

## Tinelle D. Bustam, PhD

Colville National Forest  
Republic, WA

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### EDUCATION

- December 2009      **Doctor of Philosophy in Health and Human Performance**  
***Specialization: Natural Resource Recreation Management***  
***Minor: Land Use Management***  
Tourism, Recreation, and Sport Management Department  
University of Florida, Gainesville, FL  
Dissertation: "Deconstructing indigenous and non-indigenous perspectives on place, power, and land values for protected area management in the Everglades, Florida"  
GPA: 4.0
- December 2002      **Master of Science in Recreation**  
***Specialization: Environmental and Outdoor Education***  
Recreation and Leisure Studies Department  
State University of New York, Cortland, NY  
Thesis: "Influences of recreation participation on environmental sensitivity"  
GPA: 3.95
- May 1998            **Bachelor of Science in Wildlife Biology**  
***Specialization: Terrestrial***  
College of Forestry and Conservation  
University of Montana, Missoula, MT

### PROFESSIONAL DEVELOPMENT

- February 2013      **Certificate in Executive Leadership**  
***Specialization: Executive Leadership Program***  
Graduate School USA, Washington DC
- December 1996      **Certificate in Outdoor Leadership**  
***Specialization: Backpacking, Mountaineering, and Sailing***  
National Outdoor Leadership School, Naro Moru, Kenya

## PUBLICATIONS

### Invited Articles (Refereed)

**Bustam, T. D.** (2014). Inclusive Green Economy and Ecotourism as an Approach for Poverty Reduction. In "Green Economy and Poverty Reduction Approaches." United Nations Development Programme: New York, NY.

**Bustam, T. D.** (2010). Contemporary challenges of cultural resource management: An inquiry of the role of public support, climate change, and natural hazards in management. *Park Break Perspectives, 6*, 1-12.

**Bustam, T. D.,** Schadler, E., White, H., & Pope, B. (2010). Positivism to post-positivism in conservation: A call for a philosophical paradigm shift. *Park Break Perspectives, 1*, 1-9.

**Bustam, T. D.,** Moorman, M., van Riper, C., & Stehn, S. (2009). Ocean currents, dune hollows, and mountain peaks: Park break as a pedagogical approach to collaborative experiential learning in the national parks. *The George Wright Society Forum, 6*(3), 14-22.

White, H., & **Bustam, T. D.** (2010). Using leisure constraints research to inform outdoor recreation research and natural resource management decisions. *Park Break Perspectives, 5*, 1-10.

### Articles (Refereed)

Buta, N., Holland, S., & **Bustam, T. D.** (2013). Residents interactions with and attachments to Retezat National Park, Romania: Implications for environmental responsibility. *World Leisure Journal*.

**Bustam, T. D.,** Buta, N., & Stein, T. V. (2012). Raising awareness of sustainability: The role of education in ecotourism certification. *Journal of Ecotourism*.

**Bustam, T. D.,** & Thapa, B. (2012). Race and ethnicity in outdoor recreation behavior. *Journal of Park and Recreation Administration*.

Koro-Ljungberg, M., Cavalleri, D., Covert, H., **Bustam, T.,** & Johnson, M. (2012). Tensions in research journals: Descriptions of graduate students' methodological learnings in the context of qualitative data analysis. *Qualitative Research*.

**Bustam, T.,** Young, A. B., & Todd, S. (2006). Environmental sensitivity and outdoor recreation setting preferences. In K. Paisley, A. B. Young & L. H. McAvoy (Eds.). *Research in outdoor education: Vol. 8* (pp. 35-47). Cortland: Coalition for Education in the Outdoors.

**Bustam, T.,** Young, A. B., & Todd, S. (2004). Environmental sensitivity and experience preferences in outdoor recreation participation. In K. Paisley, C. J. Bunting, A. B. Young, & K. Bloom (Eds.). *Research in outdoor education: Vol. 7* (pp. 19-31). Cortland: Coalition for Education in the Outdoors.

### **Extension Papers (Refereed)**

- Bustam, T. D., & Stein, T. V. (2011).** Integrating sustainability into your ecotourism operation. *School of Forest Resources and Conservation, University of Florida, Institute of Food and Agricultural Sciences, Florida Cooperative Extension Service.* Gainesville, FL: University of Florida.
- Bustam, T. D., & Stein, T. V. (2011).** Marketing your ecotourism business using strategic planning. *School of Forest Resources and Conservation, University of Florida, Institute of Food and Agricultural Sciences, Florida Cooperative Extension Service.* Gainesville, FL: University of Florida.
- Bustam, T. D., & Stein, T. V. (2010).** Principles for developing your ecotourism business plan FOR 237/FR 299. *School of Forest Resources and Conservation, University of Florida, Institute of Food and Agricultural Sciences, Florida Cooperative Extension Service.* Gainesville, FL: University of Florida.

### **Paper Proceedings**

- Bustam, T. D., Buta, N., & McCormick, J. (2009).** Involvement in outdoor recreation and perceived safety on public lands. In the *2009 Society of American Foresters National Convention Proceedings.* Orlando, FL: SAF.
- Bustam, T., Young, A. B., & Todd, S. (2007).** Environmental sensitivity and outdoor recreation setting preferences. In R. Burns (Ed.), *Proceedings of the 2006 Northeast Recreation Research Symposium* (pp. 152-157). Newton Square, PA: USDA Forest Service, Northeastern Research Station.
- Bustam, T., Young, A. B., & Todd, S. (2003).** Environmental sensitivity and youthful participation in outdoor recreation. In J. J. Murdy (Ed.) *Proceedings of the 2003 Northeast Recreation Research Symposium* (pp. 270-275). Newton Square, PA: USDA Forest Service, Northeastern Research Station, GTR NE-317.

### **Abstracts (Refereed)**

- Bustam, T. D., Buta, N., & McCormick, J. (2010).** Involvement in outdoor recreation and perceived safety on public lands. *Journal of Forestry, 108* (3), 156.

### **Abstract Proceedings (Refereed)**

- Bustam, T. D. & Buta, N. (2010).** Contemporary challenges to public land management: The implications of crime on outdoor recreation involvement and place attachment. *2010 Society of American Foresters.* Albuquerque, NM: SAF.

- Bustam, T. D. & Buta, N. (2010).** How effective is ecotourism certification in supporting sustainable development?: Defining ecotourism and principles of sustainability. *2010 Society of American Foresters*. Albuquerque, NM: SAF.
- Bustam, T. D., O'Brien, C. J., & Taylor, T. (2010).** Travel management on National Forest System Lands: Future challenges and lessons learned. *2010 Society of American Foresters*. Albuquerque, NM: SAF.
- Bustam, T. D. (2010).** Climate change, natural hazards, public support, and privatization: Contemporary challenges to cultural resource management. *16<sup>th</sup> International Symposium on Society and Resource Management*. Corpus Christi, TX: ISSRM.
- Bustam, T. D., & Buta, N. (2010).** The utility of ecotourism certification: The role of sustainability principles and practices in online marketing. *16<sup>th</sup> International Symposium on Society and Resource Management*. Corpus Christi, TX: ISSRM.
- Bustam, T. D., & Buta, N. (2010).** Principles and practices: The role of environmental sustainability in ecotourism certification. In the *32<sup>nd</sup> Annual Southeast Recreation Research Conference Book of Abstracts*. Greenville, SC: SERR.
- Koro-Ljungberg, M., Cavalleri, D., Covert, H., **Bustam, T.**, & Johnson, M. (2010). Tensions in qualitative research journals. In the Congress program for the *6<sup>th</sup> International Congress of Qualitative Inquiry*. University of Illinois at Urbana-Champaign, IL: COQI.
- Bustam, T. D., & Buta, N. (2009).** Learning from ecotourism?: The utility of education in ecotourism certification. In the *2009 Society of American Foresters National Convention Proceedings*, Orlando, FL: SAF.
- Bustam, T. D. (2009).** Managing cultural resources in our national parks for the next 100 years: The role of climate change and public support as modern-day challenges. In the Interdisciplinary Environmental Association (Comp). *15<sup>th</sup> International Interdisciplinary Conference on the Environment Program and Abstracts*, Daytona Beach, FL: IEA.
- Bustam, T. D., & Buta, N. (2009).** Raising awareness of sustainability: The role of education in ecotourism certification. In the Interdisciplinary Environmental Association (Comp). *15<sup>th</sup> International Interdisciplinary Conference on the Environment Program and Abstracts*, Daytona Beach, FL: IEA.
- Bustam, T. D., & Buta, N. (2009).** Paddling for place: The influence of outdoor recreation involvement on place attachment. In J. Schrader (Comp.). *31<sup>st</sup> Annual Southeast Recreation Research Conference Book of Abstracts*. Gainesville, FL: University of Florida School of Forest Resources and Conservation.

- Bustam, T. D., & Buta, N. (2009).** What good is ecotourism certification?: An examination of online marketing of international ecotourism operations. *Paper presentation at the Southeast Chapter of Travel and Tourism Research Association Annual Conference and Tourism Research Symposium Abstracts*. [Online], Montgomery, AL: SETTRA.
- Buta, N. & **Bustam, T. D. (2009).** Commitment or practice?: An examination of certified and non-certified ecotourism operators' online sustainability messages. *Abstract Proceedings from the 15<sup>th</sup> International Symposium on Society and Resource Management, Meet Old and New Worlds in Research, Planning, and Management* [Online], Vienna, Austria: ISSRM.
- Buta, N., & **Bustam, T. D. (2009).** Understanding visitor images of the Florida Suwannee River Wilderness Trail as a tourist destination. *Rethinking Protected Areas in a Changing World: The 2009 George Wright Society Biennial Conference on Parks, Protected Areas, and Cultural Sites Program & Abstracts*. Portland, OR: GWS.
- Bustam, T. (2008).** A farewell to airboats?: An hermeneutic inquiry into resident perceptions of management. In J. Schrader (Comp.). *30<sup>th</sup> Annual Southeast Recreation Research Conference Book of Abstracts*. Gainesville, FL: University of Florida School of Forest Resources and Conservation.
- Bustam, T. (2008).** Lessons in social power. In B. P. McCormick and B. D. Kivel (Comps.). *Abstracts from the 2008 Leisure Research Symposium National Recreation and Parks Association Congress*. Baltimore, MD: NRPA.
- Bustam, T. (2008).** Understanding place attachment: Perceptions on wilderness designation. *Abstract Proceedings from the 14<sup>th</sup> International Symposium on Society and Resource Management, People and Place: Linking Culture and Nature* [Online], Burlington, VT: ISSRM.
- Bustam, T. D., & Thapa, B. (2008).** Indigenous power and natural resource conservation in the Everglades National Park, Florida. *Proceedings from the 10<sup>th</sup> World Leisure Congress 2008: How do Communities Adapt Leisure to Their Development?* [Online], Quebec City, Canada: World Leisure.
- Bustam, T., Young, A. B., & Todd, S. (2006).** Environmental sensitivity and outdoor recreation setting preferences. In A. B. Young & L. H. McAvoy (Comps.), *Abstracts from the Coalition for Education in the Outdoors Eighth Biennial Research Symposium*. Cortland, NY: Coalition for Education in the Outdoors.
- Bustam, T., Young, A. B., & Todd, S. (2004).** Environmental sensitivity and experience preferences in outdoor recreation participation. In A. B. Young (Comp.), *Abstracts of the Seventh Biennial Coalition for Education in the Outdoors Research Symposium*. Cortland, NY: Coalition for Education in the Outdoors.

## Professional Publication

**Bustam, T.** (2003). Environmental sensitivity and youthful participation in outdoor recreation. *Taproot, 13*(4), 13-14.

## Professional Reports

**Bustam, T. D.,** Manfred, C., Krupp, C., & Ayala, J. (2013). *The El Yunque Trash Free Zone Initiative*. Rio Grande, PR: El Yunque National Forest.

Young, C. & **Bustam, T. D.** (2013). *El Yunque Volunteer Strategy*. Rio Grande, PR: El Yunque National Forest.

Cuevas, V. & **Bustam, T. D.** (2013). *Developed and Designated Dispersed Recreation, Wild and Scenic River, and Wilderness Area Monitoring Strategy*. Rio Grande, PR: El Yunque National Forest.

Neppl, C. & **Bustam, T. D.** (2012). *Siskiyou Wilderness Education Plan*. Eureka, CA: Six Rivers National Forest.

Rea, D. & **Bustam, T. D.** (2012). *Mt. Lassic and North Fork Wilderness Education Plan*. Eureka, CA: Six Rivers National Forest.

**Bustam, T. D.** (2011). *From Rivers to Ridges: A Framework for Sustainable Recreation* (Technical Report). Eureka, CA: Six Rivers National Forest.

**Bustam, T. D.** (2009, May). *Stakeholder landscape meanings, perceptions of management, & participation in planning of Everglades National Park, Florida* (Research Report). Gainesville, FL: University of Florida.

**Bustam, T. D.,** Buta, N., Chang, S., McCormick, J., & Gibson, H. (2008, May). *Paddle Florida March 2008 Survey Report* (Technical Report). Gainesville, FL: University of Florida.

Anderson, L., Ackerson, W. D., Benjamin, N., Bennett, G., Bralich, E., Bullis, G., **Bustam, T.,** Carrier, R., D'Antonio, J., Fatcheric, J., Grinshaw, J., Jeffers, B., MacDonald, L., Mann, T., Mann, W., Minckler, P., Meisner, B., O'Brien, J., Ryon, C., Servidone, A., Shatlaw, S., Soi, C., Talandis, D., Todd, J. (1999, December). *A Recreational Needs Assessment of SUNY Cortland Students* (Research Report). Cortland, NY: State University of New York at Cortland.

## RESEARCH PRESENTATIONS

### Invited

**Bustam, T. D.** (2009). Stakeholder landscape meanings, perceptions of management, & participation in planning of Everglades National Park, Florida. *Presentation at the October 2009 Everglades National Park Research Seminar Series*, Homestead, FL, October 5.

### International (Refereed)

Buta, N., Stein, T. V., & **Bustam, T. D.** (2014). Assessing crowding perceptions and satisfaction among visitors at El Yunque National Forest, Puerto Rico. *Paper presentation at the 7<sup>th</sup> International Conference on Monitoring and Management of Visitors in Recreational and Protected Areas (MMV)*, Tallinn, Estonia, August 20-23.

Buta, N., Stein, T. V., & **Bustam, T. D.** (2014). Visitor perceptions of crowding and conflict at El Yunque National Forest, Puerto Rico. *Paper presentation at the SAF National Convention and IUFRO World Congress*, Salt Lake, Utah, October 8-11.

Stein, T.V., Buta, N., Baraoidan, S., Macrellis, A., & **Bustam, T.** (2014). Assessing the attitudes, motivations, and perceptions of visitors to El Yunque National Forest, Puerto Rico. *Paper presentation at the SAF National Convention and IUFRO World Congress*, Salt Lake, Utah, October 8-11.

**Bustam, T. D.** (2010). Climate change, natural hazards, public support, and privatization: Contemporary challenges to cultural resource management. *Paper presentation at the 16<sup>th</sup> International Symposium on Society and Resource Management*. Corpus Christi, TX. June 6-10.

**Bustam, T. D., & Buta, N.** (2010). The utility of ecotourism certification: The role of sustainability principles and practices in online marketing. *Poster presentation at the 16<sup>th</sup> International Symposium on Society and Resource Management*. Corpus Christi, TX. June 6-10.

Koro-Ljungberg, M., Cavalleri, D., Covert, H., **Bustam, T.**, & Johnson, M. (2010). Tensions in qualitative research journals. *Paper presentation at the 6<sup>th</sup> International Congress of Qualitative Inquiry*. University of Illinois at Urbana-Champaign. May 26-29.

**Bustam, T. D.** (2009). Managing cultural resources in our national parks for the next 100 years: The role of climate change and public support as modern-day challenges. *Paper presentation at the 15<sup>th</sup> International Interdisciplinary Conference on the Environment*, Daytona Beach, FL. July 8-11.

**Bustam, T. D., & Buta, N.** (2009). Raising awareness of sustainability: the role of education in ecotourism certification. *Paper presentation at the 15<sup>th</sup> International Interdisciplinary Conference on the Environment*, Daytona Beach, FL. July 8-11.

Buta, N. & **Bustam**, T. D. (2009). Commitment or practice?: An examination of certified and non-certified ecotourism operators' online sustainability messages. *Paper presentation at the 15<sup>th</sup> International Symposium on Society and Resource Management, Meet Old and New Worlds in Research, Planning, and Management*, Vienna, Austria. July 5-8.

**Bustam**, T. (2008). Understanding place attachment: Perceptions on wilderness designation. *Paper presentation at the 14<sup>th</sup> International Symposium on Society and Resource Management, People & Place: Linking Culture with Nature*, Burlington, VT. June 10-14.

**Bustam**, T. D., & Thapa, B. (2008). Indigenous power and natural resource conservation in the Everglades National Park, Florida. *Paper presentation at the 10<sup>th</sup> World Leisure Congress 2008: How do Communities Adapt Leisure to Their Development?*, Quebec City, Canada. October 6-10.

### **National (Refereed)**

**Bustam**, T. D. & Buta, N. (2010). Contemporary challenges to public land management: The implications of crime on outdoor recreation involvement and place attachment. *Poster presentation at the 2010 Society of American Foresters*. Albuquerque, NM. October 27-31.

**Bustam**, T. D. & Buta, N. (2010). How effective is ecotourism certification in supporting sustainable development?: Defining ecotourism and principles of sustainability. *Paper presentation at the 2010 Society of American Foresters*. Albuquerque, NM. October 27-31.

**Bustam**, T. D., O'Brien, C. J., & Taylor, T. (2010). Travel management on National Forest System Lands: Future challenges and lessons learned. *Poster presentation at the 2010 Society of American Foresters*. Albuquerque, NM. October 27-31.

**Bustam**, T. D. & Buta, N. (2009). Learning from ecotourism?: The utility of education in ecotourism certification. *Poster presentation at the 2009 Society of American Foresters National Convention*. Orlando, FL. September 30-October 4.

**Bustam**, T. D., Buta, N., & McCormick, J. (2009). Involvement in outdoor recreation and perceived safety on public lands. *Paper presentation at the 2009 Society of American Foresters National Convention*. Orlando, FL. September 30-October 4.

Buta, N., & **Bustam**, T. D. (2009). Understanding visitor images of the Florida Suwannee River Wilderness Trail as a tourist destination. *Paper presentation at the 2009 George Wright Society Biennial Conference on Parks, Protected Areas, and Cultural Sites*. Portland, OR. March 2-6.

**Bustam**, T. (2008). Lessons in social power. *Paper presentation at the 2008 National Recreation & Parks Association Leisure Research Symposium*, Baltimore, MD. October 14-18.



**Bustam, T., Young, A., & Todd, S. (2006).** Environmental sensitivity and outdoor recreation setting preferences. *Paper presentation at the Coalition for Education in the Outdoors Eighth Biennial Research Symposium.* Martinsville, IN. January 13-15.

**Bustam, T., Young, A.B., & Todd, S. (2004).** Environmental sensitivity and experience preferences in outdoor recreation participation. *Paper presentation at the Coalition for Education in the Outdoors Seventh Biennial Research Symposium.* Martinsville, IN. January 9-11.

### **Regional (Refereed)**

**Bustam, T. D., & Buta, N. (2010).** Principles and practices: The role of environmental sustainability in ecotourism certification. *Paper presentation at the 32<sup>nd</sup> Annual Southeast Recreation Research Conference.* Greenville, SC. February 21-23.

**Bustam, T. D., & Buta, N. (2009).** What good is ecotourism certification?: An examination of online marketing of international ecotourism operations. *Paper presentation at the Southeast Chapter of Travel and Tourism Research Association Annual Conference and Tourism Research Symposium.* Montgomery, AL. March, 24.

**Bustam, T. D., & Buta, N. (2009).** Paddling for place?: The influence of outdoor recreation involvement on place attachment. *Paper presentation at the 31<sup>st</sup> Annual Southeast Recreation Research Conference.* Athens, GA. February 22-24.

**Bustam, T. (2008).** A farewell to airboats?: An hermeneutic inquiry into resident perceptions of management. *Paper presentation at the 30<sup>th</sup> Annual Southeast Recreation Research Conference.* Savannah, GA. February 24-26.

**Bustam, T., Young, A., & Todd, S. (2006).** Environmental sensitivity and outdoor recreation setting preferences. *Paper presentation at the 18<sup>th</sup> Annual Northeastern Recreation Research Symposium.* Bolton Landing, NY. April 9-11.

Young, A. B., **Bustam, T., & Todd, S. (2005).** Environmental sensitivity and outdoor recreation experience preferences. *Paper presentation at the 17<sup>th</sup> Annual Northeastern Recreation Research Symposium.* Bolton Landing, NY. April 10-12.

**Bustam, T., Young, A., & Todd, S. (2003).** Environmental sensitivity and youthful participation in outdoor recreation. *Paper presentation at the 15<sup>th</sup> Northeast Recreation Research Symposium.* Bolton Landing, NY. April 6-8.

**Bustam, T. (2000).** A Recreational Needs Assessment of SUNY Cortland Students. *Paper presentation at the SUNY Cortland Scholar's Day.* Cortland, NY. April 12.

## WORKSHOP PRESENTATIONS

**Bustam, T.** (2014). Structures: Rain Shelters, Research Installations, and Trails, *Arthur Carhart Institute Wilderness Stewardship Course*. Rio Grande, PR. February 2014.

**Bustam, T.** (2013). Opportunities for Collaboration with El Yunque National Forest, *Amigos de El Yunque Board of Directors Meeting*. San Juan, PR. March, 2013.

**Bustam, T.** (2013). Carrying Capacity at El Yunque National Forest, *Amigos de El Yunque Community Involvement Sub-Committee Meeting*. San Juan, PR. February, 2013.

**Bustam, T.** (2012). El Yunque National Forest Management Challenges and Strategies. *USDA Forest Service Washington Office Planning Cadre*. Palmer, PR. August, 2012.

**Bustam, T.** (2011). Backcountry food and cooking. *USDA Forest Service Wilderness Ranger Academy*. Lee Vining, CA. June 2011.

### GRANTS and LAND ACQUISITION (Selected)

<b>Date</b>	<b>Title</b>	<b>Awarded by</b>	<b>Author</b>	<b>Amount Awarded</b>
2012	Haypress Trail Bridge Reconstruction	USDA Region 5 Capital Improvement Project	Hemus, B. & Bustam, T. D.	\$275,990
2012	Lower Trinity/Mad River Travel Management Water Bar Installation	USDA Region 5 Legacy	Bustam, T. D. & Black, C.	\$269,000
2012	Noxious Weed Removal: Mad River and Lower Trinity	CA State Parks OHV Division	Bustam, T. D. & McRae, J.	\$138,110
2012	Pilot Creek Trail Maintenance Mad River	CA State Parks OHV Division	Bustam, T. D.	\$72,565
2012	Youth Conservation Corps (YCC): Mad River and Lower Trinity	Humboldt County RAC	Bustam, T.D.	\$20,000
2012	YCC: Lower Trinity and Mad River	Trinity County Resource Advisory Council	Bustam, T.D.	\$30,000
2011	Mad River and Lower Trinity YCC Program (2012)	Humboldt County Resource Advisory Council	Bustam, T. D.	\$20,000
2011	USDA Forest Service FDDS Intern Grant	USDA Forest Service, Region 5	Bustam, T. D.	\$5,000
2010	USDA Forest Service Proposal for Acquisition of Lands in the Lake Britton Planning Unit	Pacific Forest and Watershed Lands Stewardship Council	Bustam, T. D. & Obrien, C. J.	2,191 acres
2007	Deconstructing indigenous and non-indigenous perspectives on power, place, and land values for protected area management	Dr. Linda Thornton Graduate Research Scholarship	Bustam, T. D.	\$1,000
2006 - 2009	Alumni Graduate Fellowship	University of Florida, College of Health & Human Performance	Bustam, T. D.	\$120,000
1999-2001	Graduate Assistantship	State University of New York at Cortland, Dept. of Recreation & Leisure Studies	Bustam, T. D.	\$32,000

## PROFESSIONAL WORK EXPERIENCE

Jun 2015 – Present

**District Ranger, GS-0340-13**

USDA Forest Service, Colville NF, Republic Ranger District, Republic, WA

### Supervision

- Direct supervision of the following Forest Service staff: a) one GS 11 Fire Management Officer and a fire program consisting of 4 permanent staff and 10 temporaries, b) one GS 11 Silviculturist and a silverculture program consisting of 3 temporaries, c) one GS 11 Zone Recreation Program Lead and a recreation program consisting of 2 permanent staff and 1-2 temporaries, d) one GS 11 Forest Range Program Manager and a range program consisting of 2 permanent staff and 5 temporaries, and e) one GS 7 Support Services Specialist and an administration program consisting of 2 permanent staff and 3 temporaries.

### Leadership

- Oversight and management of the following resources and program areas in order of emphasis: a) timber, b) resources (including wildlife, fisheries, and botany), c) fire (including two engines and one handcrew), d) lands and recreation special uses, e) recreation (including interpretation, and volunteers/youth/senior/hosted), and f) archaeology.

### Partnerships

- Lead point of contact with the Northeast Washington Forest Collaborative.
- Lead point of contact with the Collaborative Forest Landscape Restoration Program.
- Lead point of contact with the Confederated Tribes of the Colville for the Tribal Forest Protection Act project on Republic Ranger District.
- Member of Tri-County Economic Development District Board of Directors.

### Accomplishments

- Completion of 9-month Partnership Academy.
- Attendance at first Northwest Collaborative Summit.

Jan 2014 – Present

**Adjunct Faculty**

Frostburg State University, Recreation and Parks Management Department,  
Frostburg, MD

**Supervision**

- Oversight of ~10 students per course per semester.

**Leadership**

- Graduate Instructor of one on-line course (i.e., RECR 651 Organizational Behavior and Leadership). Prepared and presented Blackboard curriculum and assignments, graded assignments, and provided student advising.
- Subject matter includes: a) visioning, b) meeting organizational goals, c) strategic thinking, d) facilitation skills, e) training, f) conflict management, g) aiming for consensus, g) critical thinking, h) group dynamics, i) team building, j) motivations, k) evaluations, l) productivity, m) professional development, n) community relations and board development.

July 2012 – June 2014

**Public Services Staff Officer, GS-1001-13**

USDA Forest Service, El Yunque NF, Rio Grande, PR

**Supervision**

- Direct supervision of the following Forest Service staff: one GS 11 Recreation Planner, one GS 11 Archaeologist, one GS 9 Special Uses Program Lead, one GS 9 Marketing Development Specialist, one GS 9 Park Ranger, one GS 7 Visitor Information Technician, and one GS 5 Park Ranger.
- Direct supervision of the following interns: a) one Mobilize Green and b) one SCA.
- Direct oversight of the following contracts: Special Uses Clerk, Recreation Specialist, and 13-15 visitor information and interpretive staff.

**Leadership**

- Oversight and management of the following program areas: Recreation, Wild and Scenic Rivers, Wilderness, Volunteers/Youth/Senior/Hosted, Archaeology, Interpretation, Lands/Recreation Special Uses, Partnerships, and Marketing.
- Oversight and management of the following specially designated resources: one Wilderness area, three Wild and Scenic Rivers, two National Recreation Trails, and 26 heritage assets.
- Oversight and management of El Portal, the largest visitor center in the USFS system, as well as the annual calendar of special events (e.g., Puerto Rican Parrot Presentations, National Trails Day, National Get Outdoors Day, Clean-Up Day, National Public Lands Day).
- Direct oversight and management of the recreation and lands-related special use permit program consisting of ~65 permits (e.g., outfitter, guides, recreation residences, recreation events, non-commercial groups, water right of ways, road right of ways, research, photography, filming, camps) including processing applications, cost recovery fees, land use and revenue-based fees, and authorization of permits (i.e., one year or less).
- Oversight of budget allocation of \$1M; develop WorkPlans and budgets for projects and programs as well as \$1M in interpretive reserve account.

## **Partnerships**

- Direct oversight of the following partnerships in agreements: a) Eastern National providing visitor services operations (i.e., interpretation, visitor information, gift shop sales, and donations services) through 12 staff, b) Amigos de El Yunque providing friend's group support via volunteers and event support, c) Frostburg State University Visitor Carrying Capacity Study, and d) Nikini/Coca-Cola interpretive sign project.

## **Accomplishments**

- Development of the following policy documents: a) El Yunque Developed, Dispersed, Wild and Scenic River (2013), and Wilderness Monitoring Strategy (2013), b) El Yunque Special Use Permit Guidelines (2013), c) El Yunque Volunteer Implementation Strategy (2013), and lead author of d) El Yunque Forest Trash Free Zone Initiative (2013).
- Completed Executive Leadership Program (Graduate School USA): 9 month training program.

Jan 2014 – April 2014

**District Ranger, GS-0340-13**

USDA Forest Service, Los Padres NF, Mt Pinos RD, Fillmore, CA

## **Supervision**

- Direct supervision of the following Forest Service staff: a) one GS 11 Fire Management Officer and a fire program consisting of 35 permanent staff and 15 temporaries, b) one GS 11 Resource Officer, c) one GS 9 Assistant Recreation Planner, d) two GS 7 Recreation Technicians, e) one GS 7 Administrative Assistant, and f) one GS 5 Visitor Information Technician.

## **Leadership**

- Oversight and management of the following resources and program areas in order of emphasis: a) fire (including five engines, one helitack crew, and two patrols), b) lands and recreation special uses, c) recreation (including wilderness, interpretation, and volunteers/youth/senior/hosted), d) resources (including wildlife, fisheries, and botany), and e) archaeology.

## **Partnerships**

- Collaborated with the Boy Scouts of America and Kindle Inc. for an organization camp special use permit.
- Secured a group volunteer service agreement with Quail Forever for maintenance of springs and guzzlers.
- Secured a group volunteer service agreement with the Trail Maintainers of CA for trail maintenance.
- Secured a group volunteer service agreement with the Mt. Pinos Snow Patrol for emergency response services.

## **Accomplishments**

- Developed performance measures for all direct reports using the new procedures for AD 435 Performance Appraisal forms.
- Secured agreements with a) Quail Forever for maintenance of springs and guzzlers, b) Trail Maintainers of CA for trail maintenance, and c) Mt Pinos Snow Patrol for emergency response services at the Mt. Pinos snow play area.

June 2013 – Aug 2013

### **Consultant**

United Nations Development Programme, New York, NY

### **Accomplishment**

- Authored a paper entitled “Inclusive Green Economy and Ecotourism as an Approach for Poverty Reduction” as one chapter of a book titled “Green Economy and Poverty Reduction Approaches,” published by the United Nations Development Programme.

April 2012 – Feb 2013

### **Student, Executive Leadership Program**

Grad School USA, Washington, DC

### **Scheduled Executive Leadership Program Residential Training Events:**

- Orientation: April 29-May 4, 2012, Virginia Beach, VA
- Core I Training Week: July 15-20, 2012, Flintstone, MD
- Core II Training Week: October 21-26, 2012, Albuquerque, NM
- Graduation Week: January 27 – February 1, 2013, Towson, MD

### **8-Week Developmental Assignment:**

- Public Services Staff Officer, El Yunque National Forest, Host Supervisor: Pablo Cruz, Forest Supervisor GS 14, El Yunque National Forest, Rio Grande, PR 787.888.5605

### **Shadowing Assignment:**

- Walter Chavez, NPS Superintendent, GS 15, El San Juan National Historic Site, San Juan, PR

### **Executive Interviews:**

- Tom Tidwell, Chief US Forest Service, Washington DC
- Ramiro Villalvazo, Director of Public Services, USFS Region 5, Vallejo, CA
- Kimberley Anderson, Forest Supervisor, USFS Modoc National Forest, Alturas, CA
- Tyrone Kelly, Forest Supervisor, USFS Six Rivers National Forest, Eureka, CA
- Jose Juan Terrasa-Soler, Director of Planning and Development, Puerto Rico Tourism Company, San Juan, PR

**Leadership Book Reviews:**

- *The Five Dysfunctions of a Team*, Patrick Lencioni
- *Emotional Intelligence 2.0*, Travis Bradberry
- *Getting to Yes*, Roger Fisher and William Ury
- *The 360 Degree Leader*, John C. Maxwell
- *First Break All the Rules*, Marcus Buckingham and Curt Coffman

**Experiential Learning Team Activity and Briefing:**

Throughout history, the United States has benefited from an abundance of free-thinking visionaries, forward-minded strategic thinkers, and a myriad of men and women willing to step forward to lead change within government and across industry. Three diverse examples of leading change throughout our Nation's history were examined. I analyzed Walt Disney's ability to lead change through vision and strategic thinking.

**Community Service:**

I assisted the Amigos de El Yunque as a volunteer for a special event. The group co-hosted with the US Fish and Wildlife Service, a live animal exhibit and presentation of the Puerto Rican Parrot.

Jan 2011 – July 2012

**Forest Recreation Program Manager, GS-401-12**

USDA Forest Service, Six Rivers NF, Gasquet CA

**Supervision**

- Indirect supervision of three GS 9 Recreation Planners, six GS 7 Recreation Technicians, and three GS 4 and 5 temporary Recreation Technicians.

**Leadership**

- Program oversight and management of recreation facilities (i.e., developed and dispersed campgrounds, picnic and day use areas, developed/undeveloped river accesses, boat ramps, trails (including National Recreation Trails), off-highway vehicle use, scenic byways, interpretation, Wilderness areas, WSR, a National Recreation Area and recreation special uses program.
- Special uses program coordination: oversight of special use permit administration, including ~70 permits: recreation events, outfitter and guides, resorts, recreation residence, parks, club, and trailer park. Processing applications, cost recovery, land use and revenue-based fees, and issuance of permits.
- Oversight and management of the annual calendar of special events (e.g., National Trails Day, National Get Outdoors Day, National Public Lands Day).
- Wilderness and Wild and Scenic River coordinator: coordination of the 10-Year Wilderness Stewardship Challenge; facilitator for all WSR section 7 evaluations and review.
- Lead Coordinator for the Siskiyou Wilderness: Klamath National Forest (NF), Rogue Siskiyou NF, Orleans RD and Smith River NRA; annual reporting; tri-Forest management meetings.
- Volunteer Program coordinator: 2010 appraised dollar value \$.5 million.
- YCC Program Forest Coordinator: coordination & supervision of two crews.



- Off-Highway Vehicle Program Coordinator: grant proposal coordination and review, contact with State agencies, monitoring of grant funds. Travel Management implementation.
- INFRA Recreation Forest Coordinator: staff training; annual reporting; data maintenance.
- Interdisciplinary Team member of the Smith River National Recreation Area TM EIS.
- Scenic Byway Coordinator: coordination of management and marketing of 3 scenic byways.
- Manage allocation of ~\$.75M, plus \$1.3M in grant funding; develop WorkPlans and budgets.

### **Partnerships**

- Recreation partnership development: Bigfoot Bicycle Club, Crescent City Harbor, Del Norte County Chamber, Humboldt Trails Alliance, Interagency Visitor Center Planning Design Team, Redwoods National and State Parks, Rose Foundation, and Yurok Tribe Scenic Byways.
- Coordinator for Memorandum of Understanding and challenge cost-share agreement for Interagency Visitor Center; Redwood Parks Association Interagency Interpretive agreement.
- Coordination of Coast to Crest Trail: oversight of trail design, construction, & interpretation.

### **Accomplishments**

- Author of: Recreation Program Annual Monitoring Report (2009); Six Rivers National Forest Sustainable Framework for Recreation (2011); Siskiyou Wilderness Education Plan (2012), Mt. Lassic and North Fork Wilderness Education Plan (2012), and many NEPA CEs.
- Secured ~\$1.3M in external project funding (FY2012).

Jan 2010 – Jan 2011

### **District Lands/Recreation Staff Officer, GS-401-11**

USDA Forest Service, Lassen NF, Fall River Mills, CA

### **Supervision**

- Direct supervision of two GS-09 permanent staff (i.e., Recreation Planner and Special Uses Program Lead) and five temporary employees performing work at the GS-04 through GS-05 level.

### **Leadership**

- Management of recreation facilities and services (i.e., Old Station Visitor Center, developed/dispersed campgrounds, picnic and day use areas, trails, OHV, interpretation), wilderness, as well as lands and recreation special uses.
- Plan and provide oversight on construction of recreation facilities.
- Authorization of ~85 special use permits/concessions (e.g., minerals (diatomite, volcanic cinder, sand, gravel), road right of ways, water right of ways, water impoundments, grazing allotments, fences, cattle guards, radio repeaters, communication sites, recreation clubs, recreation events, non-commercial group events, recreation residences) including processing applications, fees (i.e., cost recovery, land use, revenue-based), permit processing, authorization, and billing.
- Responsible for annual program budget of \$359,000 (+\$250,000 OHV planning grant).

## **Partnerships**

- Oversight for partnerships (e.g., Lassen Volcanic National Park, Great Shasta Rail Trail, Pacific Crest Trail Association, Stewardship Council).
- Author and Project Coordinator of several Agreements (e.g., Pit River Tribe Master Participating Agreement, Pit River Tribe Supplemental Project Agreement: Trails).
- Project Coordinator for grants: Shasta Resource Advisory Council: Fall River Resource Conservation District Community Forest Project and Potato Butte OHV Planning Grant.

## **Accomplishments**

- Potato Butte Off-Highway Vehicles Environmental Assessment Interdisciplinary Team Lead.
- Lead-authored proposal (i.e., USDA Forest Service Proposal for Acquisition of Lands in the Lake Britton Planning Unit) and secured 2,191 acres from the Pacific Forest and Watershed Lands Stewardship Council.

Aug 2006 – Dec 2009

### **Research Associate and Undergraduate Instructor**

University of Florida, Center for Tourism Research and Development/Department of Tourism, Recreation, and Sport Management

## **Supervision**

- Direct supervision of 3-4 research assistants.
- Oversight of 10-50 students per course per semester.

## **Leadership**

- Research Associate for the Center for Tourism Research and Development: authored and edited manuscripts, theses and dissertations, as well as conference proposals and abstracts. Lead investigator of multiple studies (see below).
- Undergraduate Instructor of three courses (i.e., LEI 3400 Recreation Program Design, LEI 3830 Principles in Travel and Tourism, and LEI 4833 Ecotourism). Prepared and presented curriculum and assignments, graded assignments, and provided student advising.

## **Partnerships**

- Paddle Florida Organization: study design, data collection and analysis, & report findings (technical report).
- Data collection for Ocala National Forest Visitor Experience Study, Babe Ruth Softball Tournament Satisfaction Study, and Gator Swim Meet Spectator Study.

## **Accomplishments**

- Graduate Alumni Fellow (awarded \$120,000), University of Florida, Gainesville, FL, 2006-2009
- Journal publications and research presentations
- George Wright Society Biennial Conference on Parks, Protected Areas, and Cultural Sites Travel Scholarship, Portland, OR 2009
- Mentor, Park Break, George Wright Society, Mt. Rainier NP & Olympic NP, WA, 2009

- Society of American Foresters Convention Diversity Ambassador award, Orlando, FL, 2009
- 3rd Place, Society of American Foresters Presentation Competition, Orlando, FL, 2009
- Travel and Tourism Research Association Conference Scholarship, Montgomery, AL, 2009
- Honorable Mention Best Doctoral Paper, 14<sup>th</sup> International Symposium on Society and Resource Management, Burlington, VT, 2008
- Fellow, Park Break, George Wright Society, Indiana Dunes National Lakeshore, IN, 2008
- Southeast Recreation Research Conference Scholarship, Savannah, GA, 2008

Oct 2005 – Aug 2006

**Youth Recreation Coordinator**

City of Concord, Concord, NH

**Supervision**

- Hired, trained, supervised, and evaluated 5 temporary staff and volunteers.

**Leadership**

- Designed, coordinated, implemented and marketed adult and youth programs (e.g., summer and spring camp, intramural sports leagues, ice skating, open gyms, monthly coffeehouse events, and special events (e.g., Winter Carnival, Ski and Skate Sale, Concord TV production events)) in cooperation with other municipal departments, community agencies, and families.
- Coordinated volunteer staff for program implementation.
- Developed schedules and supervised program implementation including staffing, programming, facility maintenance, emergency response, and trouble-shooting problems.
- Designed quality assurance programs from instrumentation to written reports.
- Maintained records regarding program participation, equipment and facility use and generated reports for year-end.
- Monitored program budget.
- Utilized RecTrac software for data management.
- Designed promotions: TV, Radio, Newspapers, Brochures, Flyers.

**Partnerships**

- Facilitated Teen Advisory Board and monthly meetings.
- Facilitated focus groups for community needs assessment.
- Facilitated Community Advisory Board meetings.
- Hosted two, weekly community cable television shows and one weekly radio show.

**Accomplishments**

- Awarded 2005 NH National Recreation and Parks Association program award for design and implementation of youth program.

Nov 2001 – May 2004

**Residential Administrator**

Abrio Youth and Family Services, Flagstaff, AZ

**Supervision**

- Direct supervision of 5 managers, 1 medical coordinator, and 30 staff

**Leadership**

- Provided direct and indirect services for 12 individuals with developmental disabilities (i.e., activities of daily living at home, employment, leisure).
- Responsible for state licensing, operations, and management of six group homes.
- Managed central client database.
- Monitored and maintained the department budget and managed each client's personal spending account.
- Conducted monthly monitoring of each home and client records for quality assurance.
- Wrote annual Behavior Management Plans and Teaching Objectives for each client.

**Partnerships**

- Attended monthly Individual Service/Education Plan Teamings, Medication Reviews, Placements Meetings, and Human Rights Committee/Program Review Committees for each client.
- Coordinated special events (e.g., dances, camps, travel outings) and fundraisers.
- Maintained communications with families, managers, staff, and community agencies.

**Accomplishments**

- Invited to serve on the State of Arizona Division of Developmental Disabilities Program Review Committee which I did for two years.
- Implemented a new monitoring strategy that included monthly internal inspections of each group home by two supervisors, resulting in improved state annual inspection scores and expansion of the company.

Aug 2000 – June 2001

**Graduate Assistant**

State University of New York, Cortland, NY

**Supervision**

- Supervision of 3-4 assistant instructors.
- Oversight of 10-20 students per course per semester.

**Leadership**

- Teaching Assistant of 5 courses (i.e., EDU 328 Programming and Leadership, REC 102 Backpacking & Winter Camping, REC 104 Kayaking, REC 107 Snowshoeing, REC 108 Cross-Country Skiing). Presented curriculum/assignments, graded assignments, & advised students.
- Editor of Recreation Alumni Newsletter.

## Partnerships

- Conducted a recreation needs assessment for the State University of New York at Cortland (technical report).

## Accomplishments

- Secured Graduate Assistantship (i.e., \$32,000).
- Awarded membership to Rho Phi Lambda, National Honorary Fraternity.
- Journal publications and research presentations.

Feb 1998 – Sept 1999

### **Program Director**

Youth Opportunities (City of Tilton), Tilton, NH

## Supervision

- Hired, trained, supervised, and evaluated 4 volunteers.

## Leadership

- Designed, coordinated, implemented, and marketed youth programming (e.g., summer camp, special events, day trips) in cooperation with other municipal departments, community agencies, and families.
- Coordinated volunteer staff for program implementation.
- Developed schedules and supervised program implementation including staffing, programming, emergency response, and trouble-shooting problems.
- Kept accurate financial accounts.
- Maintained program participant records and logs.
- Designed promotions: Radio, Newspapers, Brochures, Flyers.

## Partnerships

- Attended various board meetings.
- Coordinated with school district, recreation centers, libraries, and community agencies.
- Designed and implemented fundraisers and solicited donations.

## **HONORS & AWARDS (Selected)**

2012-2013	<b>Executive Leadership Program</b> , Graduate School USA, Washington, DC
2013	<b>Performance award</b> , El Yunque National Forest, Rio Grande, PR
2012	<b>Performance award</b> , El Yunque National Forest, Rio Grande, PR
2011	<b>Performance award</b> , Six Rivers National Forest, Gasquet, CA
2009	<b>George Wright Society Student Travel Scholarship</b> , 2009 George Wright Society Biennial Conference, Portland, OR
2009	<b>Mentor</b> , Park Break/SCA, George Wright Society and National Park Service, Mount Rainier National Park & Olympic National Park, WA

2009 **Society of American Foresters Diversity Ambassador**, 2009 Society of American Foresters National Convention, Orland, FL

2009 **Southeast Chapter of Travel and Tourism Research Association Annual Conference and Tourism Research Symposium Scholarship**, Southeast Chapter of Travel and Tourism Research Association Annual Conference and Tourism Research Symposium, Montgomery, AL

2009 **Third Place**, 2009 Society of American Foresters Graduate Student Presentation Competition, Orlando, FL

2008 **Honorable Mention Best Doctoral Student Paper**, 14<sup>th</sup> International Symposium on Society and Resource Management, Burlington, VT

2008 **Fellowship recipient**, Park Break/SCA, George Wright Society and National Park Service, Indiana Dunes National Lakeshore, IN

2008 **Southeast Recreation Research Conference Scholarship**, Southeast Recreation Research Conference, Savannah, GA

2006-2009 **Graduate Alumni Fellow**, University of Florida, Gainesville, FL

2005 **Program award**, Shellnut/Perkins Program Award, New Hampshire Recreation and Park Association, Concord, NH

2000 **Membership**, Rho Phi Lambda, National Honorary Fraternity, SUNY Cortland, NY

#### **GOVERNANCE & SERVICE**

##### **USDA Forest Service**

Sept 2011 – Jul 2012 **Facilitator**, Forest Leadership Team, Eureka, CA  
 Sept 2010 – Jan 2011 **District Representative**, Facilities Development Committee, Susanville, CA

##### **Tourism, Recreation, and Sport Management Department, UF**

Sept 2008 – Dec 2009 **Panel member**, Faculty Search Committee, Gainesville, FL  
 Sept 2007 – May 2008 **Member**, Graduate Curriculum Committee, Gainesville, FL

##### **University of Florida**

March 2008 **Judge**, UF Speech and Debate Team National Tournament/Gator Invitational Individual Events Tournament, Gainesville, FL

##### **Scholarly Conferences**

Feb 2009 **Poster Session Judge**, Southeast Recreation Research Conference 2009, Athens, GA

Feb 2009 **Session Moderator**, Southeast Recreation Research Conference 2009, Athens, GA

2009, 2010 **Steering Committee Member**, Southeast Recreation Research Conference 2009 (Athens, GA), 2010 (Greeneville, SC)

## Other Organizations

August 2012	<b>Volunteer</b> , Amigos de El Yunque, Palmer, PR
April 2008 – June 2008	<b>Panelist</b> , National Geographic Society Center for Sustainable Destinations Historic Destinations Research
Dec 2007	<b>Judge</b> , Westwood Middle School Science Fair, Gainesville, FL
Oct 2005 – Aug 2006	<b>Volunteer</b> , Wellness Committee, City of Concord, Concord, NH
Dec 2005 – June 2006	<b>Volunteer</b> , “Live and Let Live” Horse Shelter, Chichester, NH
Dec 2004 – Feb 2005	<b>Volunteer</b> , Willing Workers on Organic Farms, Hastings, New Zealand

## EDITORIAL/REVIEW ACTIVITIES

### Reviewer

July 2015 – Present	<b>Reviewer</b> , Journal of Forestry
2013	<b>Reviewer</b> , Template for Assessing Climate Change Impacts and Managing Options
Jan 2010 – Present	<b>Reviewer</b> , Society and Natural Resources Journal
Jan 2010 – Present	<b>Reviewer</b> , The Social Science Journal
2008 – Present	<b>Reviewer</b> , Journal of Unconventional Parks, Tourism, and Recreation Research

### Grants

2008	<b>Reviewer</b> , 21 <sup>st</sup> Century Community Learning Centers, Florida Department of Education
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### Scholarly Conference

2008, 2009, 2010	<b>Reviewer</b> , Southeast Recreation Research Conference, GA
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### Programs

2003 – 2004	<b>Reviewer</b> , Program Review Committee, State of Arizona Division of Developmental Disabilities, Flagstaff, AZ
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## OTHER EXPERIENCE

### International

Mar 2004 – Aug 2005	Independently traveled around the world (5 continents)
Dec 2004 – Jan 2005	Volunteer for Willing Workers on Organic Farms, Hastings, New Zealand
May – Sept 1996	Processor on an Alaskan fishing vessel (Blue Wave) along the Aleutian Islands and through the Bering Strait
Sept 1996 – Dec 1999	National Outdoor Leadership School, Naro Moru, Kenya