for the Eugene & Agnes E. Meyer Foundation. [Principal Author]

Community Foundations/Intergroup Relations Program Annual Report. (2001). Written for The Ford and the Mott Foundations. [Principal Author]

Roundtable on Challenges Facing National Supporters of Collaboratives: Summary report. (1998). Written for the National Funding Collaborative on Violence Prevention, Washington, DC. [Contributing Author]

Annual Report for the National Cross-site Evaluation of the Community Building Initiative. (1997). Written for the Local Initiatives Support Corporation. [Contributing Author]

PRESENTATIONS & WORKSHOPS

Affecting Community Health Improvement through Data and Program Evaluation. Part of seminar series sponsored by the University of Connecticut, Health Disparities Institute. Hartford, CT, March 6, 2014.

Evaluation and Racial Equity: What About It? American Evaluation Association Annual Conference. Washington, DC, October 16-19, 2013. (Panel participant)

Measuring, Monitoring, and Evaluating Racial Justice Work. American Evaluation Association Annual Conference. Washington, DC, October 16-19, 2013. (Panel participant)

Beyond the Box Office: Measuring the Contribution of Film in Policy & Advocacy Efforts. American Evaluation Association Annual Conference. Washington, DC, October 16-19, 2013. (Roundtable participant)

Data Makes a Difference. Workshop at the Knowledge for Equity Conference, sponsored by the Dept. of Health & Human Services Office of Minority Health. Silver Spring, MD, November 11-13, 2012.

Collecting and Using Race and Ethnicity Data: A Promising and also Perilous Path. American Evaluation Association Annual Conference. Minneapolis, MN, October 24-27, 2012. (Think tank participant)

Building the Capacity for Change: Lessons from Capacity-Building Initiatives with Minority-Led Organizations. Minneapolis, MN, October 24-27, 2012. (Discussant)

Strengthening Communities. 4th International Community Psychology Conference. Barcelona, Spain, June 19-20, 2012. (Co-trainer, with David Chavis)

Improving Organizational Capacity Improve Client Outcomes. American Evaluation Association Annual Conference. Anaheim, California, November 3-6, 2011. (Panel participant, with LaKeesha Woods)

Community Reconciliation and Social Justice: Lessons from An Evaluation of A Community Reconciliation Program. Society for Community Research and Action Biennial Conference, Chicago, Illinois, June 14-17, 2011. (with J. Williams & I. Prilleltensky)

Immigrant and Refugee Elder Civic Engagement: Implications for Policy and Practice. Community Treasures Forum, Clarkston Community Center (Georgia), May 7, 2009. [Keynote Speaker]

Immigrant and Refugee Elder Civic Engagement: Implications for Policy and Practice. Community Treasures Forum, The National Press Club, February 2, 2009. [Keynote Speaker]

Maximizing Impact: Helping Funders Get Smart About Evaluation. Maine Philanthropy Center, Portland, Maine. October 8, 2008. (Invited)

Immigrant Integration: Readiness, Fit, and Reciprocity. Paper presented at the 2nd International Conference on Community Psychology, Lisboa, Portugal. June 4-6, 2008.

Immigrant Communities. Martini Associati. Pistoia, Italy. May 14, 2008. (Invited)

Engaging Second Generation Youth in Community Building. Immigrati e comunità: la 2^a GenerAzione, Provincia di Milano, Italy. May 15, 2008. (Invited)

Learning from an Evaluation Report: How to Reflect, Process, and Communicate Results. The Art & Science of Health Grantmaking Conference, Chicago, Illinois. October 10-11, 2007. (with Tina Trent) (Invited)

Immigrant Integration in the United States. European Immigrant Integration Seminar, Seville, Spain. September 19-21, 2007. (with Sonia Arteaga)

Cross-Cultural Competency: What Is It and How to Achieve It? Society for Community Research and Action Biennial Conference, Los Angeles, California. June 6-9, 2007. (Invited)

Conversation. Vision Howard County Spring Issues Forum on Everyone Counts: Diversity, Inclusiveness and Civility as Community-Building Strategies, Columbia, Maryland. May 3, 2007. (Conversation Participant) (Invited)

Managing for Quality: Perspectives of An Evaluator in the Private Sector. American Evaluation Association Annual Conference, Portland, Oregon. November 2-5, 2006. (with Mary Hyde)

New Americans: Using Documentary to Influence Immigrant-Related Issues. Paper presented the 1st International Conference on Community Psychology. San Juan, Puerto Rico. June 2006

Roundtable on Diversity Stories in Community Research and Action: Towards Developing Principles for Community Psychology. First International Conference on Community Psychology. San Juan, Puerto Rico. June 2006 [discussant]

Integration, Assimilation, and Acculturation: What do They Really Mean? Paper presented at the 1st International Conference on Community Psychology: Shared Agendas in Diversity, June 2006, San Juan, Puerto Rico.

Evaluation of The Colorado Trust's Immigrant Integration Strategy: Opportunities and Challenges. American Evaluation Association, Toronto, Canada. October 2005.

Researching Civic Participation within a Diverse Context: Conceptual and Methodological Opportunities and Challenges. Presentation at the RC33 6th International Conference on Social Science Methodology, Amsterdam, The Netherlands, August 16-20, 2004.

Immigrant Communities in the Washington Metropolitan Region. Presentation at the District of Columbia Public Library's workshop on Improving Library Services to the Immigrant and Refugee Community, Washington, DC. July 21, 2004. (Invited)

Engaging the Social Capital of Immigrants to Build Sustainable Communities. Paper presented at the 1st Sustainable Communities Conference, Burlington, Vermont. July 14-18, 2004. (with Varsha Venugopal)

Are You Ready for Evaluation. Workshop at the 5th Annual Public-Private Conference, Washington, DC. October 21, 2003. (Invited)

Working with Multicultural Communities: Esperienze di lavoro sul campo. Presentations at the Citta' di Torino, Italy. January 27, 2003; Istituzione Gian Franco Minguzzi, Bologna, Italy, January 29, 2003; Associazione Servizi per il Volontariato, Modena, Italy, January 29, 2003. (Invited)

Evaluation And Systems Change During Challenging Times, Panel presentation at the American Evaluation Association Annual Conference, Washington, DC. November 9, 2002.

Assessing Your Community's Inclusiveness. Panel presentation at the Fund for An Open Society Annual Conference. Cleveland, OH. November 7, 2002. (Invited Speaker)

Valuing Diversity: Communities Helping Communities. Panel presentation at the American Psychological Association Annual Conference. Chicago, IL. August 23, 2002.

Principles for Building Intergroup Relations. Panel presentation at the Technical Assistance Resource Center Retreat, Annie Casey Foundation. Baltimore, MD. June 2002. (Invited Speaker)

Welcoming the Stranger: Techniques for Integrating Socially Isolated or Disenfranchised Populations into the Life of Their Communities. Panel presentation at the National Community Building Network Conference. Seattle, Washington. May 29-June 1, 2002.

Ethics, Evaluation, and Technology in Grantmaking. Plenary panel, Washington Regional Association of Grantmakers 1st Annual Conference. Washington, DC. May 22, 2002. (Invited speaker)

Putting VALUE Back Into Evaluation. Washington Regional Association of Grantmakers 1st Annual Conference. Washington, DC. May 22, 2002. (Invited Speaker)

From Theories of Change to Habits of Mind: Building the Evaluation Toolkit. Washington Regional Association of Grantmakers 1st Annual Conference. Washington, DC. May 22, 2002. (Invited Speaker)

Measure for Measure: Getting the Most Out of Evaluations. Washington Regional Association of Grantmakers 1st Annual Conference. Washington, DC. May 22, 2002. (Invited Speaker)

Lee, K. & Chavis, D. *Using Evaluation to Build Capacity: Helping Organizations Develop and Use Information*. Paper presented at the Association for Research on Nonprofit Organizations and Voluntary Action 30th Annual Conference. Miami, FL. December 2001. (Invited Paper)

New Opportunities, New Places, Better Programs. American Evaluation Association, St. Louis, MO. November 2001. (with Johanna Birckmayer and Theresa Singleton)

Community Responses to September 11 and Its Aftermath. Capital Area Social Psychological Association Fall 2001 Meeting, Washington, DC, November 3, 2001 (with Suzan Stafford and Anne Anderson).

Building Bridges Across Diversities: Stories from the Front Lines (discussant), 8th Biennial Conference of the Society for Community Research and Action. Atlanta, GA. June 2001.

Participatory Evaluation within A Multicultural Context, Panel on Program Evaluation and Measurement Program, Grant Managers Network Meeting, Washington, DC, June 8, 2001. (Invited Speaker)

Principles for Evaluating Comprehensive Community Initiatives (think-tank session). American Evaluation Association, Waikiki, HI. November 2000.

Evaluating Collaboratives that Build Community In Diverse Settings: What Works? American Evaluation Association, Orlando, FL. November 1999.