

Como Park Zoo and Conservatory Education Plan Grant Review Responses

During the planning process, did Canopy Strategic Partners use any formative and embedded assessment to understand impacts of the process on staff understanding and ownership of CPZC's Empathy Action Plan and Education Strategic Plan, and staff confidence and abilities in implementing empathy, education, and engagement best practices in their work?

- **Quantitative Assessment:** During the Assessment Phase of the planning process, Canopy completed a comprehensive assessment of existing plans and programs:
 - Assessed current program offerings, their strengths and weaknesses, and desired outcomes.
 - Analyzed organizational goals and program ROI for mission impact and revenue/expense.
 - Analyzed opportunities for growth within existing programs, including modifications, expansions, and inclusion of empathy principles.
 - Examined existing staffing structure and staffing goals for the next 3-5 years.
 - Examined audiences served by the current educational programs.
 - Reviewed the existing Program Content Standards, ROADMAPPED programs, and programs slated for redesign under the empathy grant.
- **Qualitative Assessment:** Canopy also conducted staff meetings and focus groups of CPZC staff during the assessment phase. Questions were designed specifically to assess ownership of education programs, understanding of implementing empathy and education best practices, and opportunities for increased or new empathy programming. Questions included but were not limited to:
 - What educational initiatives or programs are you most proud of?
 - Where do you think Como has the potential to be a leader?
 - What would you say is the purpose of Como's educational programming?
 - Where do you think Como's programming falls short?
 - Where do you think empathy fits in with Como's educational programming?
 - If you look five years into the future and Como's education department is operating in its ideal state, what does that look/feel/sound like?
- **Trends Analysis:** Canopy conducted a trend analysis for education and zoo industry best practices and hosted a conversation with the CPZC team to learn where industry best practices aligned with their work. Trends identified as relevant to CPZC include virtual learning, program design processes, evaluating for affective outcomes, evaluating for behavioral outcomes, changing uses/protocols of ambassador animals, and DEIAJ+.
- **Embedded Assessment:** Throughout the process, Canopy used embedded assessment activities, including:
 - Open source "Fist to Five" voting to gather instant input and gain a rapid understanding of the team's comfort or understanding of topics and decisions. <https://www.lucidmeetings.com/glossary/fist-five>
 - Developing outcomes and action steps using the SMARTIE. Worksheets and documents are proprietary to Canopy, but the concepts are not. SMARTIE stands for Specific, Measurable, Ambitious and Attainable, Responsibilities

and Resources, Time-Bound, Inclusive, and Equitable. We use this process as a framework to evaluate the staff's comprehension of, comfort with, and ability to create comprehensive goals and outcomes while also ensuring that components of the strategic plan are robust and measurable, and that staff can reasonably be held accountable for its success.

In terms of Canopy Strategic Partners, it would be great to have examples of their evaluation tools to show the rest of the Network, and for our team to better understand how they conducted their analysis and what changed as a result of the process. Did they compile an evaluation report you can share?

- **Evaluative Tools and Processes:**
 - One-on-one questions and focus groups for internal and external stakeholders using our question guide (see questions above).
 - Trends analysis, which influenced decisions making processes and education plan directions.
 - Sorting and overlay activities that help us understand the team's priorities, assess gaps and opportunities to reach new audiences, and make decisions. For example, an open source activity we use is a "How, Now, Wow" matrix (with Canopy's addition of "Ciao", which signifies a program to let go). <https://www.sessionlab.com/methods/how-now-wow-matrix>
- We will not provide an evaluation report of the education planning process; it is out of the scope of work.