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Birth: New York, NY -- June 10th, 1943

Education: **Ph.D. in Anthropology** (Cultural); June 1970 – Yale University, New Haven, CT
M.Phil. in Anthropology; December 1967 – Yale University, New Haven, CT
M.S.W. June 1981 – University of Connecticut, West Hartford, CT
B.A. with High Distinction and Honors in Anthropology; June, 1965 – University of Arizona, Tucson, AZ

Specializing in consulting to the social (nonprofit/NGO) and public sectors with a focus on building organizational capacities and competencies, developing strategies and operational theories of change to implement strategies, performance management to achieve measurable success – and the creation, delivery, and assessment of “social value”

September 2006 through present **Managing Partner**
HUNTER CONSULTING LLC; Hamden, CT

As a consultant to direct service providers (government and nonprofit) and funders in the social sector, I offer full services in the following areas:

1. Strategic performance management in service delivery (public and nonprofit)
2. Effective social investing
3. Strategies for results-driven practices in ministries, government departments and municipalities
4. The selection, design and implementation of performance management data systems
5. Formative (implementation) evaluation

Before embarking on a consulting career, I had been Director of Evaluation at the Edna McConnell Clark Foundation (New York, NY) where I developed and led the Foundation's work with nonprofit organizations to clarify and improve the social value of their work. It was here that I developed my approach to using capacity-building theory of change workshops. I also focused on the design, implementation, and use of performance management systems to deliver high quality, effective, and efficient services to children, adolescents, and families from low-income backgrounds. Some of this work is described in the following peer-reviewed articles:

Hunter DEK, "Using a Theory of Change approach to Build Organizational Strength, Capacity and Sustainability with Not-for-Profit Organizations in the Human Services Sector," Evaluation and Program Planning, 29(2):193-200, 2006

Hunter DEK & Koopmans M, "Calculating Program Capacity Using the Concept of Active Service Slot," Evaluation and Program Planning, 29(2):186-192, 2006

Prior to coming to the Foundation, I led and supported both public and social sector organizations in the implementation and use of performance management systems to improve the quality and effectiveness of human services. As the Superintendent (CEO) of a State Psychiatric Hospital in Connecticut, I built a continuous quality improvement system that raised staff performance, improved hospital safety, lowered patient length of stay while maintaining good treatment outcomes - and led the hospital to a rating of **Accreditation with Commendation by the Joint Commission on the Accreditation of Healthcare Organizations (JCAHO)**. One project, which addressed the prevalence of violence in the hospital, is described in the following peer-reviewed articles:

Coleman RL, Hunter DEK, Vartelas H, & Higgins MF, "Quality Management in Mental Health. II. Managing Risk of Dangerousness," American Journal of Medical Quality, 11(4):227-235, 1996

Coleman RL and Hunter DEK, "Contemporary Quality Management in Mental Health," American Journal of Medical Quality, 10(3):120-126, 1995

For this work, my colleagues and I were awarded *The American College of Physician Executives Recognition of Innovation in Medical Management (1995)*.

EMPLOYMENT HISTORY¹

July 1998
through September 2006

Director of Evaluation and Knowledge Development
The Edna McConnell Clark Foundation; New York, NY

¹ Some of these positions overlap in time, as I routinely took on concurrent senior management responsibilities for the Connecticut Department of Mental Health and Addiction Services.

The Edna McConnell Clark Foundation is a philanthropic organization whose mission is to help improve the lives of economically disadvantaged and underserved people and communities. My work there led me to reflect on the uses and abuses of evaluation in the field of philanthropy, to make numerous presentations to local, national, and international bodies on this topic, and to present an overview of my thinking in the following peer-reviewed article:

Hunter DEK, “Daniel and the Rhinoceros,” Evaluation and Program Planning, 29(2):180-185, 2006

As part of this work I developed an **original (non-monetary) measure for calculating the social return on investment** achieved by the foundation’s grants to growing nonprofit organizations (NGOs). This is described in the following peer-reviewed article:

Hunter DEK & Koopmans M, “Calculating Program Capacity Using the Concept of Active Service Slot,” Evaluation and Program Planning, 29(2):186-192, 2006

November 1996
through June 1998

Chief Executive Officer
Southwest Connecticut Mental Health System; Bridgeport, CT

November 1991
through October 1996

Superintendent (CEO)
Cedarcrest Regional Hospital; Newington, CT

May 1981 through November 1996

A series of **staff and then senior management positions** in the Connecticut Department of Mental Health and Addiction Services; Bridgeport CT, and Hartford, CT

[June, 1979 – May, 1981 I returned to graduate school and earned an MSW in clinical social work]

June 1978
through June 1979

Research Associate
Yale Child Study Center, Yale University; New Haven, CT

June 1970
through March 1977

Assistant and then Associate Professor of Anthropology (with tenure)
Southern Connecticut State College (SCSC); New Haven, CT

PUBLICATIONS ON STRATEGIC PERFORMANCE MANAGEMENT AND EVALUATION

1. Hunter DEK, “Using a Theory-of-Change Approach in Helping Nonprofits Manage to Outcomes,” in Mario Morino, Leap of Reason: Managing to Outcomes in an Era of Scarcity, Washington, DC: Venture Philanthropy Partners, 2011
2. Hunter DEK, “A Means to Assess Social Investment Risk – and a Plea on Behalf of the People who Need Nonprofit Organizations to Deliver the Value they Promise,” Philadelphia Social Innovations Journal, 3: Spring 2010
3. Hunter DEK, “The End of Charity: How to Fix the Nonprofit Sector through Effective Social Investing,” Philadelphia Social Innovations Journal, 1: Fall 2009
4. Hunter DEK, “An American’s Thoughts on Managing Public Services in Denmark,” published in

- Danish as chapter 12 in Ejler N, Seiding HR, Bojsen DS, Bohni Nielsen S, and Ludvigsen F (eds.), Nar Maling Giver Mening: Resultatbaseret styring og dansk velfaerds politik I forvandling, Copenhagen, Denmark: Jurist og Okonomforbundets Forlag, 2009
5. Hunter DEK and Butz, S, Guide to Effective Social Investing, Baltimore, MD and Washington, DC: Social Solutions, Inc. and the Alliance for Effective Social Investing, 2009
 6. Hunter DEK, "Daniel and the Rhinoceros," Evaluation and Program Planning, 29(2):180-185, 2006
 7. Hunter DEK, "Using a Theory of Change approach to Build Organizational Strength, Capacity and Sustainability with Not-for-Profit Organizations in the Human Services Sector," Evaluation and Program Planning, 29(2):193-200, 2006
 8. Hunter DEK & Koopmans M, "Calculating Program Capacity Using the Concept of Active Service Slot," Evaluation and Program Planning, 29(2):186-192, 2006
 9. Cassidy EF, Leviton LC, Hunter DEK, "The Relationship of Program and Organizational Capacity to Program Sustainability: What Helps Programs Survive?," Evaluation and Program Planning, 29(2): 149-152
 10. Hair EC, Moore KA, Hunter DEK, & Williams J (eds.), The Edna McConnell Clark Foundation Youth Development Outcomes Compendium, New York, NY and Washington, DC: The Edna McConnell Clark Foundation and Child Trends, 2002
 11. 2002 Hunter DEK, "Helping Evaluation Equal Value," Foundation News and Commentary, 42(6):4-5, 2001 [letter to the editor]
 12. Coleman RL, Hunter DEK, Vartelas H, Higgins MF, "Quality Management in Mental Health. II. Managing Risk of Dangerousness," American Journal of Medical Quality, 11(4):227-235, 1996
 13. Coleman RL and Hunter DEK, "Contemporary Quality Management in Mental Health," American Journal of Medical Quality, 10(3):120-126, 1995
 14. Hunter DEK, Buick WP, Wellington T, Dzerovych, G "Reorganization of a Hospitalization Service for Patients in a Community Mental Health Center: An Initial Evaluation," Hospital and Community Psychiatry, 44:271-275, 1993

In addition, I have authored and edited some half-dozen textbooks and collections of articles in Anthropology and Sociology, and authored several dozen articles in the fields of Social Science and Clinical Theory and Practice in Mental Health.

MAJOR PRESENTATIONS ON STRATEGIC PERFORMANCE MANAGEMENT AND EVALUATION

1. **Laying the Groundwork for a Neighborhood Initiative: Nonprofit Agencies and What Capacities the Need to Deliver Social Value Reliably**, Hunter DEK, Panel Moderator and Discussant, The Neighborhood Revitalization Conference, Washington, DC, 2011
2. **Achieving High Value by Ensuring High Performing Organizations via a Social Investing Strategy**, Hunter DEK, Multi-Ministry Performance Management “Leadership for Change” study tour by Danish civil servants, New York, 2011
3. **Performance Management in the Public Sector using a Theory of Change Framework**, Hunter DEK, keynote address in Copenhagen, Stockholm, Oslo, Berlin and Helsinki for Ramboll Management’s multi-country Anniversary Celebration focusing on Performance Management in the Public Sector, 2010
4. **Developing Integrated Services for Youths in Denmark’s Municipalities**, Hunter DEK, opening address of Local Government Denmark’s Initiative for launching performance management in Municipalities, Copenhagen 2010
5. **Performance Management: Creating and Delivering High Value in Social Services**, Hunter DEK, Ramboll Management Conference on Performance Management, Copenhagen, 2009
6. **Implementing Performance Management at Job Centers Using Theory of Change Workshops**, Hunter DEK, Plenary address a Meeting of Local Government Denmark, Copenhagen, 2009
7. **The Landscape for Nonprofit Organizations is changing: How to come out on Top!** Hunter DEK, Keynote speech at the Microsoft Executive Summit for Nonprofits, Washington DC, 2009
8. **Performance Management in Denmark**, Hunter DEK, presentation to the Local Government Denmark Conference, Copenhagen, Denmark, 2008
9. **Performance Management in the Public Sector**, Hunter DEK, Presentation to the visiting High Mayor and Deputy Mayors of the Municipality of Copenhagen, New York, 2008
10. **Ambitions for Policy – Knowing What Works (Promoting the Wellbeing of Denmark’s Vulnerable Children)**, Hunter DEK, Keynote Presentation at the Annual Conference on Social Policy held by the Minister of Social Welfare, Kolding, Denmark, 2007
11. **Capacity Building, Monitoring, and Evaluation in Public Organizations and Private Non-Profit (NGO) Vendors to achieve better results and more efficiency**, Hunter DEK, Presentation to the visiting Municipality of Copenhagen Social Services Committee, New York NY, 2007
12. **Bald Tires and Social Value: What You don’t Know can Hurt You – and What to do About It**, Hunter DEK, Keynote Speech at COMPASS Outcomes Management Workshop, Washington DC, 2007

13. **Organizational Capacities Necessary to Manage for Results**, Hunter DEK, Presentation to the Study Tour for Danish Public Sector Leaders and Managers, New York NY, 2007
14. **Theory of Change-based Evaluation and Youth Development: Perspectives from Philanthropy**, Koopmans M & Hunter DEK, paper delivered at Evaluation 2006: The Consequences of Evaluation, Portland OR, 2006
15. **Building Evaluation Capacity Locally to Create, Sustain, and Expand Social Good**, Hunter DEK, Keynote Address, the Annual Meeting of The Danish Evaluation Society, Nyborg Denmark, 2006
16. **Building and Implementing Government Capacity to Deliver Social Good – The Seven Deadly Sins as Seen from an Evaluation Perspective...and How to Avoid Them**, Hunter DEK & Bohni-Nielsen S, Annual Meeting of The Danish Evaluation Society, Nyborg Denmark, 2006
17. **An Alternative Approach for Government Investment in NGOs Grounded in the Grantmaking Approach of The Edna McConnell Clark Foundation's Youth Development Fund**, Hunter DEK & McCutchen W, Presentation to the Study Tour for Danish Public Sector Leaders and Managers, New York NY, 2005
18. **Using Evaluation to Help Improve Grantee Effectiveness**, Hunter DEK, meeting of the Coalition of Community Foundations, Kansas City MO, 2004
19. **Daniel, a Rhinoceros, and Some Thoughts on Fixing a Bad Situation**. Hunter DEK, luncheon Keynote Address (on the uses of evaluation) to the Donors Forum of Wisconsin, Milwaukee WI, 2004
20. **Focus, Strategy, and Creating Social Value Through Grantmaking**; Hunter DEK, as part of a panel on "Venture Philanthropy: the Investor's Perspective," 2003 Global Social Venture's Annual Competition Symposium, Berkeley CA, 2003
21. **Large-Scale, External Evaluations of Program Impacts vs. Reliance on Program-Based Evaluation Capacity to Assess Participant Outcomes. Or: What role can evaluation play in supporting grantees to offer quality programs?** Hunter DEK, presented as part of a panel on "A Question of Quality: How Do We Know What Works in After-School?" presented by the NYC Youth Funders Network, New York NY, 2003
22. **The Application of Developmental Research to Grantmaking in Youth Development at the Edna McConnell Clark Foundation**, Hunter DEK and Kaye JW, presented as part of the symposium "The Role of Research in Philanthropy: Using Developmental Science to Guide Grant Making and Public Policy Development" (with K Moore as discussant) at the Biennial Meeting of the Society for Research in Child Development, Tampa FL, 2003
23. **The Impact of a Commitment to Capacity-Building on Funders' Grantmaking Approaches: The Evaluation Perspective**, Hunter DEK, Biennial National Conference of the Grantmakers for Effective Organizations, Washington DC, 2001
24. **"Mainstreaming Evaluation": Evaluation as a Core Element of Institution Building at the Edna McConnell Clark Foundation**, Hunter DEK and Kaye JW, Annual Meeting of the American

Evaluation Association, St. Louis MO, 2001

25. **Strategic Philanthropy: What Is It? What is the Role of Evaluation?** Hunter DEK and Bare J (with T Gilmore, discussant) Annual Meeting of the Council on Foundations, Philadelphia PA, 2001
26. **Negotiating Outcomes Up-Front**, Rothstein L, Pailthorpe M, Grant D, and Hunter DEK, paper presented at the Annual Meeting of the Council on Foundations, Los Angeles CA, 2000

In addition, I have made numerous presentations on Social Science and Clinical Theory and Practice.

BOARD and COMMITTEE MEMBERSHIPS

Superstar Foundation – Board of Directors, 2007 through 2011

Center for Effective Philanthropy – Advisory Board, 2002 – 2009

Grantmakers for Effective Organizations – Board of Directors, 2002 – 2007

Grantmakers Evaluation Network – Board of Directors, 1999 – 2002

Council on Foundations – Research Committee, 2000 – 2002

National Staff Development Council – National Advisory Board, 1999 – 2001