



## Project Team

**Elaine Stricklett**, Vice President of Acton Burnell, manages the Acton Burnell Team. She is assisted by **Elinor Hunter**, a Senior Information Engineer at Acton Burnell.

**Ms. Stricklett** has nearly twenty years experience leading standards and policy development projects to successful conclusion and facilitating the resolution of difficult issues. She also has more than seven years of experience with various Bureaus within the Department of State, and has been responsible for the development of regulations, standards, processes, SOWs, and best practices for a myriad of customers responding to new legislation and requirements.

**Ms. Hunter**, a 22 year veteran of service at the Veterans Benefits Administration, has

significant experience in developing standards, processes, and regulations as well as SOWs for mission-critical projects. She will research, review, and edit developed documentation. She will also be a significant contributor to the SOW.

The key members of the team are:

- **Judith Hines**, ACSW, former Chief Executive Officer of the Council on Accreditation (COA) of Services for Families and Children, the nation's leading accreditation body for child welfare services, which accredits hundreds of domestic adoption agencies and an increasing number of international programs. Ms. Hines was the principal author of not only the standards of COA but also of the draft standards produced by the Hague Alliance, a consortium of national organizations that was committed to implementation of the Hague Treaty in the United States and the assurance of services of high quality.
- **Anna Mary Coburn**, JD, is familiar with the legal framework of the Treaty and implementing legislation, representing the American Bar Association on the Hague Alliance, and is committed to effective and sound policy and regulation of such services. She has reviewed the Intercountry Adoption legislation of both the United States and other countries of origin and provided comparative law analysis and recommendations for improving the adoption laws in other countries party to the Hague Convention.
- **Mary Sullivan** of Caliber Associates, where she consolidated two national information clearinghouses on adoption and child abuse and neglect. She has more than 25 years of experience in all aspects of adoption, with particular reference to on the ground experience in countries of origin. She is a technical and program content expert in adoption law and regulation and has extensive experience in developing adoption related research products.

Also providing expert input is an advisory panel with broad ranging knowledge of the development of the Hague Convention and its implementing legislation, accreditation policy and procedure, governmental regulation, and adoption and child welfare practice. The panel also has expertise in accreditation policy and practice in the accreditation of children's services. Panel members are:

- **Susan Freivalds** is the Editorial Director of Adoptive Families magazine, the past Coordinator for the Joint Council on International Children's Services Hague Convention Program, and is a former member of the U.S. delegation to The Hague in 1992 and 1993.
- **Pauline Koch** is the Executive Director of the National Association of Regulatory Program Administrators and former State-Licensing Director. She brings first hand experience in state and national regulatory policy and practice.
- **Dr. Carol Williams Spigner**, former Associate Commissioner for the Children's Bureau of the Department of Health and Human Services, is one of the most respected child welfare professionals in the country. She brings in depth knowledge of planning for the implementation of the Hague Treaty. Dr. Spigner is currently on the faculty of the University of Pennsylvania School of Social Work.
- **David Shover** served for ten years as Executive Director of the Council on Accreditation of Services for Families and Children, and before that served as the Director of Operations at the Council. He has extensive experience in producing early drafts of standards for international adoption services as a member of the Hague Alliance.
- **Dr. Sue Bredekamp**, former CEO of the accreditation programs of the National

Association for the Education of Young Children, is extensively published on standards and accreditation issues. She was a leader in forming a consortium of national accrediting bodies to distill common practice and policy issues.

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