



## II. Academic Program Review Dossier Cover Page | 2024 Cycle

<b>Name, Lived Name:</b>	Carolyn Rider (she/her/hers)
<b>Preferred Pronoun(s):</b>	
<b>Academic Title:</b>	Academic Coordinator II
<b>County/Program:</b>	Nutrition Policy Institute
<b>Review Type:</b>	Merit
<b>Current Rank/Step:</b>	VII
<b>Requested Rank/Step:</b>	VIII
<b>Review Time Period:</b>	October 1, 2022 to September 30, 2024
<b>Thematic Areas:</b>	(1) Evaluating public health policy and practice in schools and community settings (2) Improving evidence-based public health policy and practice in schools and community settings (3) Strengthening California's public health workforce

**Position Description**  
**Carolyn Rider**  
**Academic Coordinator II**  
**(Senior Program Evaluator)**

**Effective Date: April 12, 2023**

**PURPOSE & CLIENTELE**

The Senior Program Evaluator administers, manages, and coordinates statewide research and evaluation programs to inform and improve policies, programs, and practices related to community nutrition and physical activity. Through the UC ANR Nutrition Policy Institute (NPI), the Senior Program Evaluator works closely with stakeholders including federal, state, and local agencies receiving funding from the Supplemental Nutrition Assistance Program Education (SNAP-Ed, known in California as CalFresh Healthy Living) to coordinate evaluation of the policies, practices, processes, and outcomes associated with CalFresh Healthy Living interventions. The Senior Program Evaluator also works closely with community-based organizations and their partners, government agencies, and other academics to address issues related to SNAP-Ed program and evaluation design, methodology, and interpretation of findings. The Senior Program Evaluator leads a team of NPI evaluators supporting the use of the Program Evaluation and Reporting System (PEARS) by the California Department of Public Health and local health departments.

In accordance with the UC ANR Strategic Vision's Initiative for Healthy Families and Communities, the Senior Program Evaluator collaborates with stakeholders throughout California to investigate and evaluate a range of issues related to nutrition and lifestyle-related diseases and health equity, in a variety of settings including school and community venues.

**ACADEMIC PROGRAM MAJOR RESPONSIBILITIES**

- Develop and implement effective UC ANR Cooperative Extension applied research and educational programs to address the identified priority needs of the clientele that are consistent with UC ANR's Strategic Vision.
  - **Technical Competence & Impact**
    - Conduct and report regular needs assessments to identify priority issues or problems relevant to clientele groups being served.
    - Evaluate and summarize best practices in the field. Develop and revise survey instruments, protocols, and data collection tools.
    - Manage data reporting activities, including overseeing development and implementation of quality control protocols for data reporting.
    - Analyze and interpret quantitative and qualitative data using statistical programs. Work closely with data managers and statisticians to develop analysis plans, conduct analyses, and produce data summaries. Design and prepare data tables. Summarize findings in tables and reports.

- Maintain and promote UC ANR's credibility by providing science-based knowledge and skills independent of personal or parochial interests.
  - Represent UC ANR locally in a professional manner.
- **Communication**
    - Disseminate research findings to professional and stakeholder groups. Write progress and final reports for funders. Draft articles for publication in peer-reviewed journals. Translate research findings into actionable policy briefs for funders, policy makers, and other target audiences. Present program findings at professional meetings and give guest lectures and talks to academic and community groups as requested.
    - Mobilize the involvement of collaborating agencies and partners in program activities. Coordinate team communication and facilitate and arrange logistics for program meetings. Manage outreach and interface with diverse groups including researchers and stakeholders. Establish and maintain contacts with collaborating agencies and partners.
    - Effectively use online communication methods and associated software programs to support research and dissemination.
  - **Collaboration, Teamwork & Flexibility**
    - Build effective collaborative relationships with partners, stakeholders, and program team to train and support clientele in evaluation design, protocols, and data reporting systems. Develop training and technical assistance materials for broad audiences. Oversee and monitor quality of technical assistance to clientele and provide technical assistance on specific content areas.
    - To the extent allowed by funding, participate in UC and UC ANR leadership, through committees, task forces and other formal or informal structures and serve the California public by participating in activities of public agencies and organizations.
    - Interpersonal Relationships: Be an effective listener and communicator, take responsibility for our own actions, motivate others, keep commitments, and cultivate political and industry support for UC ANR.
    - Build relationships to work with diverse populations and acclimate to varying circumstances.
    - Serve as direct supervisor of up to 2 staff and provide oversight and mentorship to up to 5 survey workers, students, and volunteers, as needed. Supervision and oversight responsibilities include planning and coordinating project tasks and tracking progress of activities to ensure completion. Direct supervision additionally includes conducting annual evaluations, professional development planning, coaching, and corrective actions.
  - **Professional Development & Lifelong Learning**
    - Participate in professional organizations and collaborate with federal, state and county governmental agencies, non-government organizations and others by providing independent science-based information and leadership.

- Maintain a program of continuous self-improvement by participating in in-service training, seminars, workshops, work group & program team meetings, short courses, professional society meetings and other relevant opportunities.

### **AFFIRMATIVE ACTION and DIVERSITY, EQUITY, AND INCLUSION (DEI)**

- Comply with all applicable federal and state laws and regulations, and all University policies regarding affirmative action, including prohibition of discrimination on the basis of race, color, national origin, religion, sex, sexual orientation, physical or mental disability, age, veteran status, medical condition, ancestry or marital status.
- Promote, in all ways consistent with other responsibilities of the position, accomplishment of the affirmative action goals established by UC ANR.
- Take all measures necessary to assure any employee or volunteer workers supervised by this position fulfill their affirmative action responsibilities.
- Plan and conduct programs in such a manner as to provide equitable service to all ethnic and gender groups that comprise the potential clientele population for the program.
- Identify any barriers to clientele participation related to ethnicity, gender, or other characteristic of concern under the University's affirmative action policies and take corrective action as needed to remove such barriers.

### **RELATIONSHIPS**

Administratively responsible to the Director of NPI's CalFresh Healthy Living Evaluation Unit for the conduct of the UC ANR program(s).

### **QUALIFICATIONS**

A Master's Degree in public health, nutrition, or a closely related field is required. Must demonstrate capacity or potential to accomplish team-based research consistent with the values of Cooperative Extension. Minimum of 5 years of community or school nutrition research experience is required. Must demonstrate experience with instrument development, training, and management of data collection, data entry, and analysis. Must demonstrate knowledge of human relations, including the ability to work with people with diverse views and values while motivating and adapting to changing situations. Literacy in internet communications and with software appropriate to support research is required. Must be able to work independently and travel by car and airplane as required.

**Reviewers:**



Carolyn Rider, Academic Coordinator II

11/17/2023

Date

**Miranda Westfall**

Digitally signed by Miranda Westfall

Date: 2023.11.17 11:27:52 -08'00'

Miranda Westfall, Director of CalFresh  
Healthy Living Evaluation Unit, UC ANR  
Nutrition Policy Institute

Date

**Lorrene Ritchie**

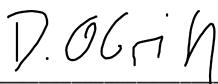
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Lorrene Ritchie, UC ANR Nutrition  
Policy Institute Statewide Program  
Director

Date

**Final Approver:**



Dr. Daniel Obrist  
Vice Provost of Academic Personnel

11/29/23

Date

## Program Summary Narrative

### Introduction

As an Academic Coordinator II Step VII, appointed 100% to [Nutrition Policy Institute's \(NPI\) CalFresh Healthy Living \(CFHL\) Evaluation Unit](#), I seek merit advancement to Step VIII. In this role, I lead evaluation programs for the California Department of Public Health's (CDPH) locally-administered CFHL programs (California's SNAP-Ed). Approximately 11 million Californians are eligible for services through CFHL<sup>(1)</sup>. Funded by the United States Department of Agriculture (USDA), CFHL helps low-income individuals make healthy choices that reduce risk of chronic disease. My work aligns most closely with ANR's public values of promoting healthy people and communities, developing an inclusive and equitable society, and developing an effective workforce. My clientele is primarily California's 61 local health departments (LHDs). To a lesser extent, I serve CDPH, the agencies and organizations contracted by LHDs, and other CFHL state and local implementing agencies.

My work is organized into three themes: (1) Evaluating public health policy and practice in schools and community settings; (2) Improving evidence-based public health policy and practice in schools and community settings; and (3) Strengthening California's public health workforce. Under Theme 1 (40% of effort), I manage (a) the Program Evaluation and Reporting System (PEARS) program for LHDs to report CFHL interventions, (b) assessment of nutrition and physical activity practices at schools and school districts, and (c) Leaders in Eating and Activity Practices (LEAP), a data-driven awards program for schools, early care and education sites, and before/after-school programs. Under Theme 2 (20% of effort), I contribute expertise, data, and tools gleaned from these evaluation projects and a broad understanding of the state of the science to push the field towards strong evidence-based policies and practices. Under Theme 3 (40% of effort), I support the training and retention of a diverse, effective, and engaged public health workforce via individual-level and large-scale efforts. My themes address many condition changes, but *improved community health and wellness* is a common thread underlying all.

I supervise, support, coach, and evaluate one full-time Evaluation Analyst (Project Policy Analyst III) who works on projects under all my themes. The Evaluation Analyst serves as our unit's subject matter expert in several key evaluation areas, manages the CDPH-CFHL GIS system, represents NPI and CDPH on the statewide CFHL Site Processes Work Group where he is collaboratively developing new state guidance for CFHL delivery sites, and contributes support and mentorship to junior staff and students.

### Theme 1: Evaluating public health policy and practice in schools and community settings

Among California's 11 million low-income residents, diet-related chronic diseases like diabetes and hypertension occur at higher rates than among the general population, while food security and access to healthy foods are relatively reduced<sup>(2)</sup>. CFHL programs have been shown to improve dietary outcomes and physical fitness among eligible participants, especially schoolchildren<sup>(3-5)</sup>. By engaging in rigorous program evaluation, I aim to further CFHL's efforts to reduce barriers to health among low-income Californians.

In collaboration with NPI colleagues, I led development of three assessment instruments (elementary school, secondary school, school district) used across California to plan and evaluate health interventions in the school setting (elementary and secondary school assessments released in 2019 and a new school district assessment in 2023), along with trainings and protocols to facilitate the assessment process, and action planning tools to make assessment results actionable. Initially used in the 2019-20 school year, the [school-level assessments](#) were adopted by 169 schools in the 2023-24 school year (46% increase). In 2023, the [school district assessment](#) was launched with an initial training (see extension table); among participants who completed a post-training evaluation, 94% reported that they were confident (31% "very confident") they could apply what they learned in their job, thus *increasing workforce competency*, and 88% were confident that they could apply what they learned to *improving community health* (with 13%

being “very confident”). Subsequently, the new school district assessment was adopted by 14 school districts in eight California counties in 2023-24. Schools and school districts receive immediate, detailed assessment feedback about strengths and opportunities in their health promotion practices. In combination with [action plan templates](#), this detailed feedback guides schools and school districts to adopt best practices that promote healthy eating and active lifestyles among their students. LHDs report that they use these assessments to inform collaborative program planning, such as developing a menu of interventions to offer their partner sites; some have also begun to look at change over time in sites that have completed multiple annual assessments. Unfortunately, LHDs also sometimes face challenges gaining and maintaining buy-in from schools for the assessment process. In response to this feedback, I led development of a recognition program ([Leaders in Eating and Activity Practices or LEAP](#)) to motivate and celebrate achievements of schools participating in the assessment program, as well as early childcare and after-school sites completing similar assessments. LEAP was launched in December 2023, with 333 award recipients in its inaugural year. Awardees received certificates, a digital promotions package, and data synthesized to drive collaborative action planning. Within six months, two-thirds of surveyed LHDs reported using the [LEAP digital promotions package](#) to promote their partners' healthy eating and physical activity interventions and 22% reported using award criteria to inform intervention planning at their partner sites. As a result, LEAP awardees and LHDs have been featured on social media and in community newsletters, newspaper articles, and press releases, enhancing public awareness of CFHL, ANR, and NPI.

Statewide, health practices reported by schools are improving over time. Between 2022 and 2023, elementary schools improved from an average of 65% of best practices adopted overall to 68%; best practices improved even more for edible gardens (17% improvement) and nutrition education (16%). Secondary schools improved from 66% of overall best practices adoption to 68%, with strongest improvement in best practices relating to edible gardens (10% improvement), nutrition education (10%), and family engagement (9%). In combination, these findings suggest that CFHL is contributing to *improved access to positive built and natural environments*. As schools, school districts, and LHDs continue to engage with assessments, action planning tools, and LEAP, I anticipate that these small, measured gains in *improved access to positive built and natural environments* will grow and translate into larger gains in *improved community health and wellness*, similar to those measured for CFHL and SNAP-Ed nationally<sup>(3-5)</sup>.

## **Theme 2: Improving evidence-based public health policy and practice in schools and community settings**

As funding to CFHL and public health overall has decreased in recent years<sup>(6)</sup>, it becomes increasingly important that each dollar is spent on programming backed by science and informed by the latest data. To promote healthy behaviors effectively, state and local CFHL agencies in California need up-to-date evidence about effective interventions. I have supported this goal by engaging with CDPH and statewide CFHL programs to develop (2016) and improve (2019, 2023, 2024) evidence-based CFHL programmatic guidance and contributing research expertise to statewide curriculum guidance (2015-2022). As a result of these efforts, stronger evidence-based programming was implemented by CFHL agencies in California's 58 counties, reaching millions of low-income Californians annually. In fact, in recent years (2016-2021), improvements have been observed in relevant health indicators (e.g., vegetable consumption in adults, overweight in children and adults) among SNAP-Ed eligible Californians, relative to Californians overall<sup>(2)</sup>. For example, while California children experienced a modest decline in overweight from 14.6% in 2016 to 13.7% in 2021, children from low-income households experienced a steeper decline from 17.5% in 2016 to 15% in 2021<sup>(2)</sup>. These findings show targeted health improvements among low-income Californians, representing important *improvements in community health and wellness* and especially health equity, in the years immediately following new evidence-based program guidance.

Data collected from specific evaluation projects has also been valuable for informing CFHL programs as well as broader policy efforts. Recently, I've collaborated with CDPH to expand the use of PEARS data to improve



CDPH and LHD CFHL programming, prompted by a [set of data briefs](#) our team published earlier this year. The goal is to launch a dashboard that will allow CDPH and LHDs to explore program data in near-real-time, creating the ability to make midstream adjustments to planned programs, strengthening interventions and ensuring they reach the intended audiences. Specifically, CDPH CFHL anticipates that this will contribute to their programmatic priority of health equity, also supporting ANR's condition change of *improved community health and wellness*. In addition, NPI researcher Hannah Thompson used elementary school assessment data to inform the 2023 passing of the Recess for All Bill (SB 291). Our assessment data showed that only 56% of California's schools offered >20 minutes of recess daily<sup>(7)</sup>. SB 291, which took effect with the 2024-25 school year, improves opportunities for students to engage in physical activity, play, and peer social interactions. Because recess has been linked with physical health as well as academic performance<sup>(7)</sup>, this policy has the potential to contribute not only to *improved community health*, but also *improved college readiness and access*.

### **Theme 3: Strengthening California's public health workforce**

Prior to the COVID-19 pandemic, the nation's public health field had experienced decades of disinvestment and staffing losses<sup>(6)</sup>, and the impact of COVID-19 on the public health workforce has been outsized relative to other occupations<sup>(8)</sup>. Challenges include a growing problem with recruiting and retaining qualified staff, especially younger (<35), nonsupervisory staff<sup>(8)</sup>; specific staffing gaps such as a lack of qualified epidemiologists and a need to diversify staff to better represent communities served<sup>(6)</sup>; and unsustainable stress and burnout<sup>(9)</sup>. These staffing challenges are impacting CFHL; in FFY25, half of LHDs reported that staff vacancies impacted their ability to deliver CFHL programs, and 23% reported that the impact on programs was moderate or significant. Although the complex issues facing the public health field are beyond my individual control, I support a diverse, effective, and engaged public health workforce via individual-level supervision, coaching, and mentorship of staff at NPI and ANR plus large-scale training and capacity-building among staff at California's state and local health departments.

Within NPI, I supervise a senior evaluation analyst and oversee a program team comprised of 3 core staff, 2 additional supporting staff, plus 1-3 students providing project-based support at any given time. Also, I have served as a formal and informal mentor to ANR staff and academics working within public health and allied fields as well as students (primarily but not exclusively at UC campuses). My mentees have been mainly from the <35 demographic identified as most at-risk for turnover, but they have been otherwise diverse with varying mentorship goals and needs. One mentee faced a particular set of challenges with job satisfaction: a lack of exciting and challenging work, dissatisfaction with supervision, and low pay relative to qualifications, all retention risks identified by research<sup>(8)</sup>. Through our mentorship, I helped them develop self-advocacy skills, ultimately leading to reclassification, reassignment to a new role and new supervisor, and a substantial improvement in job satisfaction. I also helped them identify opportunities for professional development and offered 1:1 coaching on specific job skills, including academic writing, leading to their submission of a first-authored journal manuscript. Recently they expressed how I "made them feel heard, valued, and supported" and kept them "inspired to work when I was having a hard time knowing my worth within the organization". Another mentee, who recently transitioned from a staff to academic title, cited my institutional knowledge as helping them better understand ANR systems and expectations during their first program review, and that I also provided accountability support and a "valuable model via transparency in managing health alongside demanding workload and approaches to work-life balance". These outcomes are consistent with *improved workforce retention and competency* for both mentees, as well as *increased diversity and inclusiveness in California's workplaces*.

Beyond the walls of UC ANR, LHD CFHL programs face understaffing and are often challenged by a lack of evaluation capacity. While typically skilled in health program implementation, LHD staff frequently lack the expertise or resources to conduct assessment and evaluation necessary to plan and improve their



programs; most have no program evaluator on staff and few have access to an epidemiologist. Still, program evaluation and reporting are key activities in LHDs' scopes and, as highlighted under Theme 2, offer tremendous value to LHDs and CFHL. To support LHDs in these activities, I lead the development and coordination of a range of evaluation and reporting trainings, technical assistance opportunities, and other resources (see extension tables). For example, to support high quality reporting of program intervention data in PEARS, my team developed the 2023 video series [Mastering PEARS](#). A more extensive capacity-building project my team accomplished in 2024 was the development and release of a [Data Storytelling Toolkit](#), in response to LHDs expressing a need for support with communicating evaluation data with stakeholders. The toolkit has two main components: a Canva data story template and Excel data tables. We created an attractive but flexible Canva template, designed in a way so that LHDs could customize their stories, especially if they wanted a shorter, more focused piece for a specific stakeholder audience. Within Excel, we synthesized a large amount of complex data from a range of evaluation projects and external sources into easy-to-read data tables. Each table corresponds with a section of the Canva template, so that LHDs can easily match their data and plug it into Canva. We accompanied these two elements with an Instruction Guide and hands-on workshops (see extension table). Workshops were designed so that LHD staff could spend part of the time building their data stories and leave with a draft on hand. LHD response was overwhelmingly positive, with all but one workshop participant (31 of 32 responding to the post-training evaluation) indicating that they intended to create a data story using the toolkit, and many telling us they were excited to take advantage of the flexibility to create more than one! Many LHDs have said they are excitedly waiting for the release of 2024 program data (to be released by our team January 2025) to create their first product. Aligned with the objectives of the Toolkit, LHDs have shared that they intend to use it to gain buy-in for their programs, demonstrate program impacts, and enhance evaluation capacity:

*The Data Storytelling Kit is very exciting. We have not been sharing our program's impact with other agencies or community members in a formal way, but this will help us do that. Excited to use it at the end of this fiscal year. Thank you!*

*We love it! We used it to present our work to our larger branch and community partners. It helps others in our department understand our work and the impact we make. With regards to our community partners, it helps them visualize the good work they are a part of.*

*Utilizing the Data provided in the LHD Evaluation drive was a great support as our LHD has a limited amount of staff.*

*[We have used the toolkit] to customize data and communicate to partners in different settings, e.g., after school programs, housing sector, preschool environment and high schools. Supports our team in getting buy in on other collaborative work such as PSE change efforts.*

I anticipate that capacity-building projects like the Data Storytelling Toolkit are *improving workforce competency and increasing effectiveness of public leaders*, not only within LHDs, but also within the agencies and community organizations with which LHDs partner.

### **Professional competence and activity**

During this review period, I have continued to develop and demonstrate professional competence through participation in a range of professional activities. I engage in regular professional development, and opportunities over the most recent review cycle largely reflect trends such as emerging policy areas (e.g., SB 1383 about food waste) and a growing push within the field towards understanding and achieving health equity. I also actively seek opportunities to expand competency around understanding disability.

I am an active participant in the Nutrition & Obesity Policy Research and Evaluation Network (NOPREN) and the NOPREN School Wellness Working Group, attending most monthly working group meetings. I have

attended state and international conferences, given invited presentations at statewide meetings, and co-authored four peer-reviewed papers presented at national conferences. In addition to reviewing USDA Food and Nutrition Service's new *Behavior Outcome Measurement Toolkit*, I am regularly invited to review manuscripts for the international journals *Preventive Medicine* and *Translational Behavioral Medicine*.

### **University and public service**

For the review period October 1, 2022 to September 30, 2024, I was appointed at 100% FTE under a USDA SNAP-Ed (CFHL) contract to NPI. I am required to attest annually that 100% of my effort benefits the SNAP-Ed program. Accordingly, my service activities are stringently limited, unless during unpaid personal time. Service described in this section and tables below represent opportunities I identified as consistent with SNAP-Ed guidelines in addition to those pursued during personal time. In 2023, I began a 3-year term of service on the AAC Personnel Committee, including serving on the negative letters subcommittee. I also participate in ANR's DEI Alliance and served on a 2023 hiring committee to identify and select a new Unit Manager for NPI's CFHL Evaluation Unit. In both 2023 and 2024 I have served as a formal mentor through the UC ANR Mentorship program, and I continue an ongoing informal mentorship relationship with my 2023 mentee. I have also had informal mentor roles with UC Berkeley MPH students, one in particular who worked with our unit for about 18 months. During that time, I had the pleasure of supporting them through the process of developing and submitting a manuscript to the *Journal of Extension*, which was accepted for publication in September 2024. My public service, detailed more fully in supporting tables, has largely focused on providing subject matter expertise to state and national SNAP-Ed decision-making bodies to drive improvements in reporting and evaluation systems, tools, and methods.

### **Affirmative action and contributions to equity, diversity, and inclusion (EDI)**

SNAP-Ed (CFHL) funding specifically targets low-income Californians who qualify for federal nutrition assistance programs, with the goal of promoting health for underserved populations and reducing health inequities. Within these targeting guidelines and in accordance with my position description, I comply with all applicable federal and state laws and regulations, and all University policies regarding affirmative action. In 2023, I had the occasion to open a conversation with the CalFresh Healthy Living statewide training team about disability representation at the CFHL Forum, in particular related to a disability-focused plenary, providing my perspective as a person with lived experience of disability. At the end of this review period, I was invited to join a newly-forming Disability Inclusion Committee, which will begin its work in November 2024. I look forward to new opportunities to advance EDI among disabled CFHL participants and staff as this work advances. Finally, as suggested by the purpose of SNAP-Ed, a motif of health equity is interwoven throughout my narrative, my professional and service activities, and my publications (such as [this news story about the inequitable impacts of COVID-19 on CFHL programs](#)).

### **Closing**

Nutrition Policy Institute's CFHL Evaluation Unit is uniquely positioned to use evaluation, research, and policy expertise to contribute to the public value of promoting healthy people and communities. As my career within this unit has advanced, I have developed my team leadership skills and channeled them creatively into innovative and effective solutions to clientele needs, such as programs like LEAP and capacity-building projects like the Data Storytelling Toolkit. Through efforts to evaluate and inform public health policy and practice, my program drives *improved access to positive built and natural environments*, *improved community health and wellness*, and potentially even *improved college readiness and access*. My further efforts to strengthen the public health workforce contribute to *increased workforce retention and competency* and *increased effective public leaders*. With new opportunities in the next cycle to contribute to CFHL disability inclusion training, I look forward to contributing more to *increased diversity, inclusiveness, and cultural competency in California's workplaces*.

## Project Summary

Project Title	Role(s)	Collaborators	Support Source, Amount, and Duration
Program Evaluation and Reporting System (PEARS)	Manager	<p>J. Kao E. Talmage N. Vital R. Vasicsek S. Cortez CA Dept of Public Health CA Dept of Social Services CalFresh Healthy Living state and local implementing agencies</p> <p>PI: G. Woodward-Lopez (20-23) M. Westfall (23-26)</p>	<p>California Department of Public Health contract</p> <p>(\$6 million October 1, 2020- September 30, 2023 <i>Renewed</i> \$5.1 million October 1, 2023- September 30, 2026)</p>
Assessment Questionnaires (AQs)	Collaborator, school assessment lead, recognition award program manager	<p>J. Kao A. Linares N. Vital R. Vasicsek S. Hewawitharana R. Baig R. Pulvera</p> <p>PI: G. Woodward-Lopez (20-23) M. Westfall (23-26)</p>	<p>with funding from United States Department of Agriculture SNAP-Ed</p> <p>via California Department of Social Services</p>

## Professional Competence and Professional Activities

### *Professional Development and Training*

Date	Location	Description
<b>Theme: Evaluating public health policy and practice in schools and community settings</b>		
7/9/2024	Webinar	Multi-Sector Organizations Driving Value in Communities
2/13/2024	Webinar	Active transportation and safe routes to school
10/4/2023	Webinar	SB 1383 Chat with CalRecycle - Local Education Agencies
9/7/2023	Webinar	Measuring Diet Quality Across the Lifespan: Introducing the New Healthy Eating Index-Toddlers-2020 and Healthy Eating Index-2020
7/11/2023	Webinar	How we bridge the gap between "what we know" and "what we do" about food insecurity
5/17/2023	Webinar	Illinois SNAP-Ed Impacts Webinar
12/14/2022	Webinar	Understanding the Need: Dietary Behavior, Physical Activity, and Food Insecurity among Californians eligible for CalFresh Healthy Living
<b>Theme: Improving evidence-based public health policy and practice in schools and community settings</b>		
5/20/2024-5/23/2024	Omaha, NE	International Society for Behavioral Nutrition and Physical Activity Annual Meeting
3/11/2024	Webinar	Social Identities, Implicit Bias and their Impact on Health and Wellbeing
2/12/2024	Webinar	Resilient Food Systems and Nutrition - State of the Science and Where to Go Next
1/24/2024	Webinar	CDC's flagship community funding programs for advancing the nation's chronic disease prevention and health promotion efforts
10/25/2023	Webinar	Household Food Security in the United States in 2022
9/11/2023	Webinar	State-of-the-Science: Food is Medicine in 2023
4/5/2023	Webinar	UC ANR + UCSF "Advancing Health Equity" Training Series: Session 1
<b>Theme: Strengthening California's public health workforce</b>		
9/26/2024	Webinar	Workplace Accommodations for Neurodivergent and Invisible Disabilities
2/28/2024	UC Davis	Disability Awareness in the Workplace
<b>General, Administrative, and Cross-Theme</b>		
12/13/2023	Webinar	White House Conference on Hunger, Nutrition, and Health Monthly Update

Date	Location	Description
11/9/2023	Webinar	ASNNA's Race, Health, and Social Equity Committee Presents: A Roadmap to Equity
10/24/2023-10/25/2023	Online	CalFresh Healthy Living Forum
7/27/2023	Webinar	Federal Policy to Advance Racial, Ethnic, and Tribal Health Equity: Release Webinar
7/21/2023	Online	CalFresh Healthy Living Civil Rights Training
7/10/2023	Webinar	Housing insecurity and food insecurity: interrelating factors impacting health
5/8/2023	Webinar	Advancing nutrition policies during COVID-19 and beyond: NOPREN Work Groups at the cutting edge
3/22/2023	Webinar	Increasing Physical Activity - One Step at a Time
2/15/2023-2/16/2023	Sacramento	CDPH CalFresh Healthy Living Project Directors' Meeting

#### *Evidence of Professional Competence*

Date	Location	Name, Description and Occurrence of Award, Recognition, Professional Presentation, Office or Activity
Ongoing	Remote	Peer reviewer, <i>Preventive Medicine</i> Completed 7 manuscript reviews during this review cycle
Ongoing	Remote	Peer reviewer, <i>Journal of Translational Behavioral Medicine</i> Completed 4 manuscript reviews during this review cycle
Ongoing	Remote	Member, NOPREN/PAPREN School Wellness Working Group
9/4/2024	California Department of Public Health, Sacramento	Invited presentation: <i>Quarterly PEARS Reporting &amp; QA/QC Pilot Results</i>
7/2/2024	UC Berkeley (online)	Invited presentation: <i>Data Storytelling Toolkit Tour</i>
3/27/2024	UC ANR Favorite Extension Methods Webinar	Presentation: <i>Using Fermi Estimation Methods in Your Needs Assessment to Overcome Challenges with Missing Data</i>
3/11/2024	California Department of Public Health, Sacramento	Invited presentation: <i>Considering the Equity Impacts of COVID-19 on LHDs' CFHL Programs</i>
2/22/2024	Remote	Review of USDA Food and Nutrition Service of the new <i>Behavior Outcome Measurement Toolkit</i>

Date	Location	Name, Description and Occurrence of Award, Recognition, Professional Presentation, Office or Activity
2/6/2024	Association of SNAP Nutrition Education Administrators Annual Conference	Peer-reviewed presentation (co-author): <i>Development of a SNAP-Ed Health Equity Potential Score</i>
8/8/2023	Nutrition Policy Institute, Oakland	Invited presentation: <i>School District Assessment: Using the Organizational Assessment Questionnaire (OAQ) with District Partners</i>
7/23/2023	Annual Meeting - Society for Nutrition Education and Behavior	Peer-reviewed presentation (co-author): <i>Assessments of practices to support nutrition and physical activity at CA SNAP-Ed eligible schools reveal inequities</i>
12/8/2022	Nutrition Policy Institute, Oakland	Invited presentation: <i>Introducing LEAP: Leaders in Eating and Activity Practices</i>
12/6/2022	California Department of Public Health, Sacramento	Invited presentation: <i>Introducing LEAP: Leaders in Eating and Activity Practices</i>
11/8/2022	American Public Health Association Annual Meeting	Peer-reviewed presentation (co-author): <i>Reductions in public health obesity prevention interventions due to COVID-19 disproportionately affect neighborhoods with pre-existing health inequities</i>
11/8/2022	American Public Health Association Annual Meeting	Peer-reviewed presentation (co-author): <i>A novel approach to measuring potential for health equity impact in community health interventions</i>
7/1/2015 – 12/1/2022	Sacramento/Remote	Evaluation and Research Subject Matter Expert, California Statewide SNAP-Ed Curriculum Work Group

*Disciplinary Society or Professional Association*

Disciplinary Society/Prof. Assoc Name	Membership/Meetings Attended/Activities
Nutrition & Obesity Policy Research and Evaluation Network (NOPREN)	Member; Member of School Wellness Working Group Attend monthly NOPREN, working group meetings regularly
International Society for Behavioral Nutrition and Physical Activity	Member; attended 2024 annual meeting
Association of SNAP Nutrition Education Administrators	Paper presented at 2024 annual meeting (co-author)
Society for Nutrition Education and Behavior	Paper presented at 2023 annual meeting (co-author)
American Public Health Association	Two papers presented at 2022 annual meeting (co-author)

**University and Public Service**

Dates	Activity	Org Level	Your Contribution and Leadership Role
<b>University Service</b>			
7/1/2023 - ongoing	Academic Assembly Council Personnel Committee	Division	Personnel Committee member; Negative Letters Subcommittee member
7/7/2021 - ongoing	UC ANR DEI Alliance	Division	Member: attend meetings and contribute to listserv
2/2023 - ongoing	UC ANR Mentorship Program	Division	Served as formal mentor during 2023 and 2024 years. Continued ongoing informal mentorship with 2023 mentee during 2024 and ongoing.
1/18/2023-3/30/2023	Hiring Committee: NPI CalFresh Healthy Living Evaluation Unit Manager	Division	Reviewed candidate materials, collaborated on development of interview questions, participated in interviews, and helped select final candidate.
5/22/2023 - ongoing	UC Berkeley MPH Student	University	Informal mentorship of MPH student, including information interviewing, career guidance, support in developing and submitting a journal manuscript
6/18/2024	UC Berkeley MPH Student	University	Informational interview, discussing public health career paths in academic, government, and non-profit sectors
<b>Public Service</b>			
3/6/2018-ongoing	SNAP-Ed PEARS Advisory Committee	National	Member/California representative using subject matter expertise to drive national SNAP-Ed reporting and evaluation systems, tools, and methods
12/19/2022-8/31/2023	National-PEARS (N-PEARS) development	National	Provided public comment to USDA, then later participated in the Community Preview program to provide additional feedback
2/24/2020-ongoing	CalFresh Healthy Living PEARS Work Group	State	Lead representative for NPI/CDPH using subject matter expertise to drive state SNAP-Ed reporting and evaluation systems, tools, and methods
2/1/2024-5/1/2024	CalFresh Healthy Living Equity Strategic Framework	State	Design Collaborative committee member providing expertise in health equity as part of the creation of a statewide health equity strategic framework.



Dates	Activity	Org Level	Your Contribution and Leadership Role
2/15/2023-1/25/2024	PEARS Coalitions Reporting Guidance Working Group	State	Working Group Lead: formed and coordinated efforts to create state-level guidance for reporting of multi-sector coalition engagement within CalFresh Healthy Living.
5/1/2022 – 6/1/2023	Rocklin High School Campus Closet	Local	Mentor/Advisor for high school student who founded a clothing closet on campus for students in need.

## Extension Activities

### Meetings Organized

Date	Meeting Name	Topic (Repetitions)	Role	Location	Attendees
<b>Theme: Evaluating public health policy and practice in schools and community settings</b>					
7/24/2023	School District Assessment Training for Local Health Departments	Using the Organizational Assessment Questionnaire (OAQ) with District Partners (1)  <a href="#"><u>Also available as an online recording</u></a>	Developer, trainer	Webinar	43 (live)  Additional 67 views of recording prior to 9/30/2024
<b>Theme: Improving evidence-based public health policy and practice in schools and community</b>					
4/19/2024	CDPH Staff Training and Discussion	Indirect Education Reporting in PEARS (1)	Organizer, presenter	Webinar	3
10/5/2023	CDPH Staff Training and Discussion	Reporting and Using Success Stories in PEARS (1)	Organizer, presenter	Webinar	2
<b>Theme: Strengthening California's public health workforce</b>					
9/13/2024	CDPH Staff Training and Discussion	Reporting taste tests and demonstrations in PEARS (1)	Organizer, presenter	Webinar	8
6/4/2024 – 6/13/2024	Data Storytelling Toolkit Virtual Workshops	Data Storytelling Toolkit (3)	Workshop developer, trainer	Virtual	55
4/29/2024	PEARS QA/QC for Forms Pilot POs	Changes to PEARS QA/QC for Forms Pilot POs (1)	Organizer, presenter	Webinar	11

4/17/2024 4/2/2024 11/3/2023 10/10/2023 6/6/2023	Local Health Department (LHD) Technical Assistance	PEARS Reporting; specific topics varied by LHD needs (5)	Organizer, presenter	Webinar	11
11/16/2023	Evaluation & Reporting 101: Introduction to the CalFresh Healthy Living local evaluation requirements for local health departments	Introduction to PEARS Reporting (1)  <a href="#">Also available as an online recording</a>	Organizer, presenter	Webinar	45 (live)  Additional 131 views of recording prior to 9/30/2024
Ongoing since April 2020	Quarterly Cross-Project Evaluation Office Hours	Local Health Department Questions & Answers (8)	Organizer, trainer	Virtual	Varied (5-20+)

#### *Educational Presentations*

Date	Meeting Name	Topic (Repetitions)	Role	Location	Attendees
<b>Theme: Evaluating public health policy and practice in schools and community settings</b>					
10/18/2023	All Local Health Department Call	Introducing the LEAP recognition program! (1)	Presenter	Virtual	130
2/16/2023	CDPH CalFresh Healthy Living Project Directors' Meeting	Programmatic Priority 3: Community PSE and Coalitions (1)	Presenter	Sacramento	200
2/16/2023	CDPH CalFresh Healthy Living Project Directors' Meeting	Programmatic Priority 2: Healthy Beverage Consumption and Access (1)	Presenter	Sacramento	200
2/16/2023	CDPH CalFresh Healthy Living Project Directors' Meeting	Assessment Roundtable (1)	Roundtable organizer, presenter	Sacramento	30
<b>Theme: Strengthening California's public health workforce</b>					
8/10/2023	CDPH SNAP-Ed Program Advisory (SPA) Committee	Usefulness of FFY 2022 PEARS Data Reports and Videos for LHDs (1)	Presenter, facilitator	Virtual	10

#### *Extension Activities Delivered by Staff*

Date	Meeting Name	Topic (Repetitions)	Role	Location
<b>Theme: Strengthening California's public health workforce</b>				

8/29/2024	Crafting Impactful Messages	Crafting Impactful Messages (1) <a href="#">Also available as an online recording</a>	Conceptualized activity; supported development	Webinar
12/1/2022 – ongoing (bimonthly)	All Local Health Department Call	PEARS Reporting (11)	Developed talking points and slide content	Webinar

#### Other Extension Activities

Dates	Description	Instances
<b>Theme: Evaluating public health policy and practice in schools and community settings</b>		
2023 (ongoing)	Development, creation, and oversight of new the <a href="#">LEAP program website</a> , including all components of the <a href="#">Digital Promotions Package</a> .	
12/13/2023	LEAP award announcement in collaboration with Danielle Lee	1 tweet (@ucnpi)
<b>Theme: Strengthening California’s public health workforce</b>		
9/15/2023	<a href="#">Mastering PEARS Video Series</a> (Managing content developer) <ul style="list-style-type: none"> <li>Choosing the correct module (DE vs IE)</li> <li>Understanding session and participant reporting for program activities</li> <li>What to look out for when copying entries</li> <li>Reporting partnerships’ accomplishments and lessons learned</li> <li>Inactive or discontinued partnerships</li> <li>Relating stage of implementation to reach and changes adopted</li> <li>Selecting the correct PSE setting</li> <li>Why is my PSE entry a duplicate?</li> <li>Fixing duplicate PSE entries</li> </ul>	18 videos ( <a href="#">9 with audio descriptions</a> )  554 views between 9/15/2023 and 9/30/2024
2018 (ongoing)	Development and oversight of the <a href="#">PEARS project website</a> . Examples of new or substantially updated content during this cycle: <ul style="list-style-type: none"> <li><a href="#">Annual Timeline</a>: after a few initial years of fluctuating project timelines due to annually changing state and federal reporting mandates, we now have a stable timeline and could host this information online for LHDs to reference at their convenience</li> <li><a href="#">QA/QC</a>: data quality processes have been expanded and standardized and are explained for LHDs on this page</li> <li><a href="#">Retail Reach Web-tool</a>: a new GIS-based tool developed by our team to improve data accuracy</li> <li><a href="#">PEARS Site Management Form</a>: an improved method for LHDs requesting technical assistance</li> </ul> <a href="#">Publications &amp; Data Summaries</a> : added journal articles and data briefs using PEARS data	

## BIBLIOGRAPHY

Peer Reviewed	
B - Peer-reviewed scholarly journal publications	1
C - Other peer-reviewed publications	4

Non-Peer Reviewed	
A - Popular press products	19
D - Technical reports and other non-reviewed technical products	19
E - Published abstracts	0

TOTAL	
	43

## PEER REVIEWED

### B - Peer-reviewed scholarly journal publications

1. Woodward-Lopez, Gail; Esaryk, Erin E; Hewawitharana, Sridharshi C; Kao, Janice; Talmage, Evan; **Rider, Carolyn D.** (2023). Supplemental Nutrition Assistance Program Education reductions during COVID-19 may have exacerbated health inequities. *SSM Population Health*. doi: 10.1016/j.ssmph.2023.101471.

*Role: led conceptualization and research design, oversaw data collection, collaborated on writing and editing*

### C – Other peer-reviewed publications

1. Lonstrup, Emma; **Rider, Carolyn D.**; Westfall, Miranda. (In Press). Using Fermi Estimates within Needs Assessments: An Extension Professional's Guide. *Journal of Extension*.
2. Kao, Janice; **Rider, Carolyn**; Hewawitharana, Sridharshi; Keihner, Angie; Linares, Amanda; Westfall, Miranda; Woodward-Lopez, Gail. (2023). Assessments of Practices to Support Nutrition and Physical Activity at California SNAP-Ed Eligible Schools Reveal Inequities. *Journal of Nutrition Education and Behavior*. doi: 10.1016/j.jneb.2023.05.135

*Role: led conceptualization and research design, collaborated on writing and editing*

3. Esaryk, Erin E.; **Rider, Carolyn D.**; Kao, Janice; Talmage, Evan; Woodward-Lopez, Gail. (2022). Reductions in public health obesity prevention interventions due to COVID-19 disproportionately affect neighborhoods with pre-existing health inequities. Proceedings of the American Public Health Association Annual Meeting. <https://apha.confex.com/apha/2022/meetingapp.cgi/Paper/518278>  
*Role: led conceptualization and research design, oversaw data collection, collaborated on writing and editing*
4. Kao, Janice; Woodward-Lopez, Gail; Becker, Christina; **Rider, Carolyn**; Esaryk, Erin; Talmage, Evan. (2022). A novel approach to measuring potential for health equity impact in community health interventions. Proceedings of the American Public Health Association Annual Meeting. <https://apha.confex.com/apha/2022/meetingapp.cgi/Paper/518267>  
*Role: collaborated on conceptualization, writing, and editing*

### NON-PEER REVIEWED

#### A - Popular press products

1. Vasicsek, Reka; **Rider, Carolyn D.** (2024). NPI partners with local health departments to support children's healthy eating and active living through LEAP Awards program. UC Delivers. University of California, Division of Agriculture and Natural Resources. July 2. <https://ucanr.edu/blogs/blogcore/postdetail.cfm?postnum=60151>  
*Role: led collection of outcome data, contributed to writing and editing*
2. Cortez, Summer; **Rider, Carolyn D.**; Westfall, Miranda Renee; Lee, Danielle. (2024). NPI releases Federal Fiscal Year 2023 CalFresh Healthy Living data briefs. Nutrition Policy Institute News. University of California, Division of Agriculture and Natural Resources. June 21. <https://npi.ucanr.edu/?blogpost=60056&blogasset=113704>  
*Role: contributed to writing and editing*
3. **Rider, Carolyn**; Kao, Janice; Linares, Amanda; Cortez, Summer; Talmage, Evan; Vital, Nicole; Westfall, Miranda. California Local Health Department CalFresh Healthy Living FFY2023 Briefs. (2024). May. [Collection of 5 data briefs]  
*Role: led conceptualization, data analysis, and writing; oversaw data collection and publication design*
  - a. FFY 2023 CalFresh Healthy Living At-a-Glance: <https://ucanr.edu/sites/LHDEvaluation/files/398109.pdf>
  - b. Policy, Systems, & Environmental Change Efforts: <https://ucanr.edu/sites/LHDEvaluation/files/398118.pdf>
  - c. Educational Activities: <https://ucanr.edu/sites/LHDEvaluation/files/398115.pdf>
  - d. Partnerships & Multi-sector Coalitions: <https://ucanr.edu/sites/LHDEvaluation/files/398116.pdf>
  - e. Program Effectiveness: <https://ucanr.edu/sites/LHDEvaluation/files/398117.pdf>
4. **Rider, Carolyn D.**; Kao, Janice; Talmage, Evan; Vital, Nicole; Becker, Christina. (2024). LHD PEARS User Newsletter. University of California, Division of Agriculture and Natural Resources. March 2018 – February 2024 (monthly).  
*Role: led writing with contributions from team*
5. Cortez, Summer; **Rider, Carolyn D.**; Westfall, Miranda Renee; Lee, Danielle. (2023). Research brief: Health inequities may have been exacerbated by SNAP-Ed reductions during the COVID-19 pandemic. Nutrition Policy Institute News. University of California, Division of Agriculture and Natural Resources. November 17. <https://npi.ucanr.edu/?blogpost=58327&blogasset=113704>  
*Role: collaborated on writing and editing*

6. **Rider, Carolyn D.;** Lee, Danielle. (2023). Disadvantaged communities were disproportionately affected by reductions in health programming during the COVID-19 pandemic. *Nutrition Policy Institute News*. University of California, Division of Agriculture and Natural Resources. August 4. <https://npi.ucanr.edu/?blogpost=57573&blogasset=113704>  
*Role: led writing*
7. **Rider, Carolyn;** Kao, Janice; Talmage, Evan; Vital, Nicole; Cortez, Summer; Westfall, Miranda. (2023). Local Health Department PEARS Data Briefs: FFY 2022. July. *[Collection of 5 data briefs]*  
*Role: led conceptualization, data analysis, and writing; oversaw data collection and publication design*
  - a. Introduction to PEARS Data Briefs: [https://ucanr.edu/sites/CDPH\\_PEARs/files/386175.pdf](https://ucanr.edu/sites/CDPH_PEARs/files/386175.pdf)
  - b. Educational Activities (Direct and Indirect): [https://ucanr.edu/sites/CDPH\\_PEARs/files/386176.pdf](https://ucanr.edu/sites/CDPH_PEARs/files/386176.pdf)
  - c. Policy, Systems, and Environment Change Interventions: [https://ucanr.edu/sites/CDPH\\_PEARs/files/386171.pdf](https://ucanr.edu/sites/CDPH_PEARs/files/386171.pdf)
  - d. Partnerships and Coalitions: [https://ucanr.edu/sites/CDPH\\_PEARs/files/386178.pdf](https://ucanr.edu/sites/CDPH_PEARs/files/386178.pdf)
  - e. Multi-year PEARS Data Review: [https://ucanr.edu/sites/CDPH\\_PEARs/files/386173.pdf](https://ucanr.edu/sites/CDPH_PEARs/files/386173.pdf)
8. Talmage, Evan; **Rider, Carolyn;** Hu, Lisa; Kao, Janice; Vital, Nicole; Westfall, Miranda. (2023.) Local Health Department FFY 2022 Data Summary Videos. July. *[Collection of 4 videos]*  
*Role: oversaw project including data collection, video design, and final review; contributed to data analysis and video content*
  - a. Educational Activities (Direct and Indirect): <https://biteable.com/watch/3939773/9ac30fd7645dcb454e7bc6c42741f118>
  - b. Policy, Systems, and Environment Change Interventions: <https://biteable.com/watch/3938998/b7960cb559aa64a777e24cd7988ec3d1>
  - c. Partnerships and Coalitions: <https://biteable.com/watch/3939083/fcd6695af6ecbf5bc276f60a505c6174>
  - d. Multi-year PEARS Data Review: <https://biteable.com/watch/3931510/badae81c5079ac95944dfd31059dc796>

#### D - Technical reports and other non-reviewed technical products

1. California PEARS Workgroup members (2024). PEARS Coalition Naming Job Aid. *Prepared for CalFresh Healthy Living Local Implementing Agencies*. September.  
*Role: collaborated on conceptualization, writing, and editing*
2. California PEARS Workgroup members. (2024). County Nutrition Action Partnership (CNAP) Coalition Job Aid *Prepared for CalFresh Healthy Living Local Implementing Agencies*. September.  
*Role: collaborated on conceptualization, writing, and editing*
3. **Rider, Carolyn;** Kao, Janice; Linares, Amanda; Becker, Christina; Westfall, Miranda; Woodward-Lopez, Gail. (2024, revised). School Site-Level Assessment Questionnaire. July. [https://ucanr.edu/sites/SLAQ/SLAQ\\_Questionnaires/](https://ucanr.edu/sites/SLAQ/SLAQ_Questionnaires/)  
*Role: led development and revision*
4. Kao, Janice; **Rider, Carolyn;** Linares, Amanda; Becker, Christina; Plank, Kaela; Westfall, Miranda; Woodward-Lopez, Gail. (2024, revised). Assessment Questionnaires: Frequently Asked Questions. July. <https://ucanr.edu/sites/SLAQ/FAQ/>  
*Role: wrote new content and contributed to revisions*
5. Plank, Kaela; Becker, Christina; **Rider, Carolyn;** Linares, Amanda; Kao, Janice. (2024, revised). Data collection protocols for Elementary School, Secondary School, Out-of-School Time, and Early

- Childcare and Education Site-Level Assessment Questionnaires. *Prepared for California Local Health Departments*. July. [https://ucanr.edu/sites/SLAQ/SLAQ\\_Questionnaires/](https://ucanr.edu/sites/SLAQ/SLAQ_Questionnaires/)  
**Role:** contributed to revisions
6. Plank, Kaela; Linares, Amanda; Kao, Janice; **Rider, Carolyn**. (2024, revised). Site-Level Assessment Questionnaire (SLAQ) Protocol for School, Early Care and Education, and Out-of-School Time Sites. *Prepared for partners of California Local Health Departments*. July. [https://ucanr.edu/sites/SLAQ/SLAQ\\_Questionnaires/](https://ucanr.edu/sites/SLAQ/SLAQ_Questionnaires/)  
**Role:** contributed to revisions
  7. **Rider, Carolyn**; Cortez, Summer; Talmage, Evan; Kao, Janice; Linares, Amanda; Westfall, Miranda. (2024). Data Storytelling Toolkit for Local Health Departments. May. [https://ucanr.edu/sites/LHDEvaluation/Data\\_Storytelling\\_Toolkit/](https://ucanr.edu/sites/LHDEvaluation/Data_Storytelling_Toolkit/)  
**Role:** led conceptualization, data collection, analysis, writing, stakeholder review, and revisions; oversaw product design
    - a. Data Story Template
    - b. Plain-text Data Story Template
    - c. Sample Data Story
    - d. Local Health Department Data Tables (x60)
    - e. Data Storytelling Toolkit Instruction Guide
  8. Cortez, Summer; **Rider, Carolyn**. (2024). Project Officer Resources for PEARS Quality Assurance: Protocol and Email Templates. *Prepared for California Department of Public Health*. April.  
**Role:** Co-authored with a focus on technical content
  9. **Rider, Carolyn**. (2023). FFY 2023 LEAP Award Winners. *Prepared for Local Health Departments*.
  10. **Rider, Carolyn**; Kao, Janice; Linares, Amanda; Vasicsek, Reka; Westfall, Miranda. (2023). LEAP Award Digital Promotions Package. *Prepared for Local Health Departments and their partners*. December. <https://ucanr.edu/sites/SLAQ/LEAP/Awardees/>  
**Role:** led development and design, writing, stakeholder review, and revisions
    - a. Email/newsletter templates (2)
    - b. Social media templates (2)
    - c. Sample award certificate plus personalized certificates for each awardee (334)
    - d. Also includes logos and award graphics designed by UC ANR graphic designer
  11. Cortez, Summer; **Rider, Carolyn**; Westfall, Miranda. (2023). Health inequities may have been exacerbated by SNAP-Ed reductions during the COVID-19 pandemic. November. *Report prepared for the California Department of Public Health, Nutrition and Physical Activity Branch*. <https://ucanr.edu/sites/NewNutritionPolicyInstitute/files/390565.pdf>  
**Role:** led conceptualization and data collection, collaborated on writing and editing
  12. **Rider, Carolyn**. (2023) Coalitions reporting custom question module for Local Health Departments using PEARS. *[Measurement instrument]*. September.
  13. **Rider, Carolyn**. (2023). Partnerships reporting custom question module for Local Health Departments using PEARS. *[Measurement instrument]*. September.
  14. **Rider, Carolyn**; Kao, Janice; Linares, Amanda; Westfall, Miranda. (2023). School District Organizational Assessment Questionnaire (OAQ). *[Measurement instrument]*. July. [https://ucanr.edu/sites/SLAQ/SLAQ\\_Questionnaires/School\\_District\\_OAQ/](https://ucanr.edu/sites/SLAQ/SLAQ_Questionnaires/School_District_OAQ/)  
**Role:** led development and design, writing, stakeholder review, and revisions
  15. **Rider, Carolyn**; Kao, Janice; Plank, Kaela; Linares, Amanda; Westfall, Miranda. (2023). School District Organizational Assessment Questionnaire (OAQ) Data Collection Protocol for School Districts. July. [https://ucanr.edu/sites/SLAQ/SLAQ\\_Questionnaires/School\\_District\\_OAQ/](https://ucanr.edu/sites/SLAQ/SLAQ_Questionnaires/School_District_OAQ/)  
**Role:** led writing and revisions



16. **Rider, Carolyn;** Kao, Janice; Linares, Amanda; Westfall, Miranda. (2023). School District Organizational Assessment Questionnaire (OAQ) Data Collection Protocol for Local Health Departments. July. [https://ucanr.edu/sites/SLAQ/SLAQ\\_Questionnaires/School\\_District\\_OAQ/](https://ucanr.edu/sites/SLAQ/SLAQ_Questionnaires/School_District_OAQ/)  
*Role: led writing and revisions*
17. **Rider, Carolyn;** Kao, Janice; Talmage, Evan; Vital, Nicole; Cortez, Summer; Westfall, Miranda. (2023). Local Health Department CalFresh Healthy Living FFY 2022 Annual Data Report. University of California, Nutrition Policy Institute. *Report prepared for the California Department of Public Health, Nutrition and Physical Activity Branch.* July.  
[https://ucanr.edu/sites/CDPH\\_PEARs/files/386180.pdf](https://ucanr.edu/sites/CDPH_PEARs/files/386180.pdf)  
*Role: led conceptualization, data analysis, and writing; oversaw publication design*
18. **Rider, Carolyn;** Kao, Janice. (2023) School District Organizational Assessment Questionnaire One-Pager. *Prepared for California Local Health Departments.* January.  
<https://ucanr.edu/sites/SLAQ/files/391358.pdf>  
*Role: led writing and publication design*
19. **Rider, Carolyn.** (2023) LEAP Award Program Overview. *Prepared for California Local Health Departments.* January. <https://ucanr.edu/sites/SLAQ/files/391268.pdf>



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**Title:** Using Fermi Estimates within Needs Assessments: An Extension Professional's Guide

**Authors:** Emma Lonstrup (*University of California, Berkeley*), Carolyn D. Rider (*Nutrition Policy Institute*), Miranda R. Westfall (*Nutrition Policy Institute*)

**Status:** accepted

**Current File(s):**



## Submission Category

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### Tools of the Trade

## Summary

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Needs assessments are an important activity for Extension professionals, as they identify community assets and guide decisions about programs and services. A common challenge is a lack of needs assessment data. The Fermi Estimate Framework can help Extension professionals overcome the challenge of missing data by producing reasonable estimates to answer questions of interest. Here we share detailed, step-by-step instructions for using the Fermi Estimate Framework, accompanied by a real-world Extension example.

**Date:** Mon Sep 23 2024

**Subject:** MS #5648 - The Journal of Extension

**From:** Matt Bengé

**Decision:** Accept Submission

Congratulations! After careful review, your submission "Using Fermi Estimates within Needs Assessments: An Extension Professional's Guide" has been accepted into The Journal of Extension. We look forward to your submission. Though no significant revisions were requested by reviewers, you now have time to make any small last-minute changes to your submission. If you anonymized portions of the text for peer review, you should email those portions back to us. Once we have a final draft from you, there will be a few short steps remaining before publication. First, your submission will be professionally copyedited. You will then have a chance to review submission proof.

The current version of your submission is available here:  
<https://open.clemson.edu/cgi/preview.cgi?article=5648&context=joe>

You may also view the reviews and preview your submission on that page. To submit revisions, use the Revise Submission link on that page.

Please make sure that your paper adheres to the formatting requirements at <https://open.clemson.edu/joe/styleguide.html>

Thank you,

Matt Bengé  
 Editor

The Journal of Extension

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