

Introduction

The Beahrs Environmental Leadership Program is conducting a retrospective evaluation to better understand the longer-term impacts of participation in the summer course, the Berkeley ELP Alumni Network, and the small grants initiative. We are surveying all alumni from 2001-2007. Your input is pivotal for ELP strategic planning and for improving the program's impact on environmental leadership around the world.

The survey has 46 questions, most of which are closed-ended. We estimate that the survey will take you approximately 30 minutes to complete. All of your answers will remain confidential. Survey results will only be shared in the aggregate, without any personal identifying information.

If you have any questions, please contact Claire Reinelt who is leading the evaluation. (claire@leadershiplearning.org)

Thank you so much for your time and commitment to the evaluation process!!

Demographic Information

1. What region do you live in? (Please check one)

- | | |
|--|--|
| <input type="radio"/> Africa, North, and Middle East | <input type="radio"/> America, North |
| <input type="radio"/> Africa, East | <input type="radio"/> Asia, East |
| <input type="radio"/> Africa, South and Central | <input type="radio"/> Asia, Southeast and Pacific Islands |
| <input type="radio"/> Africa, West | <input type="radio"/> Asia, South |
| <input type="radio"/> America, Mexico, Central and Caribbean | <input type="radio"/> Europe, Eastern, Russia and Central Asia |
| <input type="radio"/> America, South | <input type="radio"/> Europe, Western |

2. What country do you live in?

3. Which of the following age ranges describes your current age? (Please check one)

- Under 30 31-40 41-50 51-60 Over 60

4. What is your gender? (Please check one)

- Female Male

Professional Information

5. For what type of organization do you currently do most of your work? (Please check one)

- | | |
|---|--|
| <input type="radio"/> International NGO | <input type="radio"/> University |
| <input type="radio"/> National NGO | <input type="radio"/> Other educational institution |
| <input type="radio"/> Community based organization | <input type="radio"/> Private company or other private sector organization |
| <input type="radio"/> Government Ministries or agencies | |

Other (please specify)

6. What are the primary focus areas of your organization's work? (Please check all that apply)

- | | |
|--|--|
| <input type="checkbox"/> Environmental protection | <input type="checkbox"/> Poverty reduction |
| <input type="checkbox"/> Natural resource management | <input type="checkbox"/> Environmental education & communication |
| <input type="checkbox"/> Biodiversity conservation | <input type="checkbox"/> Gender awareness & equality |
| <input type="checkbox"/> Energy conservation | <input type="checkbox"/> Community and social development |
| <input type="checkbox"/> Economic development | <input type="checkbox"/> Population issues |

Other (please specify)

7. What is your primary academic specialty? (Please check one)

- | | |
|--|---|
| <input type="radio"/> Ecology | <input type="radio"/> Sociology/rural sociology |
| <input type="radio"/> Environmental management | <input type="radio"/> Law/business |
| <input type="radio"/> Coastal management | <input type="radio"/> Agronomy/forestry |
| <input type="radio"/> Engineering | <input type="radio"/> Communications |
| <input type="radio"/> Energy | <input type="radio"/> Education |
| <input type="radio"/> Physical sciences | <input type="radio"/> Public policy |
| <input type="radio"/> Economics | |

Other (please specify)

Environmental Leadership Program Summer Course

8. In what year did you attend the Environmental Leadership Program Summer Course?

- 2001 2002 2003 2004 2005 2006 2007

9. How did you learn about the ELP Summer Course? (Please check all that apply)

- | |
|--|
| <input type="checkbox"/> From a previous participant in the program |
| <input type="checkbox"/> At work or through my employer |
| <input type="checkbox"/> Saw the website while browsing the internet |
| <input type="checkbox"/> From a friend or colleague |
| <input type="checkbox"/> Saw the advertisement in "The Economist" |
| <input type="checkbox"/> Through an email or regular mail announcement |

Other (please specify)

10. How important were the following factors in your decision to apply to attend the ELP?

	Extremely important	Very important	Somewhat important	Not important at all
Attending the ELP summer course and receiving a certificate would enhance my professional credentials.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I wanted to meet and learn from peers who are leaders in their fields.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I wanted to meet and learn from UC Berkeley faculty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I wanted exposure to information, knowledge and tools that would help me do my work better.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I wanted the opportunity to attend a course at UC Berkeley.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial support was available to support me to attend.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was encouraged to apply by a colleague.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was encouraged to apply by a funder.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

11. How did you finance your attendance at ELP? (Please check all that apply)

- I used my personal resources.
- I received a full scholarship from ELP.
- I received a partial scholarship from ELP.
- The organization where I worked funded my participation.
- I received funding from an international organization.
- I received funding from a national organization.
- I received funding from a private sponsor.

Other (please specify)

12. As you reflect on the ELP Summer Course, how valuable were each of the following ELP sessions for you professionally?

	Extremely valuable	Somewhat valuable	A little valuable	Do not remember this session	Did not attend this session
Water, Sanitation and Solid Waste (Kara Nelson)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ecological Footprint and Sustainability Workout (Mathis Wackernagel)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Common Property Resources Management (Isha Ray)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aquatic Ecology (Vincent Resh)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collaborative Processes for Managing Conflict (Susan Carpenter)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Population-Poverty-Environment (Robin Marsh and Steve Vosti)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communities and Natural Resources (Carl Wilmsen)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environmental Policy, Services, and Trade-offs (David Zilberman)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Urban Environment (Ananya Roy)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership Skills for Sustainable Development (Bill Sonnenschein)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working with the Media to Communicate Environmental Priorities (Roger-Mark De Souza)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conservation Planning (Claire Kremen)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Climate and Energy (Daniel Kammen)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environmental Justice Issues (Dara O'Rourke)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ecosystems, Services, Markets and Eco-Agriculture (Sara Scherr)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. As you reflect on the ELP Summer Course, how valuable were each of the following ELP field trips for you professionally?

	Extremely valuable	Somewhat valuable	A little valuable	Do not remember this field trip	Did not attend this field trip
Sacramento Valley (sustainable agriculture, river/mining restoration)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Central Coast / Salinas Valley (intensive horticulture, coastal restoration)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oakland/Berkeley (urban planning, water & waste management, recycling, environmental justice)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UC Botanical Garden (biodiversity & water quality monitoring)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mendel Biotechnology firm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lunch at Chez Panisse with Alice Waters (local, organic agriculture & concept of "the edible schoolyard")	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. As you reflect on the ELP Summer Course, how valuable were each of the following ELP special sessions?

	Extremely valuable	Somewhat valuable	A little valuable	Do not remember this special session	Did not attend this special session
Panel/Debate on Biotechnology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marketing the Environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entrepreneurship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evening with Mayor Tom Bates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Preparing posters and poster sharing session	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working with the Media (2006 & 07 only)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
NGO Networking evening	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Welcome Reception	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Certificate Dinner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evening at the Marsh home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Final Lunch - Giannini Hall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Please describe any other ELP sessions or activities that were valuable to you that are not mentioned above.

16. How well overall did the ELP Summer Course achieve the following:

	Extremely well	Very well	Somewhat	Not very well at all
Presented an interdisciplinary approach to environmental issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Addressed the key environmental and social challenges my country faces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helped me identify the roles of public policy in solving environmental problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Introduced me to innovative approaches to solving environmental problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provided me with important skills I needed to be a more effective leader	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enabled me to learn from peers around the world with similar challenges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. How would you rate the overall value of your participation in ELP?

- Extremely valuable
- Highly valuable
- Somewhat valuable
- A little valuable
- Not valuable at all

Comment:

18. Given the time and money you invested in participating in ELP, how would you rate the value of that investment?

- Extremely valuable
- Highly valuable
- Somewhat valuable
- A little valuable
- Not valuable at all

19. How likely would you be to recommend ELP to others?

- Highly likely
- Somewhat likely
- Unlikely

20. In your opinion, who do you think benefits most from participating in ELP?

Personal Outcomes

21. For each of the following capacities, please rate your current skill level. For each capacity, please also indicate the contribution of ELP training to your current skill level.

	Current Level of Skill	Contribution of ELP to Current Level of Skill
Work together across differences (e.g., discipline, sector, nations, perspectives, professional/nonprofessional)	<input type="text"/>	<input type="text"/>
Analyze complex problems drawing from multiple disciplines	<input type="text"/>	<input type="text"/>
Design integrated programs that draw on resources from across disciplines	<input type="text"/>	<input type="text"/>
Pursue collaborative approaches to problem-solving	<input type="text"/>	<input type="text"/>
Listen to all sides of an issue	<input type="text"/>	<input type="text"/>
Handle power differences	<input type="text"/>	<input type="text"/>
Manage conflict	<input type="text"/>	<input type="text"/>
Understand your own strengths and weaknesses as a leader	<input type="text"/>	<input type="text"/>
Strengthen your own inner capacity to be a change agent	<input type="text"/>	<input type="text"/>
Motivate positive change in others	<input type="text"/>	<input type="text"/>
Communicate effectively in public forums	<input type="text"/>	<input type="text"/>
Generate visibility for your issues (e.g., media, public speaking)	<input type="text"/>	<input type="text"/>
Develop practical tools to advance an environmental agenda	<input type="text"/>	<input type="text"/>
Engage in policy activities	<input type="text"/>	<input type="text"/>
Identify policy options for solving environmental problems	<input type="text"/>	<input type="text"/>

22. For each of the following issue areas, please rate your current level of knowledge. For each issue area, please also indicate the contribution of ELP training to your current level of knowledge

	Current Level of Knowledge	Contribution of ELP to Current Level of Knowledge
Policy options and instruments for solving environmental problems	<input type="text"/>	<input type="text"/>
Economic development and conservation trade-offs and synergies	<input type="text"/>	<input type="text"/>
The global context for understanding local issues	<input type="text"/>	<input type="text"/>
Social and ecological dimensions of sustainability	<input type="text"/>	<input type="text"/>
Economic footprint as a tool for measuring sustainability	<input type="text"/>	<input type="text"/>
Population, poverty, and environment linkages	<input type="text"/>	<input type="text"/>
Integrated approaches to achieving sustainable development	<input type="text"/>	<input type="text"/>
Monitoring and conserving ecosystem services (e.g., water, biodiversity, pollinators)	<input type="text"/>	<input type="text"/>
Climate change and global warming	<input type="text"/>	<input type="text"/>
Renewable energy options to mitigate global warming	<input type="text"/>	<input type="text"/>
Urban environmental problems	<input type="text"/>	<input type="text"/>
Innovative approaches to urban planning and environmental problem-solving	<input type="text"/>	<input type="text"/>
Environmental justice issues	<input type="text"/>	<input type="text"/>
Collaborative approaches to natural resource management	<input type="text"/>	<input type="text"/>
Communication strategies for advancing environmental priorities	<input type="text"/>	<input type="text"/>
Global and regional demographic trends and issues	<input type="text"/>	<input type="text"/>

23. Since attending ELP, please indicate if any of the following changes have occurred for you personally and what contribution ELP has had on those changes?

	Yes/No	Contribution of ELP to the Change
I have returned to school.	<input type="text"/>	<input type="text"/>
I changed the focus of my work.	<input type="text"/>	<input type="text"/>
I wrote/published more on key environmental issues.	<input type="text"/>	<input type="text"/>
I changed jobs.	<input type="text"/>	<input type="text"/>
I received a promotion.	<input type="text"/>	<input type="text"/>
I take more risks to speak up publicly on environmental issues.	<input type="text"/>	<input type="text"/>
I advocate more frequently on policy issues.	<input type="text"/>	<input type="text"/>
I have been more effective in bringing about environmental change.	<input type="text"/>	<input type="text"/>

24. In what other ways has your participation in ELP contributed to your leadership on environmental issues?

25. Approximately how many ELP alumni in your country do you keep in contact with at least once or twice a year?

- None 5-6
 1-2 More than 6
 3-4

26. Approximately how many ELP alumni outside your country do you keep in contact with at least once or twice a year?

- None 5-6
 1-2 More than 6
 3-4

27. Have you done any of the following activities with an ELP alum since you participated in the summer course: (Please check all that apply)

- Visited an alum in another country
 Shared a professional contact of yours with an alum
 Met with ELP alumni in your country
 Shared resources or information with an alum
 Provided or received support from an alum
 Collaborated on a project with an alum
 Developed an environmental leadership program

Other (please specify)

28. Please provide an example of how you have used the ELP network and what the benefit of the network has been for you and your work.

29. Since attending ELP, please tell us if you are using your professional networks differently and how ELP has contributed to those changes.

	Yes/No	Contribution of ELP to the Change
I seek out more diverse perspectives to help me solve a problem.	<input type="text"/>	<input type="text"/>
I introduce people to each other more intentionally.	<input type="text"/>	<input type="text"/>
I collaborate more frequently with people in other sectors to find effective solutions to complex environmental problems.	<input type="text"/>	<input type="text"/>
I take a more active leadership role in <u>international</u> forums that address environmental issues.	<input type="text"/>	<input type="text"/>
I take a more active leadership role in <u>national</u> forums that address environmental issues.	<input type="text"/>	<input type="text"/>
I have expanded my participation in professional associations.	<input type="text"/>	<input type="text"/>
Other (please specify)		

Organizational Outcomes

30. In what ways, if any, has the organization you currently work with benefited from connections to UCB faculty and students, and to other ELP faculty?

31. Since participating in ELP, have any of the following organizational changes occurred?

	Yes/No/Somewhat	Contribution of ELP to the Change
My organization more actively seeks to collaborate with other organizations on issues of environmental and social sustainability.	<input type="text"/>	<input type="text"/>
More people within my organization have the knowledge and the tools to better address complex environmental issues.	<input type="text"/>	<input type="text"/>
My organization seeks to include stakeholders with diverse perspectives in decision-making.	<input type="text"/>	<input type="text"/>
Teams within my organization are more effective.	<input type="text"/>	<input type="text"/>
My organization works more effectively with the media.	<input type="text"/>	<input type="text"/>
My organization is more effective at resolving conflict.	<input type="text"/>	<input type="text"/>
My organization is better able to evaluate the potential costs and benefits of various solutions to environmental problems.	<input type="text"/>	<input type="text"/>

Other (please specify)

32. How would you rate the effectiveness of your organization to work collaboratively with other organizations to address environmental issues?

- Extremely effective
- Very effective
- Somewhat effective
- Not effective at all

33. How significant are the following barriers to more effective collaboration among organizations in your country?

	Extremely significant	Very significant	Somewhat significant	Not significant at all
Competition for resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sectoral divisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizational leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of incentives to collaborate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

34. How beneficial to ELP participants do you think the following changes in the ELP program would be?

	Extremely beneficial	Very beneficial	Somewhat beneficial	See no need for change
Receive workshop materials in advance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use a case study approach to develop solutions and strategies to complex problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Find out what participants want to learn in advance and match the learning experiences to those needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Create more time for peer exchange and learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increase the amount of unscheduled time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increase the length of time for the program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduce the time of the program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduce the number of topics in order to go into more depth on those that are covered	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increase the number of participants accepted to the program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increase the number of North Americans who are invited to participate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

35. What other recommendations do you have for improving the ELP?

36. How interested are you in participating in the following opportunities to address complex environmental problems?

	Very interested	Somewhat interested	A little interested	Not interested at all
In-depth sessions at UCB that focus on a specific topic (e.g., global warming)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establishing a regional ELP training center in my country	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify)				

37. If UCB offered topic specific trainings, what topics would you be most interested in learning more about?

38. Besides ELP, have you attended another training program that addresses environmental and sustainability issues?

- Yes
 No

If yes, how did this program compare with ELP?

Small Grants

39. Have you received an ELP small grant?

- Yes No

Small Grants

40. Have you applied for a small grant?

- Yes No

Small Grants

41. How beneficial was the grant for you and your work?

	Extremely beneficial	Very beneficial	Somewhat beneficial	Not beneficial at all
Collaborating with UC Berkeley faculty and/or students offered important information and resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I launched a project that I would not otherwise have had the resources to create.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It gave me the courage and support to try a new idea.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I designed and implemented a project that continues to have benefits to this day.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have been able to influence how people think about social and environmental problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

42. What did you use your small grant for? (Please check all that apply)

- Conduct workshops or training sessions
 Pursue collaborative research
 Develop business or strategic plans
 Promote local adaptation/adoption of technologies

Other (please specify)

43. Were you able to raise any additional monies for the project you undertook with the small grant?

Yes

No

If yes, approximately how much?

44. Did any of the following occur as a result of your small grant? (Please check all that apply)

Improved collaborations to more effectively address problems

Created a new business model to use resources sustainably

Established a new monitoring and evaluation system

Enhanced community-based leadership

Developed a new marketing/dissemination strategy

Developed curriculum or teaching materials

Solved an important environmental problem

Other (please specify)

45. What has been the most notable outcome of your small grants project?

Conclusion

46. Is there anything else you would like us to know about your ELP experience, and how it has affected you personally and professionally?

Thank you very much for taking time to complete the survey. We sincerely appreciate it!!