

A conservation professional with executive level experience for strategy, policy, and governance who brings creativity, energy, and thoughtfulness to mission-driven organizations.

EMPLOYMENT

Executive Director, Michigan United Conservation Clubs July 2014-Present. Chief executive officer for nation's largest, most effective state based conservation organization. Responsible for carrying out the strategic objectives of the organization in all its phases: policy/program; outreach/education; communications; administrative and fundraising. Manage and organize a network of 200+ affiliated organizations and 80,000 members and supporters. Provide staff leadership and development for 12 full time staff. Absorbed CFO responsibilities in 2015, reorganizing financial management practices, cash handling procedures, and grant accounting. Significant expertise at securing competitive private and public grants totaling more than \$1.5 million since 2014. Increased corporate philanthropy and engagement in support of core educational programs.

A proven and effective organizer and advocate achieving major success in the organization's legislative and advocacy agenda at the state, regional, and federal level. Possessing meaningful and collaborative relationships with key leaders in the Michigan legislature and Michigan's congressional delegation, state and federal agencies and the highest levels. An expert in coalition building to create momentum and consensus around shared objectives. A polished communicator with vast experience across all media platforms both traditional and emerging.

In conjunction with the Board of Directors, reorganized the corporate structure of the organization to achieve a more efficient governance structure and provide more opportunities for and more focus on direct member engagement. Led an effort to overhaul public-facing communications properties to realize more organizational reach and leverage technology to increase engagement, awareness, and revenue, increasing circulation by 91%. Drove migration to a new, comprehensive CRM and membership management platform, substantially upgrading member services, business intelligence and efficiency.

Associate Director, Leasing and Regulatory Services, Central Michigan University, Global Campus March 2012-July 2014. Responsible for developing and maintaining key relationships with business providers and partners for CMU's Global Campus, a \$50 million+, 200+ employee business and academic unit within Central Michigan University. Primary oversight for all leasing activities representing over 140,000 sq. feet of leased space and nearly \$16 million in contracts. Conversant in commercial real estate

and tax law. Undertake space planning and utilization for Global Campus locations, serve as liaison with architects, construction contractors, and furniture vendors.

Oversee staff responsible for the daily administration of CMU's interface with GoArmyEd and other military portals. Ensure compliance with the US Department of Defense's (DoD) Memorandum of Understanding for voluntary education programs. Identified need for and implemented compliance protocol for certifying veterans' educational benefits.

Administer the orderly review of contracts, agreements, and memoranda of understanding/agreement for Global Campus. Ensure Global Campus compliance with applicable state, federal, and US military regulations related to offering educational programming. Responsible for Global Campus compliance with the Clery Act and for addressing non-employee related risk management. Notable achievements:

- Simultaneous management of projects totaling more than \$1M.
- Project leader for 3 successful Third Party Educational Assessments (DoD) of CMU programs at Joint Base Andrews, Camp Pendleton, and Seymour Johnson Air Force Base.
- Restructured three agreements resulting in \$260,000+ in savings to CMU in 2014.
- Resolved a regulatory liability of \$120,000+ to CMU's benefit for less than \$40,000.
- Expertise in Federal procurement and contracting procedures and policies
- Staff under my leadership received nominations for CMU's Service Excellence Award.
- As overseer of military compliance, CMU was named by US News & World Report as the No. 1 institution for veterans for 2014.

Policy and Regulations Unit Manager; Assistant-to-the-Chief, Wildlife Division, Michigan Department of Natural Resources and Environment December 2009-March 2012. Served as assistant to the Chief of the MDNR Wildlife Division. Assisted the chief in the overall management of bureau programs. Provide issue expertise on state and federal wildlife and natural resources policy questions. Division lead on all legislative and policy matters, provide coordination for the preparation of all bill analyses and legislative inquiries. Supervisory responsibilities for new unit within Division added in April 2011.

- Leadership for all Policy and Regulations Unit staff
- Lead the development of regulations, policies, and procedures
- Departmental lead on state and federal committees and associations involving wildlife related legislation
- Responsible for all Division relations with tribal governments
- Division legislative and legal affairs lead
- Active member of the Division management team
- Provide leadership on all division related legislative issues
- Active participant in division reorganization planning

Legislative Liaison, Michigan Department of Natural Resources June 2008-January 2010. Gubernatorial appointee, advisor and strategist to the Director and executive leadership team on all interactions with the members of the Michigan legislature and members of the Michigan Congressional delegation. Responsible for the development and advocacy of the Department's legislative agenda and achievement of strategic priorities. Active participant in the establishment of policies and strategic decisions impacting the direction of the agency.

- Member of the Department Management Team and Senior Executive Team
- Advise and consult on executive level policy and program decisions impacting a 300 million dollar, 1500+ employee state agency
- Manage and maintain positive and beneficial relationships with all legislative offices
- Establish Department wide positions on legislative policy
- Provide regular reports to members of the Natural Resources Commission
- Principal spokesperson on all legislative matters, develop and deliver official department testimony
- Coordinate the development of detailed bill analyses and issue statements
- Primary contact for 148 state legislative offices on natural resource issues
- Expertise in legislative process and bill drafting
- Vast experience in delivering testimony and interacting with statewide media outlets

Acting Legislative Liaison, September 2007-June 2008

Assistant Legislative Liaison, March 2007-September 2007. Primary surrogate for Department Legislative Liaison. Develop and coordinate legislative briefings, assist the Liaison at their direction.

Conservation Policy Advisor to Lieutenant Governor John D. Cherry, Office of the Governor of the State of Michigan July 2004-March 2007. Provided advice and counsel to senior, statewide elected officials on policy related to conservation, environmental, and natural resources management. Made and nurtured beneficial relationships between the Executive Office and critical constituent organizations. Researched, composed, and presented confidential briefings, issue papers, and analysis to senior staff and advisors. Assisted the Lieutenant Governor administer his constitutional duties as presiding officer of the Michigan State Senate. Appointed as an alternate member of the Great Lakes Commission, a bi-national, Congressionally chartered organization. Supervised office interns. Other distinctions during my service:

- Lieutenant Governor elected Chair of the Great Lakes Commission, first Lieutenant Governor to hold that position
- Lieutenant Governor awarded "Conservationist of the Year" by Michigan United Conservation Clubs
- Lieutenant Governor awarded "Legislator of the Year," by the Flint Regional Chapter of the Safari Club International

• Lieutenant Governor served as Co-Chair of the successful campaign for Proposition 1-06, providing constitutional protection to natural resources funding, which passed with 81% in favor.

Substantial exposure to fundraising techniques, donor development and identification. Engaged in fund solicitation.

Director of Membership and Membership Marketing, Michigan United

Conservation Clubs, March 2003-July 2004. Mid-level leadership position in a major state-based natural resources organization. Primary organizer of grass roots level issue advocacy. Developed candidate forums, oversaw circulation of monthly magazine. Advisor to the Executive Director and Board of Directors on developing and sustaining membership marketing programs. Supervised Membership Marketing staff and volunteers.

EDUCATION

Master of Public Administration, Central Michigan University, 2014.

Master of Science, Fisheries and Wildlife, Michigan State University 2010 Thesis: Toward a Curriculum in Conservation Law and Policy

Bachelor of Arts, Political Theory and Constitutional Democracy, Michigan State University, 2003.

Cambridge University, St. Catharines College, Cambridge England, Studies in Political Theory and International Relations, Summer, 2001.

MEMBERSHIPS

Co-Chair, Hunting Works Coalition-Michigan, 2016-present

Trustee, Great Lakes Fishery Trust, 2014-present.

Chair, Michigan Legislative Sportsmen's Caucus Advisory Council 2015-present Partner, Boone and Crockett Quantitative Wildlife Research Lab, Michigan State University 2017-present

Chair, Michigan Conservation Coalition, 2015-present

Member, National Wildlife Federation Strategic Planning Committee 2016-present

Co-Chair, National Wildlife Federation Sporting Caucus 2015-present

Co-Chair, Michigan Blue Ribbon Panel on State Game Areas, 2015-present.

CEO's Circle, Michigan Society of Association Executives 2016-present.

Member, Energy and Environment Committee, Michigan Chamber of Commerce. 2015-present.

Member, Michigan Oil and Gas Advisory Committee, 2014-present.

Member, Outdoors Michigan PAC, 2014-present.

Member, Association of Fish and Wildlife Agencies, Legislative and Federal Budget Committee, 2008-2012.

Member, Association of Fish and Wildlife Agencies, Legal Committee, 2010-2012 Chair, East Lansing Commission on the Environment, 2005-2007.