

Monica Hargraves

Web Bio

Information

Biography

Biographical Statement

Dr. Hargraves received a B.A. in economics with high honor from Princeton University. She went on to work as an Assistant Economist in the Research Department of the Federal Reserve Bank of Richmond, where she focused on topics in monetary policy and money and banking. She pursued graduate studies at the University of Rochester, receiving a PhD in Economics in 1988, and joined the faculty of Brown University as an Assistant Professor. Her primary teaching responsibilities and research interests included corporate finance, money and banking, agency theory, and decision-making under uncertainty. In 1992 she accepted a position in the Research Department of the International Monetary Fund (IMF). At the IMF her work focused on the financial and macroeconomic crisis in Japan, monetary policy and financial intermediation in the U.S. and monetary transmission in Switzerland. She contributed to and coordinated portions of the IMF's semi-annual *World Economic Outlook*.

An increasing interest in applied, community-based work led her away from economics, and after a professional hiatus she began working for Cornell Cooperative Extension in Tompkins County, NY in 1998. She took on a number of different roles over the course of ten years at CCETC including program management, volunteer development, database design, strategic planning, evaluation, and organizational development. In 2008 she left CCETC to join the staff of the Cornell Office for Research on Evaluation (CORE). She is now the Assistant Director of Evaluation for Extension and Outreach at CORE.

Dr. Hargraves' role at CORE allows her to conduct research on and provide support for program development and evaluation in multiple contexts, primarily in Cooperative Extension but also through community-based participatory action research on sustainable local food systems through the Food Dignity project. Her direct responsibilities in CCE focus on building evaluation capacity and supporting significant evaluation efforts in selected CCE programs. She is actively engaged in research on CORE's *Systems Evaluation Protocol* and the Netway, through CORE's NSF-funded research on evaluation. Her research and practice interests have expanded in recent years to focus on evaluation in the context of social change projects in community-based food system initiatives. She is particularly interested in how the *Systems Evaluation Protocol* can be used and adapted to create unique bridges between the expertise of on-the-ground practitioners and those supporting or researching this work from a more distant vantage point.

Teaching

Professional

Current Professional Activities

Member, American Evaluation Association.

Member, American Public Health Association

Research

Current Research Activities

As part of the Cornell Office for Research on Evaluation (CORE) staff team, Dr. Hargraves is involved in research related to CORE's NSF-funded projects to develop, test, apply, and disseminate CORE's systems approach to evaluation, specifically the *Systems Evaluation Protocol* (SEP) and the Netway cyber-infrastructure that supports it. CORE's new grant from NSF (through the EAGER funding mechanism) is exploring the potential for using practitioner-generated pathway models as a mechanism for integrating researcher-generated knowledge into Extension programming. From these research foundations she is engaged in research and writing on evolutionary evaluation, evaluative thinking, evaluation capacity-building, and research-practice integration.

Her research interests outside of CORE's projects are grounded in her collaboration with academic and community partners in a multi-site, multi-year, USDA-funded participatory research project on sustainable community food systems. Her roles in the "Food Dignity" research project include evaluation of the mini-grant program in each partner site, and working with each community partner organization to develop conceptual models of their work and programs, drawing on the tools and approach of CORE's *Systems Evaluation Protocol*. The resulting models will provide community-driven data and analytical structures for the analysis and interpretation of the approaches, commonalities, and unique aspects of the five community contexts and initiatives.

Extension

Current Extension Activities

As Assistant Director of Evaluation for Extension and Outreach, Dr. Hargraves is responsible for overseeing a state-wide Cornell Cooperative Extension project to build evaluation capacity and promote sustainable evaluation practice in Extension Associations and programs. This includes coordinating with Cooperative Extension Administration to identify priorities for cohorts of "Evaluation Partnerships" with the Cornell Office for Research on Evaluation (CORE), and supporting special evaluation projects as unique needs emerge. The recent cohort of statewide "Plan of Work" programs included overall programming in Nutrition and Obesity Prevention, Community and Economic Vitality, and 4-H Youth Development and selected priority programs within each of those areas. Recent special projects have primarily been in the Ag and Food Systems Program Area. Hargraves leads the staff team that applies the Systems Evaluation Protocol in Extension, and develops and adapts the facilitation process and materials including the web-based *Netway* program for evaluation planning which includes extensive on-line tutorials and resource materials used within the Evaluation Partnerships with CCE.

Since joining CORE in 2008, Hargraves has worked with Extension staff in more than 50 programs as part of the evaluation capacity-building work in CCE. Evaluation Partnership (EP) participants engage in a training and development process with CORE that involves developing program models and related analyses as foundations for evaluation decision-making. With mutual agreement, the EP can extend into a second phase that supports evaluation implementation and utilization. In addition to training and facilitation, Hargraves provides one-on-one support for and consultation with past EP participants; coordinates with CCE Professional Development staff to integrate and align approaches to evaluation capacity-building; and works to build evaluation literacy and interest throughout the CCE system and increase the support for evaluation. She recently completed a study of successes and challenges in Evaluation Partners' implementation of evaluation plans, identifying various levels of barriers to progress but also notable evidence of "resilience". She is active in the Extension Education Topical Interest Group within the American Evaluation Association, and as such has an opportunity to learn from and contribute to national discussions on Extension evaluation.

Hargraves served as co-chair, with Rod Howe and Paul Treadwell, of the "Extension Reconsidered" project at Cornell, a national initiative in honor of the 100th anniversary of the Smith-Lever Act which founded the national Extension system. Twelve Land Grant Universities participated in the national project, each organizing a series of events to "invite the public to consider alternative directions for Extension as it begins a new century of its work". The Cornell Cooperative Extension project included development of a website for gathering input from NYS residents and staff, designing and facilitating a series of "deliberative forums" on the role of Extension in the 21st century, and hosting a theater performance derived from the input received through the website, archival research, and the deliberative forums. Eight deliberative forums were held, both on campus and in Extension offices around NYS. Hargraves took the lead on developing the framing document for the deliberative forums, and developing a survey of deliberative forum participants and analyzing results. (See <http://extrecon.cce.cornell.edu/> for more information.)

Education

Education

Ph.D. Economics, University of Rochester 1988

B.A. with High Honors, Economics, Princeton University 1981

Courses

Websites

Related Websites

The website for the Cornell Office for Research on Evaluation (<http://core.human.cornell.edu>) provides a range of general resources and links useful for evaluation work in general, and

situates the Evaluation Partnership work with CCE within the larger body of research on a systems approach to evaluation that CORE is engaged in. CORE staff members' annual presentations at the American Evaluation Association meetings, along with other research presentations are linked here.

The website for the USDA-funded Food Dignity project (<http://fooddignity.org/>) provides background on and motivation for the 5-year project, information about the research components, and about the work of the five community partner organizations working on sustainable local food system initiatives in Brooklyn NY, Tompkins County NY, Laramie WY, Wind River Reservation WY, and Oakland CA.

Administration

Publications

Selected Publications

Buckley, J., Archibald, T., Hargraves, M., & Trochim, W.M. (In press, 2015) Defining and Teaching Evaluative Thinking: Insights from Research on Critical Thinking. *American Journal of Evaluation* 36:3.

Urban, J.B., Hargraves, M., & Trochim, W.M. (2014) Evolutionary evaluation: Implications for evaluators, researchers, practitioners, funders and the evidence-based program mandate. *Evaluation and Program Planning*, 45(0) 127-139.

Trochim, W., Urban, J.B., Hargraves, M., Hebbard, C., Buckley, J., Archibald, T., Johnson, M., & Burgermaster, M. (2012). *The Guide to the Systems Evaluation Protocol*. Ithaca, NY: Cornell Digital Print Services. <https://core.human.cornell.edu/research/systems/protocol/index.cfm>