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President, Aligning Visions, S.A.

2005...

Aligning Visions works on critical global conservation issues with committed clients by providing expertise in facilitation, program design and assessment, and organizational capacity building. Recent projects with great clients include:

- Lead independent project evaluations for donors and nonprofits. These highly participatory evaluations build in staff, board, and partner reflections to develop findings, lessons learned, and future recommendations. Examples include:
 - *Conservation Trust Funds 2020: Global Vision, Local Action*. A ten-year retrospective for the Conservation Finance Alliance (CFA)
 - The Tropical Forest Conservation Act Program in Paraguay (USAID) final evaluation;
 - The Forever Costa Rica Trust – 3-Year Assessment of a Project Finance for Permanence;
 - The Brazilian Amazon Regional Protected Areas Program (ARPA 1) (FUNBIO and GEF);
 - The Mexican Natural Protected Area System (SINAP 2) (FMCN and GEF);
 - Tropical Forest Conservation Act Program in Guatemala (USAID); and
 - Climate Change Resiliency on the Mesoamerican Reef (WWF-UK).
- Coach, write, and develop training programs that respond to client capacity-building requests:
 - *2020 Practice Standards for Conservation Trust Funds* — Conservation Finance Alliance
 - *Governance in Regional Conservation Finance Platforms: A Comparative Case Study* with the Caribbean-Pacific Environmental Fund Alliance
 - Fundraising strategies for African Environmental Funds — RedLAC and CAFÉ
 - Evaluation methodologies for GEF accreditation — FUNBIO, Brazil
 - Monitor program impact — Nature and Culture International, Ecuador
 - Facilitate design of governance and staffing structures – PACÍFICO
 - Strengthen governance and launch a new NGO — Coral Triangle Center, Indonesia
 - Coach leaders in four countries to design innovative conservation projects — MAR Leadership Program, Mexico, Belize, Honduras, and Guatemala.
- Develop strategic plans, strengthen governance, and operationalize work plans using facilitated interviews and group retreats for clients such as:
 - RedLAC – Strategic Plan 2020-2023
 - MAR Fund – Strategic Plan 2019-2023 and Reef Rescue Program annual plan;
 - WWF Mexico – Strategic Plan 2018-2022
 - PACÍFICO – MigraMar Partnership MOU 2018
 - Nature and Culture International – Strategic Plan 2020-2024
 - MigraMar nonprofit launch 5-year strategic plan 2017-2021;
 - PACÍFICO Network Strategic Plan 2017-2021 between four environmental funds for the Eastern Tropical Pacific.

Education

- Stanford Graduate Business School, Executive Education Program 2000
- M.S. California Polytechnic State U., International Agricultural Development 1986
- B.S. Georgetown University, School of Foreign Service 1980

The Nature Conservancy (TNC)

1991-2002...

Senior Director of Staff Development and Recruitment, TNC 2000-2002

Co-directed Human Resources for a 3,400 person high-growth international organization.

- Launched leadership development and executive education programs. Ensured sustainability through a \$4.5 million endowment; and
- Built organization-wide recruiting function. Used competency-based hiring, values-based advertising, and web presence to attract over 600 high-potential new employees a year.

Director, Conservation Learning Network, TNC 1997-2000

Developed organization-wide training priorities for staff, trustees, and partner organizations including an orientation program for over 400 new employees a year, thematic conferences, and strategic workshops linked to new conservation approaches. Partnered with Universities and other experts to develop tailored workshops and enhance knowledge-sharing tools.

Director of Training, Latin America and the Caribbean, TNC 1992-1997

Built and managed a 10-person team to strengthen the institutional capacity of over 20 Latin American and Caribbean partner organizations implementing *Parks in Peril* – an international program dedicated to turning “paper parks” into well-managed conservation landscapes. We implemented organizational assessments, leadership training, capacity-building interventions, networking events such as the 400+ person Conservation Training Week bringing in practitioners from over 22 countries, and documented best practices.

- Provided one-on-one mentoring, facilitation, and training in conservation strategies, board development, strategic planning, participatory rural appraisal, and fundraising.
- Raised over \$2 million in operating and program funds.
- Lead author of two books dedicated to the evolution of civic society in Latin America:
 - *Resources for Success* for nonprofit organizations (English, Spanish and Portuguese); and
 - *Rumbo al éxito* for Boards of Directors (available in Spanish).

Science Training Coordinator, Science Division, TNC 1991-1992

Co-authored *Rapid Ecological Assessment* in English and Spanish. This was a breakthrough strategy to rapidly evaluate tropical landscapes for biodiversity values in situations where biological data is scarce, enabling more timely conservation decisions. Follow-up training programs were provided throughout Latin America and the Caribbean.

Other International Employment

Director of Latin American Programs, OEF International 1988-1991

- Managed AID-funded projects in Central America on micro-enterprise credit and training programs for low-income rural women. Worked with local staff to institutionalize these one-time projects into 3 Central American micro-enterprise organizations. Now over 20 years old, they have served tens of thousands of rural women.

Consultant, Inter-American Foundation, Guatemala 1987-1988

- Evaluated and documented rural women's economic development projects.
- M.S. thesis on "*Gender Issues in Agricultural Extension in Central America.*"

Global Hitchhiker 1981-1983

- Hitchhiked and took seasonal and temporary work (primarily agricultural and livestock) across the US, Pacific islands, New Zealand, Australia and Asia for 2 years.

Representative Publications

- *Conservation Trust Funds 2020: Global Vision, Local Action*, co-author – CFA 2020
- *2020 Practice Standards for Conservation Trust Funds*, co-author – CFA 2020
- *Governance in Regional Conservation Finance Platforms: A Comparative Case Study* 2017
- *Resource Manual for Impactful Conservation Project Design* – MAR Leadership, FMCN 2017
- *Chapter Fundraising: A How-to-Guide* – Audubon California 2016
- *Participatory Strategic Planning: A How-To Guide for Nonprofits* 2013
- *Fundraising Strategies for Environmental Funds* – RedLAC 2011
- *Partnership Learning Center* – The Nature Conservancy 2010
- *Environmental Funds Tool Kit* – Conservation Finance Alliance (CFA) 2010
- *Hiring and Retention Guides* – The Nature Conservancy (TNC) 2000
- *Resources for Success* for conservation nonprofits, Editor – TNC 1993
- *Evaluación ecológica rápida (Rapid Ecological Assessment)*, Co-author – TNC 1992

Languages

- English Native language
- Spanish Fluent—over 11 years living in Spanish-speaking countries
- Portuguese Very Good—facilitate workshops, evaluate programs and manage teams

Citizenships

- Dual National: USA and Great Britain
- Permanent Resident: Panamá