



ADVANCING CONSERVATION THROUGH
EMPATHY FOR WILDLIFE NETWORK
OUTCOME MAP

November 2023

Introduction

About ACE for Wildlife

The Advancing Conservation through Empathy (ACE) for Wildlife Network is a learning network that brings together motivated professionals to create and share effective practices to foster empathy for animals and people, leading to conservation actions. Due to the geographic priorities of our generous private donor, the ACE for Wildlife Network was established in 2019 to support the 20 Association of Zoos and Aquariums (AZA) accredited zoos and aquariums in Alaska, Idaho, Minnesota, Montana, North Dakota, Washington and Wisconsin. These organizations are referred to as Institutional Partners ("Partners") and any employee working for a Partner can register with the Network as a Member. In 2022, we extended our Network through an Affiliate status. Affiliates are individuals not employed by a Partner but interested in fostering empathy for wildlife. We currently have over 350 Members and Affiliates in over 30 U.S. states and 3 continents. Staffed by Woodland Park Zoo, the Network believes we are stronger together, and pride ourselves in being a Network driven by participant priorities.

Outcome Mapping Background & Definitions

The goal for creating an ACE for Wildlife Network Outcome Map was to develop a shared understanding of the change the Network is championing with its direct audiences as well as a system to measure the progress it is making. This Outcome Map is from the Network point of view, so, when it refers to direct audiences, it is referring to those the Network serves and influences directly.

Outcome Mapping: a specific methodology for planning, monitoring, and evaluating programs to bring about sustainable social change. Its niche is understanding outcomes that emerge downstream from the program's activities, but upstream from the longer-term social change, or the program's vision. For the purposes of our Network Outcome Mapping process, we focused on one specific type of result: outcomes as behavioral change.

Outcome: changes in the behavior, relationships, activities, or actions of the individuals, groups, and organizations with whom a program works directly, or direct audiences.

Progress Markers: a set of graduated indicators of the behavioral change identified to help monitor outcomes. They advance in degree from the minimum one would expect to see audiences doing as an early response to the program's basic activities, to what one would love to see if the program were having a profound influence.



The Outcome Mapping Process

The methodology of our Outcome Mapping process was informed by Outcome Mapping: Building Learning and Reflection into Development Programs by Sarah Earl, Fred Carden, and Terry Smutylo, the Outcome Mapping Learning Community, and Better Evaluation's Outcome Mapping Approach. The first step was solidifying mission and vision statements for the Network at the Empathy Symposium in 2020 to be used as guiding pillars for the process. Then, attendees at the 2022 Empathy Summit worked together to identify the ACE for Wildlife Network's direct audiences and the relevant outcomes for each of the audiences identified. For each audience, attendees generated a set of progress markers that advance in degree from the minimum one would expect to see the audience doing to what it would love to see them doing if the program was having a profound influence.

To synthesize the outcome map and accompanying monitoring plan, support staff reviewed the audiences, outcomes, and progress markers and identified five outcome areas, defined in the following pages. **Increasing the use of empathy by expanding the Network's sphere of influence was established as the central goal of the ACE for Wildlife Network and is supported by progress towards the additional four interconnected outcomes: perception of the value of empathy in zoos and aquariums, perception of the Network as a resource for empathy-related work, widespread incorporation of empathy into personal and organizational practice and active participation in the Network.** After identifying the Network outcomes, support staff engaged in a thorough review of the progress markers generated in the earlier stages of the outcome mapping process to create a synthesized final outcome map and monitoring plan. First, all of the progress markers for each audience were sorted according to which of the five outcomes they best aligned with, allowing progress markers relevant to multiple audiences to be combined. While the relevant audiences were still included in each progress marker, revisions were made to the original list of audiences determined by 2022 Empathy Summit attendees to include Affiliates and more realistically reflect Network engagement. **The final list of audiences were: Members, Affiliates, Institutional Decision Makers, Volunteers and Non-Partner AZA Organizations.**

Finally, Network support staff generated a list of possible data sources that could be used to track all of the progress markers. Progress markers were then organized by data source and each data source was assigned point people and stakeholders to complete the monitoring plan which will be implemented continuously starting in January of 2024.



Audiences

Institutional Partners:

AZA accredited organizations in the seven-state region that make up the ACE for Wildlife Network.

Members: any employee of a Partner that has registered with the Network as a Member.

Institutional Decision-Makers: individuals at Partner organizations who have the power to make decisions that impact the policies, strategies or operations of their organization. This includes, but is not limited to, executives, senior leadership and board members.

Volunteers: individuals who volunteer their time with an Institutional Partner.

Non-Partners:

relevant organizations not meeting the criteria for Institutional Partner.

Affiliates: individuals not employed by Partners, who have joined the Network. These can include consultants and interested individuals both inside and outside the current seven-state region.

Non-Partner AZA Organizations: AZA accredited zoos and aquariums outside of ACE for Wildlife's seven-state region.



ACE for Wildlife Network Outcome Map

Empathy

Network

Perceptions

Perception of Empathy

Individuals and organizations are aware of the value of empathy for zoos and aquariums

Perception of Network

Individuals and organizations are aware of the ACE for Wildlife Network and have positive perceptions of it as a resource for empathy-related work

Expanding the Network & the Use of Empathy

The ACE for Wildlife Network expands its sphere of influence to include more members and organizations and increase the understanding and implementation of empathy in zoos and aquariums

Actions

Personal & Organizational Practices

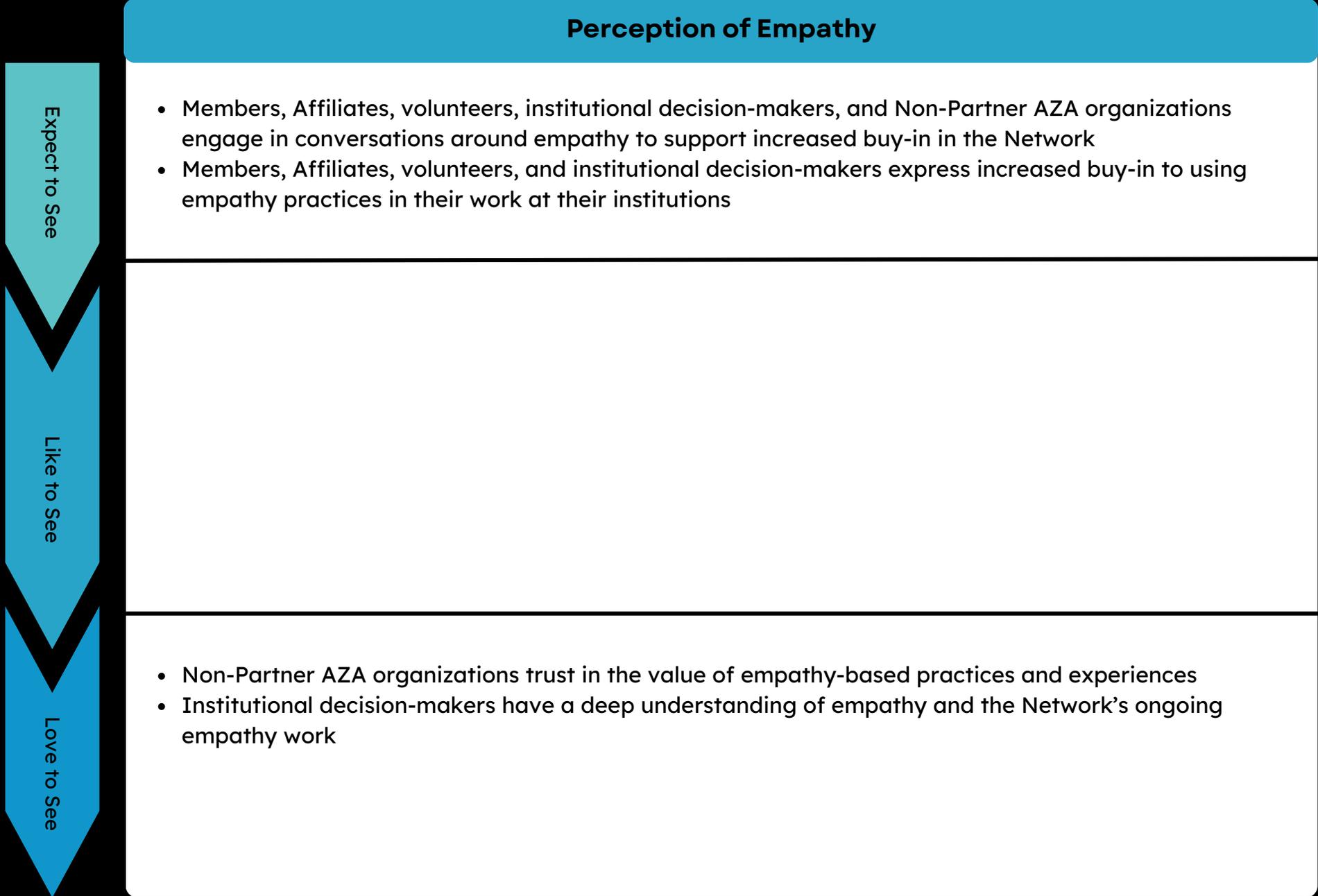
Individuals and organizations incorporate empathy into their personal and institutional practices

Network Participation & Contribution

Individuals and organizations actively participate in Network events and activities and share their own ideas and work



Progress Markers



Perception of Network

Expect to See

- Members, Affiliates, volunteers, and institutional decision-makers know about the Network and its resources
- Members, Affiliates, volunteers, institutional decision- makers, and non-Partner AZA organizations recognize the Network as a resource for empathy knowledge, resources and practices
- Members, Affiliates, volunteers and institutional decision-makers can identify their institution's point of contact with the Network

Like to See

- Members and Affiliates view the Network as relevant to their role
- Members and Affiliates feel valued in their contributions to the Network and comfortable voicing their opinions
- Volunteers recognize the importance of the Network
- Institutional decision-makers recognize the Network as a valuable, evidence-based community of practice

Love to See

- Non-Partner AZA organizations feel they can contribute their organization's perspective and learning about empathy with the Network after joining
- Non-Partner AZA organizations join the Network when they are allowed



Personal & Organizational Practices

Expect to See

- Members and Affiliates are aware of existing resources to implement empathy-based practices in their own institutions
- Members, Affiliates, and volunteers implement empathy practices in their roles at their institutions
- Members, Affiliates, volunteers, and institutional decision-makers know what their institution is doing to foster empathy
- Institutional decision-makers sign a written organizational commitment to incorporate empathy practices

Like to See

- Members and Affiliates increasingly access resources to further their own learning about empathy and effective practices
- Members, Affiliates, and non-Partner AZA organizations increasingly use ACE for Wildlife resources in their work
- Members and Affiliates recognize their institutional capacity strengths and needs related to their empathy work
- Institutional decision-makers provide platforms for staff working on empathy to share out to other staff members through updates, lunch and learns, etc.
- Institutional decision-makers allow staff time and space to participate in the Network in a next-level manner (e.g., serve on a committee)
- Members, Affiliates, and institutional decision-makers identify indicators of success for empathy work at their organizations

Love to See

- Members and Affiliates support institutional decision makers to incorporate empathy into their work
- Institutional decision-makers establish empathy as an institutional value
- Institutional decision-makers implement or support empathy trainings for staff
- Members, Affiliates, and other non-Partner organizations modify existing tools based on their experiences
- Members and Affiliates utilize a process for continuous monitoring and improvement regarding empathy (e.g., rubric, evaluation activities)



Network Participation & Contribution

Expect to See

- Members and Affiliates participate in Network wide votes, as applicable
- Members and Affiliates actively participate on the discussion board (e.g., posting, responding, creating conversations)
- Members and Affiliates serve on committees
- Members, Affiliates, and institutional decision-makers attend ACE for Wildlife Network events, as able
- Members, Affiliates, and non-Partner AZA organizations use the library of empathy resources on the ACE for Wildlife website
- Staff at non-Partner AZA organizations and volunteers join as Network Affiliates

Like to See

- Members and Affiliates request new opportunities and resources for learning about empathy
- Members and Affiliates contribute to the library of empathy resources on the ACE for Wildlife website
- Members, Affiliates, and institutional decision-makers communicate and collaborate with Members and Affiliates from other institutions on empathy work
- Members and Affiliates participate in and present at Network activities like learning groups and Empathy Summits
- Members and Affiliates increase their participation in Network communication asks like surveys
- Members and Affiliates on committees feel a sense of ownership over their committees' work
- Institutional decision-makers attend Network presentations/meetings
- Non-Partner organizations collaborate with Members and Affiliates on empathy related projects

Love to See

- Members and Affiliates feel empowered to make change within their organizations
- Members and Affiliates operate Network committees self-sufficiently
- Non-Partner AZA organizations use existing Network resources and tools for their needs



Expanding the Network & the Use of Empathy

- Non-Partner AZA organizations have staff that join as Network Affiliates

- Members and Affiliates take part in collaborative grant applications, projects or regional empathy specific work
- Members and Affiliates encourage their colleagues to be involved in the Network
- Members and Affiliates share about their empathy work to the wider AZA community (e.g., conferences, articles, posters)

- Members and Affiliates recruit others (e.g., AZA institutions, Affiliates) to join the ACE for Wildlife Network
- Members and Affiliates contribute to wider empathy research or to another primary source (e.g., book, journal or magazine article)
- Members and Affiliates disseminate empathy research/projects (e.g., publish articles, present at conferences)
- Institutional decision-makers encourage their staff to become active Network Members

Expect to See

Like to See

Love to See



Monitoring Plan

Implementing the outcome map outlined on the previous pages requires a sustainable monitoring framework to track the progress of audiences toward the achievement of each of the five overarching outcomes. To create this plan, support staff identified five categories of data sources relevant to the outcome map's progress markers: surveys and assessment tools, website analytics, events and attendance, applications and membership, and engagement. Within each category, there are several specific forms of data, most of which support staff already has access to or can be collected with simple changes to existing tools and processes. Starting in January 2024, support staff will gather data from each of these sources and assemble it into one complete database which will be used to track the Network's progress in perpetuity. Over time, progress markers may be added or removed based on the findings of this monitoring process.

Definitions:

Progress Markers: a set of graduated indicators of the behavioral change identified to help monitor outcomes. They advance in degree from the minimum one would expect to see audiences doing as an early response to the program's basic activities, to what one would love to see if the program was having a profound influence.

Point person: the individual(s) responsible for managing a data source and collecting the data within it.

Stakeholders: the individual(s) or group(s) with the most direct interest and investment in a data source. These are the people to whom data will be reported and who will make use of it in work related to the ACE for Wildlife Network.



Data Sources



Surveys & Assessment Tools

- Formative survey
- Member survey
- Internal employee and volunteer surveys at ACE for Wildlife Partner organizations
- Rubric
- Site visit data
- Social network analysis
- Grant reporting



Website Analytics

- Discussion board activity
- Resource downloads
- Resource uploads
- Website traffic



Applications & Membership

- Individual Member registration
- Individual Affiliate applications
- Organizational Partner applications
- Grant applications



Events & Attendance

- Empathy Summits
- Learning groups
- Network meetings
- Grant presentations
- Conference presentations



Engagement

- Participation in Network-wide votes
- Committee membership
- Feedback on Network documents



Monitoring Plan

Website Analytics

Data Source	Progress Markers	Point Person	Stakeholders
Discussion board activity	<ul style="list-style-type: none"> Members and Affiliates actively participate on the discussion board Members and Affiliates disseminate empathy research/projects (e.g., publish articles, present at conferences) Members and Affiliates request new opportunities and resources for learning about empathy 	Network Specialist, Advancing Empathy (AE) Coordinator	Communications Committee
Resource downloads	<ul style="list-style-type: none"> Members and Affiliates increasingly access the library of resources on the ACE for Wildlife website to further their own learning about empathy and effective practices Non-Partner AZA organizations use existing Network resources and tools for their needs 	Network Specialist, AE Coordinator	Conservation Action Committee, Strategic Learning Committee
Resource uploads	<ul style="list-style-type: none"> Members and Affiliates contribute to the library of empathy resources on the ACE for Wildlife website Members, Affiliates and non-Partner AZA organizations modify existing tools based on their experiences 	Network Specialist, AE Coordinator	Strategic Learning Committee
Website traffic	<ul style="list-style-type: none"> Members and Affiliates are aware of resources to implement empathy-based practices in their own work 	Network Specialist, AE Coordinator	Communications Committee



Engagement

Data Source	Progress Markers	Point Person	Stakeholders
Participation in Network-wide votes and surveys	<ul style="list-style-type: none"> Members and Affiliates participate in Network-wide votes as applicable Members and Affiliates increase their participation in Network communication asks like surveys 	Evaluation Specialist, Network Specialist	Steering Committee
Committee membership, engagement and feedback	<ul style="list-style-type: none"> Members and Affiliates serve on committees Institutional decision-makers allow staff time and space to participate in the Network in a next-level manner (e.g., serve on a committee) Members and Affiliates increase their participation in Network communication asks like surveys 	Evaluation Specialist, Network Specialist, AE Coordinator	All committees, ACE for Wildlife Staff
Publications	<ul style="list-style-type: none"> Members and Affiliates contribute to wider empathy research or to another primary source (e.g., book, journal, magazine article) Members and Affiliates disseminate empathy research/projects (e.g., publish articles, present at conferences) Members and Affiliates share about their empathy work to the wider AZA community (e.g., conferences, articles, posters) 	Network Specialist, Grants Specialist, Director	Members and Affiliates
Engagement with ACE for Wildlife staff	<ul style="list-style-type: none"> Members and Affiliates request new opportunities and resources for learning about empathy 	All ACE for Wildlife Staff	ACE for Wildlife Staff



Surveys & Assessment Tools

Data Source	Progress Markers	Point Person	Stakeholders
Member and Affiliate survey	<ul style="list-style-type: none"> • Members and Affiliates are aware of resources to implement empathy-based practices in their own work • Members and Affiliates increasingly use Network resources in their work • Members and Affiliates feel empowered to make change within their own organizations • Members and Affiliates view the Network as relevant to their role • Members and Affiliates express increased buy-in to using empathy practices in work at their institutions • Members and Affiliates support institutional decision-makers to incorporate empathy into their work • Members, Affiliates and volunteers implement empathy practices in roles at their institutions • Institutional decision-makers provide platforms for staff working on empathy to share out to other staff through updates, lunch and learns, etc. • Institutional decision-makers allow staff time and space to participate in the Network in a next-level manner (e.g. serve on a committee) • Non-Partner AZA organizations feel they can contribute their organization’s perspective and learning about empathy with the Network after joining 	Evaluation Specialist	All Committees, Members and Affiliates
Formative survey	<ul style="list-style-type: none"> • Members and Affiliates feel valued in their contributions to the Network and comfortable voicing their opinions 	Evaluation Specialist	Steering Committee, Members and Affiliates, All Committees



Surveys & Assessment Tools (cont.)

Data Source	Progress Markers	Point Person	Stakeholders
Internal employee and volunteer surveys	<ul style="list-style-type: none"> • Members, Affiliates, volunteers and institutional decision-makers express increased buy-in to using empathy practices in work at their institutions • Members, Affiliates, volunteers, institutional decision-makers, and non-Partner AZA organizations engage in conversation around empathy to support increased buy-in to the Network • Members, Affiliates, volunteers, and institutional decision-makers know about the Network and its resources • Members, Affiliates and volunteers implement empathy practices in roles at their institutions • Members, Affiliates, volunteers, and institutional decision-makers can identify their institution’s point of contact with the Network • Institutional decision-makers have a deep understanding of empathy and the Network’s ongoing empathy work • Volunteers recognize the importance of the Network • Institutional decision-makers recognize the Network as a valuable, evidence-based community of practice 	Evaluation Specialist, Points of Contact at Partner Organizations	Steering Committee, Membership Committee, Strategic Learning Committee
Site visit data	<ul style="list-style-type: none"> • Members, Affiliates and volunteers implement empathy practices in roles at their institutions 	Evaluation Specialist	Steering Committee, Strategic Learning Committee Members and Affiliates



Surveys & Assessment Tools (cont.)

Data Source	Progress Markers	Point Person	Stakeholders
Rubric	<ul style="list-style-type: none"> • Members and Affiliates recognize their institutional capacity strengths and needs related to their empathy work • Members and Affiliates utilize a process for continuous monitoring and improvement regarding empathy • Members, Affiliates and volunteers implement empathy practices in their roles at their institutions • Institutional decision-makers implement empathy trainings for staff • Institutional decision-makers provide platforms for staff working on empathy to share out to other staff members through updates, lunch and learns, etc. • Members, Affiliates and institutional decision-makers identify indicators of success for empathy work at their organizations 	Evaluation Specialist, Network Specialist	Steering Committee
Social network analysis	<ul style="list-style-type: none"> • Members, Affiliates, and institutional decision-makers communicate and collaborate with Members and Affiliates from other institutions on empathy work • Non-Partner AZA organizations use existing Network resources and tools for their needs 	Social Network Analysis (SNA) Consultant	Communications Committee
AZA survey	<ul style="list-style-type: none"> • Non-Partner AZA organizations trust in the value of empathy-based practices and experiences • Non-Partner AZA organizations use existing Network resources and tools for their needs 	SNA Consultant, Evaluation Specialist	Communications Committee, Steering Committee, Membership Committee



Events & Attendance

Data Source	Progress Markers	Point Person	Stakeholders
Empathy Summits	<ul style="list-style-type: none"> Members and Affiliates participate in and present at Network events Non-Partner organizations increase their attendance at Empathy Summits Members, Affiliates and institutional decision-makers attend ACE for Wildlife Network events, as able 	Network Specialist, AE Coordinator	Steering Committee
Learning groups	<ul style="list-style-type: none"> Members and Affiliates participate in and present at Network events Members, Affiliates and institutional decision-makers attend ACE for Wildlife Network events, as able 	Network Specialist, AE Coordinator	All committees
Network meetings and presentations	<ul style="list-style-type: none"> Members and Affiliates disseminate empathy research/projects (e.g., publish articles, present at conferences) Members, Affiliates and institutional decision-makers attend ACE for Wildlife Network events, as able Institutional decision makers attend Network presentations/meetings 	AE Coordinator	ACE for Wildlife Staff
Conference presentations	<ul style="list-style-type: none"> Members and Affiliates share about their empathy work to the wider AZA community (e.g., conferences, articles, posters) 	All ACE for Wildlife Staff	ACE for Wildlife Staff



Applications & Membership

Data Source	Progress Markers	Point Person	Stakeholders
Individual Member registration	<ul style="list-style-type: none"> Members and Affiliates encourage their colleagues to be involved in the Network Institutional decision-makers encourage their staff to become active Network Members 	Network Specialist, AE Coordinator	Membership Committee
Individual Affiliate applications	<ul style="list-style-type: none"> Members and Affiliates recruit others to join the ACE for Wildlife Network Non-Partner AZA organizations have staff that join as Network Affiliates Volunteers apply to be Network Affiliates 	Network Specialist, AE Coordinator	Membership Committee
Organization Partner applications	<ul style="list-style-type: none"> Members and Affiliates recruit others to join the ACE for Wildlife Network Non-Partner AZA organizations join the Network when they are allowed Institutional decision-makers establish empathy as an institutional value Non-Partner AZA organizations trust in the value of empathy-based practices and experiences 	Network Specialist, AE Coordinator	Membership Committee, Steering Committee
Grant applications	<ul style="list-style-type: none"> Members and Affiliates take part in collaborative grant applications, projects, or regional empathy specific work Non-Partner AZA organizations collaborate with ACE for Wildlife Partners on empathy related projects 	Grant Specialist	ACE for Wildlife Staff

