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Over thirteen years of experience designing, leading, and implementing mixed-methods and quasi-experimental evaluations of privately and publicly funded programs designed to aid vulnerable and low-income populations. Formally and experientially trained in designing and leading studies that rely on time series designs, non-equivalent control groups, retrospective/pre/post-tests, regression discontinuity, and propensity score matching, among others. Formal training in marriage and family level research, and prior experience with the Responsible Fatherhood Initiative.

Specific areas of expertise include:

- Designing and implementing comprehensive mixed-methods evaluation plans
- Designing, leading, and analyzing large-scale qualitative studies
- Cleaning and analyzing large, student-level datasets
- Participatory and collaborative approaches to evaluation design and implementation
- Producing utilization – focused deliverables that enable programs to incorporate findings into practice
- Building organizational capacity in program evaluation

Specific topics of expertise include:

- Family formation
- Marriage formation
- School food and wellness
- Leadership development
- Public health and prevention efforts
- Child obesity prevention
- Early childhood education

## **PROFESSIONAL EXPERIENCE**

### **Evaluation Specialists**

*Principal Evaluator*

*2014-Present*

Provides expertise in designing, leading, and implementing mixed-methods and quasi-experimental evaluations. Leads programs in codifying theories of change, logic models, and evaluative rubrics; leads qualitative and quantitative data collection and analysis efforts; builds staff and stakeholder capacity in research and evaluation; and designs and facilitates team and community meetings to encourage incorporation of evaluation findings into practice.

### **Tufts University; ChildObesity180**

*Initiative Director; School Breakfast Research*

*2012-2014*

Conceptualized and implemented school breakfast- specific research and projects with the goal of conducting and disseminating research on the outcomes and impact of the National School Breakfast Program. Led a large team in designing and implementing a mixed-methods evaluation of a large school district's morning nutrition program. Developed and maintained on-the-ground partnerships with stakeholders; developed IRB applications; designed and led researcher training; led data collection and analysis efforts; and co-led publication efforts. This evaluation entailed 29 focus groups with adults and

children, 20 IDs, and a school-level outcome analyses. Conceptualized and executive produced a web-video series of relevant literature to address an on-the-ground need of making relevant research accessible and knowledge transferrable and to augment relevant organizations' communications toolkits. Served on Los Angeles Department of Health Advisory Board (Choose Health LA Kids), and facilitated meetings with Long Beach Alliance for Food & Fitness.

### **NYC Leadership Academy**

*Sr. Director of Research and Evaluation*

*2007-2012*

Designed and led single-site and cross-site mixed-methods program evaluations for internal programs and client school districts throughout the country. Served as lead evaluator for multi-year USDOE SLP grant. Evaluation plans answered questions related to program process and implementation, program outputs and outcomes, and program impacts. Developed and administered qualitative and quantitative data collection tools and conducted focus groups, one-on-one interviews, session questionnaires and online surveys with program participants. Performed statistical analyses on citywide student achievement data. Designed and led capacity building exercises for internal staff and clients. Findings informed program development and program improvement efforts, and addressed accountability requirements. Clients included:

- Los Angeles Unified School District
- University of London Global City Leadership Project
- Greece Central School District
- Delaware Academy for School Leadership
- Orange County Public Schools
- Rhode Island Department of Education
- Rochester School District
- Teachers 21
- Arizona State University's iLeadAZ program
- Springfield Public Schools

### **University of Minnesota: The Minnesota Healthy Marriage and Responsible Fatherhood Initiative**

*Analyst*

*2006-2007*

Served as an analyst on the Minnesota Healthy Marriage and Responsible Fatherhood Initiative, a demonstration project that was designed to understand how to stabilize vulnerable couples who had engaged in nonmarital childbearing in their quest for union formation and successful co-parenting. Collected and analyzed participant demographics, service usage, and recruitment and retention of participants. Developed and trained fellow researchers on relevant data tracking systems.

### **Battelle Memorial Institute, Centers for Public Health Research and Evaluation**

*Health Researcher*

*2001-2006*

Supported numerous federally-funded evaluation projects. Conducted literature scans; developed evaluation instruments; conducted in-person interviews, focus groups, and site observations; co-wrote promising practice guidelines; identified appropriate analytics for projects; conducted qualitative and quantitative analyses; and documented and presented findings to clients. Clients included:

- Office of Population Affairs' Family and Intimate Partner Violence Prevention Program
- National Association of City and County Health Officials and Centers for Disease Control and Preparedness' Advanced Practice Centers
- Health Resources and Services Administration's Geriatric Education Centers
- National Cancer Institute's Small Grants Program for Behavioral Research in Cancer Control
- Safe Schools/Healthy Students (USDHS-USDOJ- and USDOE-supported project)

## EDUCATION

**MA**, Family Research, University of Minnesota

**BA**, Sociology, George Mason University

## PEER-REVIEWED PUBLICATIONS

**Carmichael-Djang, H.**, Andersen, B., Masters, T., Vanslyke, J., Beadnell, B. (2016) Key Ingredients for School Food Systems: An Evaluation of the Orfalea Foundation's School Food Initiative. The Foundation Review: Vol. 8: Iss. 2.

Folta, S., **Carmichael-Djang, H.**, Blondin, S., Dolan, P., Halmo, M., Metayer, N., Smith, K. and Economos, C. School staff, parent and student perceptions of a Breakfast in the Classroom model during initial implementation. Public Health Nutrition, published online January 2016.

Anzman-Frasca, S, **Carmichael-Djang, H**, Halmo, M, Dolan, P, Economos, C. Estimating impacts of a Breakfast in the Classroom program on school breakfast participation, attendance, and achievement: A propensity score analysis. Journal of American Medical Association Pediatrics, 169(1):71-7, January 2015.

Blondin, S., **Carmichael-Djang, H.**, Metayer, N., Anzman-Frasca, S., Economos, C. "It's just so much waste." A qualitative exploration of food wastage in the National School Breakfast Program. Public Health Nutrition, 29:1-13, December 2014.

Blondin, S., Anzman-Frasca, S., **Carmichael-Djang, H.**, Economos, C. Breakfast consumption and adiposity among children and adolescents: an updated review of the literature. Pediatric Obesity, online publication, February 2016.

## EVALUATION REPORTS

Evaluation Specialists. (2015). Key Ingredients for School Food Systems: An Evaluation of the Orfalea Foundation's School Food Initiative. Santa Barbara, CA: **Carmichael-Djang, H.**, Masters, T., Vanslyke, J., Beadnell, B.

Evaluation Specialists. (2015). Growing Early Childhood Education: Evaluating Orfalea Fund's Work in Santa Barbara County. Santa Barbara, CA: **Carmichael-Djang, H.**, Masters, T., Vanslyke, J.

Chansky, M, **Carmichael, H** and Sill, M. Evaluation of Advanced Practice Centers Program on Bioterrorism Preparedness and Emergency Response: Year 2. Final Evaluation Report to the National Association of City and County Health Officials (NACCHO), Project # 3564, May 2006.

Powers, A and **Carmichael, H**. Promising Practices for Title X-supported Family Planning Clinics: Preventing Family and Intimate Partner Violence (FIPV). Report to the Office of Population Affairs (OPA), Contract # 282-98-0019, September 2005.

Powers, A and **Carmichael, H**. A Collaborative Evaluation of Family and Intimate Partner Violence Prevention Activities in Selected Title X-supported Family Planning Clinics. Final Report to the Office of Population Affairs (OPA), Contract # 282-98-0019, September 2005.

Crowley, K and **Carmichael, H**. Outcome Evaluation of the Small Grants Program for Behavioral Research in Cancer Control. Final Report to the National Cancer Institute (NCI), Contract #282-98-0019, December 2005.

**Carmichael, H**. Access Database User Guide for the Review of Extant Databases for the National Children's Study. Report to the National Children's Study Program Office, Contract # 282-98-0019, February 2005.

## SELECT PRESENTATIONS

**Carmichael-Djang, H.**, Andersen, B., Vanslyke, J. Evaluation through the rearview mirror: an actionable approach to initiating program evaluation late in the game. American Evaluation Association Annual Conference, Chicago, IL, November 2015.

Anzman-Frasca, S., **Carmichael-Djang, H.**, Halmo, M., Blondin, S., Dolan, P.R., Sharma, S., Smith, K., Nelson, M.E., & Economos, C.D. (2013). Evaluation of a breakfast in the classroom program's impact on nutritional, health, behavioral, and academic outcomes. American Public Health Association Annual Meeting, Boston, MA, November 2013.

**Carmichael, H** (November 2010). Understanding Program Evaluation, Center for Nonprofit Success. New York, NY.

**Carmichael, H** (September 2006). Prevalence and Prevention of Domestic Violence in the GLBT Population: A Comparative Assessment of the Literature, Family Violence and Sexual Assault Institute's Annual Conference. San Diego, California. Poster Presentation.

**Carmichael, H** (April 2006). The Prevalence and Prevention of Domestic Violence in the GLBT Population: A Qualitative Review of the Literature, Qualitative Health Research Conference, Alberta Canada.

## PROFESSIONAL AFFILIATIONS AND CONTRIBUTIONS

- Grant Reviewer and Advisory Member: Los Angeles County Department of Health, Choose Health LA Kids
- Grant Reviewer: 2015 Healthy Marriage and Relationship Education Grants, Administration for Children and Families, DHHS
- Member of American Evaluator's Association, 2008-present.