

Curriculum Vitae

KIRK EMERSON

School of Government and Public Policy
304 Social Sciences Building
University of Arizona
Tucson, Arizona 85721
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EDUCATION

- Ph.D. Public Policy and Political Science, Indiana University – Bloomington,
School of Public and Environmental Affairs and the Department of Political
Science, November, 1997
- M.C.P. Urban Studies and Planning, Massachusetts Institute of Technology, 1978
- B.A. Psychology, Princeton University, Magna cum Laude, 1973

ACADEMIC APPOINTMENTS

- 11/11 - Present Professor of Practice, Collaborative Governance, School of Government and Public
Policy, University of Arizona, Tucson, AZ (with courtesy appointments in the
School of Landscape Architecture and Planning and the School of Public Health)
- 7/08 - Present Environmental Policy Faculty Associate, Udall Center for Studies in Public Policy
and the Institute of the Environment, University of Arizona, Tucson, AZ
- 4/09 - Present Faculty Affiliate, Program for Advancement of Research on Conflict and
Collaboration, Maxwell School, Syracuse University, Syracuse, NY
- 1/09 - 5/09 William J. Donlon Distinguished Visiting Professor of Environmental
Communication, Department of Environmental Studies, College of Environmental
Sciences and Forestry, State University of New York, Syracuse, NY
- 7/08 - 11/11 University Research Associate, School of Government and Public Policy, previously
School of Public Administration and Policy, University of Arizona, Tucson, AZ
- 6/95 - 11/98 Assistant Research Professor/Visiting Scholar/Coordinator, Environmental
Conflict Resolution Program, Udall Center for Studies in Public Policy, The
University of Arizona, Tucson, AZ
- 1993 - 1995 Assistant Instructor/Research Assistant/Adjunct Professor, School of Public and
Environmental Affairs, Indiana University, Bloomington, IN

PROFESSIONAL EMPLOYMENT

- 6/09 – Present Principal, Kirk Emerson & Associates, Tucson, AZ
- 7/08 – 12/08 Senior Advisor, U.S. Institute for Environmental Conflict Resolution
Morris K. Udall Foundation, Tucson, AZ
- 11/98 – 6/08 Director, U.S. Institute for Environmental Conflict Resolution
Morris K. Udall Foundation, Tucson, AZ
- 1991 – 1992 Planning and Mediation Consultant with PennACCORD and the Eastern
Pennsylvania Mediation Service Philadelphia, PA
- 1987 – 1991 Director, Countywide Planning, Bucks County Planning Commission
Doylestown, PA
- 1984 – 1987 Environmental Planner, then Housing Planner, Bucks County Planning Commission
Doylestown, PA
- 1980 – 1988 Consultant to American Institute for Architects, Public Education Program,
Washington, DC

ACADEMIC AWARDS, HONORS, AND GRANTS

2019 NASPAA/ASPA Distinguished Research Award presented at the annual conference of the Network of Schools of Public Policy, Affairs, and Administration (NASPAA) October 2019

Fulbright Specialist Appointment, U.S. Department of State, Bureau of Educational and Cultural Affairs. December 2018 – Present

Senior Faculty participant on research team for NSF funded grant (1.5 million) to develop big data platform to assemble and analyze twenty years of NEPA environmental review documents. 2018 – Present

Sharon Pickett Award for academic contribution by Collaborative Governance Regimes (co-authored with Dr. Tina Nabatchi) by the Association for Conflict Resolution July 2017

Award for Best Simulation by the Syracuse University Maxwell School's Collaborative Governance Initiative competition for "Negotiating Science and Policy in Collaborative Hydropower Licensing," (co-authored with Dr. Nicola Ulibarri) published on E-PARCC website. April 2016

Best Article Award from the Section for Public Performance and Management (SPPM) of the American Society for Public Administration (ASPA) for "Evaluating the Productivity of Collaborative Governance Regimes: A Performance Matrix" (co-authored with Dr. Tina Nabatchi) published in *Public Performance & Management Review (PPMR)*. March 2016

Elected Fellow, National Academy of Public Administration, December 2015

Theodore H. Koff Outstanding Teacher Award, School of Government and Public Policy, University of Arizona, 2012 – 2013

William Anderson Award, American Political Science Association, for “The Emergence of State Property Rights Legislation: A Comparative State Policy Analysis,” as best doctoral dissertation completed in 1996 or 1997 in the field of state and local politics, federalism, or intergovernmental relations

Visiting Scholar, Udall Center for Studies in Public Policy, University of Arizona, 1996

Dissertation Fellowship, Center for Urban Policy and the Environment, School of Public and Environmental Affairs, Indiana University – Indianapolis, 1995-1996

Lynton K. Caldwell Fellowship, School of Public and Environmental Affairs, Indiana University, 1992 – 1995

Ida M. Green Fellowship, Massachusetts Institute of Technology, 1977 – 1978

Magna cum Laude, Princeton University, 1973

AREAS OF RESEARCH

Collaborative Governance
Environmental Conflict Resolution
National Environmental Policy Act
Collaborative Public Lands Management
US-Mexico Border Interagency Cooperation
National Environmental Policy Act

PUBLICATIONS

Works in Progress

Scott, Tyler and Kirk Emerson, 2020. “Configuring Collaboration Dynamics to Study Change in CGRs,” preparing for submission in 2021.

Emerson, Kirk, Elizabeth Baldwin, Tyler A. Scott, Justin R. Pidot, Aaron M. Lien, Faiz Currim, Steven Bethard, Sudha Ram, Marc L. Miller, and Laura López-Hoffman, “NEPA Performance: Conceptualizing Multi-dimensional Policy Objectives,” submitted for publication, 2020.

Baldwin, Elizabeth and Kirk Emerson. “Using the Strategic Action Framework to Analyze Environmental Policy Implementation on the U.S.-Mexico Border.” Under revision. 2020.

Yang, Lihua and Kirk Emerson. “Collaborative Grassland Governance in China: Collaborating in a Strong-State Setting.” Under revision. 2019.

Peer-reviewed Journal Articles

Ulibarri, Nicola, Kirk Emerson, Mark Imperial, Jens Newig and Ed Weber. 2020. "How does collaborative governance evolve? Insights from a medium-n case comparison," *Policy and Society*. 1-21.

Emerson, Kirk and Elizabeth Baldwin. 2019. "Effectiveness in NEPA Decision Making: In Search of Evidence and Theory." *Journal of Environmental Policy and Planning Environmental Policy and Planning* 21(4), 427-443.

Emerson, Kirk. 2018. "Collaborative Governance of Public Health in LMICs: Lessons from Research in Public Administration." *BMJ Global Health*. 3.Suppl 4 (2018): e000381.

Rasanathan K, Bennett S, Atkins V, Beschel R, Carrasquilla G, Charles J, et al. 2017. "Governing multisectoral action for health in low- and middle-income countries." *PLoS Med* 14(4): e1002285. <https://doi.org/10.1371/journal.pmed.1002285>

Bixler, R. Patrick, Johnson, Shawn, Emerson, Kirk, Curtin, Charles, Romolini, Michele, Nabatchi, Tina, Grove, J. Morgan, and Rueling, Melly. 2016. "Networks and Landscapes: A Framework for Setting Goals and Evaluating Performance at the Large Landscape Scale." *Frontiers in Ecology and the Environment*. Special Issue on Network Governance. Vol. 14. Pp. 145-153.

Emerson, Kirk, and Andrea K Gerlak. 2016. "Teaching Collaborative Governance Online: Aligning Collaborative Instruction with Online Learning Platforms." *Journal of Public Affairs Education*, Special Symposium Issue on Technology in the Classroom, 22(3). July.

Emerson, Kirk, Alexandra P. Joosse, Frank Dukes, Wendy Willis, and Kim Hodge Cowgill. 2015. "Disrupting Deliberative Discourse: Strategic Political Incivility at the Local Level." *Conflict Resolution Quarterly*. 32(3), 299-324.

Emerson, Kirk, and Tina Nabatchi. 2015. "Evaluating the Productivity of Collaborative Governance Regimes." *Public Performance and Management Review*. 38(4). 717-747.

Emerson, Kirk, and Andrea K. Gerlak. 2014. "Adaptation in Collaborative Governance Regimes." *Environmental Management* 54(4).768-781.

Emerson, Kirk, Tina Nabatchi, and Stephen Balogh. (2012). "An Integrative Framework for Collaborative Governance." *Journal of Public Administration, Research and Theory*. 22(1). 1-29.

Emerson, Kirk, Patricia Orr, Dale Keyes and Kathy McKnight. 2009. "Understanding Environmental Conflict Resolution: Evaluating Performance Outcomes and Contributing Factors." *Conflict Resolution Quarterly*. 27(1). 27-64.

Orr, Patricia, Kirk Emerson, and Dale Keyes. 2008. "Environmental Conflict Resolution Performance and Practice: An Evaluation Framework." *Conflict Resolution Quarterly*. 25(3). 2008. 287-302.

Emerson, Kirk. 2008. "On Perfect Storms and Sacred Cows of Collaboration, Comments on Bradley Karkkainen, Getting to "Let's Talk": Legal and Natural Destabilizations and the Future of Regional Collaboration" for special edition on Collaboration and the Colorado River, *Nevada Law Journal*, Volume 8(3).

Emerson, Kirk, Rosemary O'Leary and Lisa Blomgren Bingham. 2004. "Commentary on Frank Duke's "What We Know about Environmental Conflict Resolution." *Conflict Resolution Quarterly*. 22(1-2). 221-223.

Emerson, Kirk, and Charles R Wise. 1997. "Statutory Approaches to Regulatory Takings: State Property Rights Legislation: Issues and Implications for Public Administration." *Public Administration Review*. 57(5). 411-422.

Wise, Charles R., and Kirk Emerson. 1994. "Regulatory Takings: The Emerging Doctrine and its Implications for Public Administration." *Administration and Society*. 26(3). 305-336.

Books

Emerson, Kirk, and Tina Nabatchi. 2015. *Collaborative Governance Regimes*. Georgetown University Press: Washington, DC.

Expert-Reviewed Book Chapters

Emerson, Kirk and Min Woo Ahn. 2021. "Collaborative Governance Regimes: Informing Practice through Research." In Daniel P. Gitterman and Neil Britto (editors). *The Intersector: How the Public, Nonprofit, and Private Sectors Can Address America's Challenges*. Brookings Institution Press, June.

Nabatchi, Tina and Kirk Emerson. 2021. "Implementation in Collaborative Governance." In Jack Meek (editor), *Handbook of Collaborative Management*." Edward Elgar Publishing. February.

Emerson, Kirk. 2019. "Integration and Needed Capacities for Hybrid Governance Arrangements." In Joop Koppenjan, Katrien Termeer and Philip Marcel Karré (editors.) *New Governance Arrangements. Toward Hybrid and Smarter Government, SMART HYBRIDITY*, 101.

Emerson, Kirk, Nabatchi, Tina, and O'Leary, Rosemary. 2017. "Environmental Collaboration and Conflict Resolution." In Robert F. Durant, Daniel J. Fiorino and Rosemary O'Leary (editors). *Environmental Governance Reconsidered: Challenges, Choices and Opportunities, Second Edition*, Cambridge, MA: MIT Press.

Emerson, Kirk. 2011. "Collaborative Management and Climate Change." In Edella Schlager, Kirsten Engel and Sally Rider (editors). *Navigating Climate Change Policy in a Federal System*. Tucson, AZ: The University of Arizona Press.

Emerson, Kirk. 2010. "The Promise and Peril of Collaboration in the Colorado River Basin." In T. S. Melis, J. F. Hamill, G. E. Bennett, J. Lewis G. Coggins, P. E. Grams, T. A. Kennedy, D. M. Kubly and B. E. Ralston (editors.). *Coming Together: Coordination of Science and Restoration Activities for the Colorado River Ecosystem*, Scottsdale, AZ: U.S. Geological Survey. Pp. 141-145

Emerson, Kirk, and Peter Murchie. 2010. "Collaborative Governance and Climate Change: Opportunities for Public Administration." In S. K. Rosemary O'Leary, and David Van Slyk (editors). *The Future of Public Administration, Public Management, and Public Service around the World: The Minnowbrook Perspective*, Washington, DC: Georgetown University Press.

Emerson, Kirk. 2009. "Synthesizing Practice and Performance in the Field of Environmental Conflict Resolution." In Rosemary O'Leary and Lisa Blomgren Bingham (editors). *The Collaborative Public Manager*. Washington DC: Georgetown University Press. Pp. 215-231.

Emerson, Kirk, Tina Nabatchi, Rosemary O'Leary and John Stephens. 2003. "The Challenges of Environmental Conflict Resolution." In Rosemary O'Leary and Lisa Blomgren Bingham (editors). *The Promise and Performance of Environmental Conflict Resolution*. Washington, DC: Resources for the Future. Pp. 3–26.

Emerson, Kirk, and Christine Carlson. 2003. "An Evaluation System for State and Federal Conflict Resolution Programs." In Rosemary O'Leary and Lisa Blomgren Bingham (editors). *The Promise and Performance of Environmental Conflict Resolution*. Washington, DC: Resources for the Future. 192-206.

Emerson, Kirk. 2004. "Taking the Land Rights Movement Seriously." In Susan J. Armstrong and Richard G. Botzler (editors). *Environmental Ethics: Divergence and Convergence*. New York: McGraw Hill. pp. 505-513.

Emerson, Kirk. 1996. "Taking the Land Rights Movement Seriously." In Philip Brick and McGreggor Cawley (editors). *A Wolf in the Garden: The Land Rights Movement and the Renewal of the American Environmental Movement*. Lanham, MD: Rowman & Littlefield. 115-134.

Recent Commissioned Reports, Articles, Podcasts, Opinion Pieces

Emerson, Kirk, 2020, National Academy of Public Administration Podcast, "Emerging Practices in Public Governance" interviewed by Teresa Gerton.

https://www.napawash.org/page/multimedia?utm_medium=email&utm_campaign=Management%20Matters%20New&utm_content=Management%20Matters%20New+CID_a5f165dfd9872384befb4f6525fc9d7b&utm_source=&utm_term=Listen%20Now

Emerson, Kirk, Elizabeth Baldwin, and Laura Lopez-Hoffman. 2018. "Research Brief on Interagency Cooperation on the U.S. Mexico Border," submitted as testimony at the hearing on "The Costs of Denying Border Patrol Access: Our Environment and Security" before the U.S. House of Representatives Committee on Natural Resources Subcommittee on Oversight and Investigations February 15.

Baldwin, Elizabeth, Kirk Emerson, and Laura Lopez-Hoffman. 2017. "Border Security vs. Environmental Protection? It's a False Choice." *Houston Chronicle* August 5.

Emerson, Kirk. 2016. "Collaborative Area Management Plan (CAMP) Recommendations to the Coronado National Forest." Prepared on behalf of the CAMP working groups for the Friends of Redington Pass.

Culver, Melanie., Malusa, Susan., Childs, Jack L., Emerson, Kirk, Fagan, Tom, Harveson, Patricia M., Haynes, Lisa E., Sanderson, Jim G., Sheehy, J.H., Skinner, Tom., Smith, Nick, Thompson, Kyle., and Thompson, Ron W., 2016. “Jaguar surveying and monitoring in the United States: U.S. Geological Survey” Open-File Report 2016–1095, 228 p.,<http://dx.doi.org/10.3133/ofr20161095>.

Emerson, Kirk. 2012. “Leading Across Sectors.” In Michael Letcher and Angela Hackett (eds.). *101st Arizona Town Hall: Civic Leadership Second Century Leadership for Arizona, Background Report*. Tucson, AZ: The University of Arizona. November 2012.

Emerson, Kirk and Smutko, Stephen. 2011. *UNCG Guide to Collaborative Competence*. University Network for Collaborative Governance, Portland, OR: National Policy Consensus Center

Emerson, Kirk. 2010. *Interagency Cooperation on U.S.-Mexico Border Wilderness Issues A Report on Interagency Cooperation*. New Mexico Wilderness Alliance. September 3, 2010.

Emerson, Kirk. 2008. “Collaborative Water Resource Management Facing Tougher Demands and Increased Scrutiny” Guest View in *Arizona Water Resource*, newsletter for Water Resources Research Center, The University of Arizona. Winter Issue.

Instructional Resource Materials

Andrew Quarles, Jennifer Wendel, and Kirk Emerson 2020. “Whalebones: Balancing National Priorities, Local Culture, and Private Interests,” a multi-party simulation, available at: https://www.maxwell.syr.edu/parcc/eparcc/simulations/Whalebones_Balancing_National_Priorities,_Local_Culture_and_Private_Interests/

Nicola Ulibarri and Kirk Emerson. 2016. “Negotiating Science and Policy in Collaborative Hydropower Licensing,” a multi-party simulation, available at: https://www.maxwell.syr.edu/parcc/eparcc/simulations/Negotiating_Science_and_Policy_in_Collaborative_Hydropower_Licensing/.

Collaborative Governance Instructional Programs and Resources at University of Arizona. Available at: <https://collaborativegovernance.arizona.edu/>

CONFERENCE PAPERS AND INVITED PRESENTATIONS

2020. Virtual Research Presentation with Tyler Scott, “Configuring Collaboration Dynamics to Study Change in CGRs”, sponsored by Esade/Tilburg Network Webinar Series. December 14.

2020. Webinar presentation. “Collaborative Governance & Collaboration Dynamics.” For Accountable Communities for Health, sponsored by Population Health Innovation Lab, Public Health Institute December 3.

2020. Webinar presentation. “Origins of the US Institute for Environmental Conflict Resolution” to staff members of the Udall Foundation and the McCain National Center for Environmental Conflict Resolution. December.

2020. Webinar presentation. “An integrative framework to address environmental and public health governance challenges” to research scientists at CSIRO Land and Water Australia October 20.

2020. Virtual Roundtable on “Developing Public Governance and Engagement,” sponsored by National Academy of Public Administration
<https://www.napawash.org/grandchallenges/blog/roundtable-on-developing-public-governance-and-engagement> July

2019. Panel presentation. “Ensuring Environmental Sustainability: Stewarding Natural Resources and Addressing Climate Change” National Academy of Public Administration, annual conference. Washington, DC, November.

2019. Panel presentation. “Enhancing Collaborative Governance Education in MPA Programs,” NASPAA annual conference, Los Angeles, October.

2019. Panel presentation, “How does collaborative governance evolve? Insights from a medium-n case comparison,” University Network for Collaborative Governance annual conference, Bloomington, IN, October.

2019. Invited Public Talk at U.S. Embassy, “Collaborative Governance in the 21st Century: Challenging How We Govern in Liberal Democracies and Strong State Settings,” October.

2019. Series of Graduate Talks on Collaborative Governance, Peking University, School of Government, October.

2018. Paper presentations and seminars given while on sabbatical at the following universities: in the Netherlands: Tilburg University, University of Utrecht, Erasmus University, Radboud University; and in Italy: Bocconi University and University of Palermo.

2018. “Developing a Data Base Framework for Collaborative Governance Cases.” Presented at the International Research Society for Public Management, Edinburgh, Scotland. April 12, 2018.

2018. “Considering Political Leadership in Collaborative Governance.” Presented at the International Research Society for Public Management, Edinburgh, Scotland. April 11-14, 2018.

2018. “In Search of NEPA Effectiveness.” Presented by Liz Baldwin. Midwest Political Science Association Conference, Chicago, IL April 11, 2018.

2018. “Collaborative governance of large carnivores: A pathway to consensus or continued dispute?” Invited discussant at Democracy and Public Administration 3rd Annual Conference, Swedish Research Council. Stockholm, Sweden. March 15-16, 2018.

2018. “Collaborative Governance of Wildlife.” Invited workshop participant. Stockholm, Sweden. March 11-14, 2018

2018. “Building your research portfolio: The science behind academic publishing” Invited panelist for Student and New Professional Summit, at the American Society for Public Administration (ASPA), Denver, CO. March 9, 2018.

2018 “Environmental Conflict Resolution and Collaborative Governance.” Invited Speaker for Spring Seminar Series of the Forest and Rangeland Stewardship Department in the Warner College of Natural Resources, Colorado State University, Fort Collins CO. March 8, 2018.

2018. “Designing for Collaborative Governance.” Webinar presented by Kirk Emerson and Tina Nabatchi, sponsored by the Section on Public and Environmental Policy, Association for Conflict Resolution. February 20, 2018.

2017. “CGRs within and beyond Networks.” Presented with Tina Nabatchi at the Public Management Research Conference, Washington, DC. June 2017.

2016. “Lessons learned from the fields of public administration and management for collaborative governance.” Presented at Johns Hopkins School of Public Health and Unicef co-sponsored meeting on Governing Multi-sectoral Collaborations for Health in Low and Middle Income Countries Rockefeller Bellagio Center, Bellagio, Italy. June 27-30.

2016. “Managing Collaborative Governance Regimes: From practice to theory and back again.” Panel presentation at the annual Public Management Research Conference in Aarhus, Denmark, June 22-24.

2016. “Collaborative Governance Regimes” book presentation and discussion via video conference at the annual conference of the University Network for Collaborative Governance. June 14.

2016. “Measuring the Process and Productivity Performance of Collaborative Governance Regimes” presented at the annual conference of the American Society for Public Administration, Seattle, WA. March 21.

2016. “Managing Collaborative Governance Regimes: From practice to theory and back again” presented at the annual conference of the American Society for Public Administration, Seattle, WA. March 20.

2016. “Collaborative Governance Regimes for Practitioners” Brown bag for staff and community practitioners hosted by the William D. Ruckelshaus Center, Seattle, WA. March 19

2016. “Moving from Species to Genus: A Typology of Collaborative Governance Regimes.” (presented by Dr. Tina Nabatchi) at Florida International University’s Department of Public Administration Faculty and Student Research Colloquium. Miami, FL. February 15.

2016. “Moving from Species to Genus: A Typology of Collaborative Governance Regimes.” Panel presentation (by Tina Nabatchi) at the Indiana University’s School of Public and Environmental Affairs’ Association of SPEA PhD Students Annual Conference. Bloomington, IN. February 19.

2015. “An Overview of *Collaborative Governance Regimes*” Panel presentation at the international conference on Participatory Democracy, Civic Engagement and Citizenship Education, Arizona State University, Tempe, AZ. December 4.

2015. "Moving from Genus to Species: A Typology of Collaborative Governance Regimes." Panel presentation at the annual Public Management Research Conference, Minneapolis, MN. June 11.

2015. "Collaborative Governance at the University of Arizona." Panel presentation at the Advisory Board meeting of the William D. Ruckelshaus Center, Seattle, WA. April 30.

2015 "Moving from Genus to Species: A Typology of Collaborative Governance Regimes" Panel presentation (by Tina Nabatchi) at the annual conference of the American Society for Public Administration, Chicago, IL. March 7.

2014. "Disrupting Deliberative Forums." University Network for Collaborative Governance Annual Meeting. Charlottesville, VA. October 18.

2014. "Collaborative Governance in Water Resources Management." Webinar hosted by U.S. Army Corps of Engineers Water Resources Center for collaboration community of practice. July 14.

2014. "Wicked Problems, Wicked Collaboration: Revisiting the Collaboration Fix." Keynote at Maxwell Conference, Managing Wicked Problems in the 21st Century, Syracuse University, NY. April 5.

2013. "Performance Dimensions for Collaborative Governance Regimes." Panel presentation, Public Management Research Conference, University of Wisconsin-Madison, June 22.

2013. "Dissent, Discord and Deliberation: How to Hear over the Hollering." Research presentation with Frank Dukes, Wendy Willis, Kim Hodge Cowgill, and Alex Joosse, University Network for Collaborative Governance annual conference, Pepperdine University, Malibu, CA, June 2.

2013. "Dissent, Discord and Deliberation: How to Hear over the Hollering." Research presentation with Frank Dukes, Wendy Willis, Kim Hodge Cowgill, and Alex Joosse, Environmental and Public Policy Section of the Association for Conflict Resolution annual conference, Washington, DC. May 21.

2013. "Interorganizational Collaboration." Teleseminar presented for the Workplace Section of the Association for Conflict Resolution (ACR), April 23.

2012. "Collaborative Governance: From Environmental Conflict Resolution to Collaborative Adaptation to Climate Change." Presentation at faculty seminar at Jindal Global University as part of delegation from the University of Arizona, Sonapat, Haryana, India, December 5.

2012. "Testimony on Collaborative Governance and Sustainability" before the Committee on Sustainability Linkages in the Federal Government, Science and Technology Sustainability Program, Policy and Global Affairs Division, National Research Council. Washington, DC. October 11.

2012. "Frameworks for Exploring Collaborative Governance" Keynote and "Teaching Collaborative Governance" Panel moderator and presenter. University Network for Collaborative Governance annual meeting. Syracuse University, Syracuse, NY. June 10-11.

2012. "Environmental Conflict Resolution. Does Practice Match Our Needs?" Panel Presentation. U.S. Institute for Environmental Conflict Resolution biennial conference. Tucson, AZ. May 23-24.

2012. "An Integrative Framework for Collaborative Governance." Panel presentation. American Society of Public Administrators (ASPA), Las Vegas, NV, March 5th.

2011. With Frank Dukes. "Integrative Framework for Collaborative Governance." Presented at the Environmental and Public Policy Section of the Association for Conflict Resolution. Portland, OR, June 29-30.

2011. With Steve Smutko and John Stephens. "UNCG Guide for Collaborative Competencies." Presented at the University Network for Collaborative Governance annual meeting, Portland, OR. June 27-28.

2011. "Cross-boundary Governance for Climate Change." Keynote address at the XVIII at the International Conference of the Society for Human Ecology titled Human Responsibility & Environmental Change: Planning, Process and Policy. Lake Las Vegas, NV, April 20-23.

2011. "An Integrative Framework for Collaborative Governance." For Emerson, Nabatchi and Balogh. Panel presenter at the XVIII at the International Conference of the Society for Human Ecology titled Human Responsibility & Environmental Change: Planning, Process and Policy. Lake Las Vegas, NV, April 20-23.

2011. "Participatory Modeling: A Way to Promote Collaborative Learning in Multilevel Governance." Panel presentation at Resilience 2011: Resilience, Innovation and Sustainability: Navigating the Complexities of Global Change. Second International Science and Policy Conference, Arizona State University, Tempe, AZ, March 11-16.

2010. "Pathways to Peace: Defining Community in the Age of Globalization Reflections." Participant at invited seminar sponsored Woodrow Wilson International Center for Scholars and the Fetzer Institute, Washington, DC, December 10-12.

2010. "Integrative Framework for Collaborative Governance." Presented at research workshop sponsored by Cemagref, Montpellier, France. June 28-29.

2010. "Making Collaboration Work for Climate Change." Presented at the Carnegie Center for Global Ecology. Stanford University. Palo Alto, CA, May 11.

2010. "An Integrative Framework for Collaborative Governance." Seminar presentation at the Humanities and Center for Ethics and Society, Stanford University. Palo Alto, CA, May 13.

2009. "Opportunities for Collaborative Action and Conflict Resolution." Presented at the Climate Change Workshop sponsored by Nordic Mediators and Mediators Beyond Borders, Copenhagen, Denmark.

2009. "A Framework to Assess Collaborative Governance: A New Look at Four Water Resource Management Cases." Presented with Olivier Barreteau for on behalf of coauthors Marilyn Buchholtz

ten Brink, Neda Farahbakhshazad, Greg Morrison, and Panomsak Promburon. at the 2009 Human Dimensions of Global Environmental Change Conference Amsterdam, Netherlands, December 2 -4.

2009. With Tina Nabatchi. "Collaborative Governance and Climate Change" presented with Tina Nabatchi at the Annual Meeting of the Environment and Public Policy Section of the Association for Conflict Resolution, Denver, CO, June 11-13.

2009. "Collaborative Governance and Climate Change" presented at the environmental seminar series at the Udall Center for Studies in Public Policy, The University of Arizona, Tucson, AZ, April 27.

2009. "Climate Change and Collaboration." Panelist, Policy Consensus Initiative Board Meeting, Washington, DC, March 20.

2009. "Collaborative Governance and Global Warming: Can We Change More than the Climate?" public lecture as William J. Donlon Distinguished Visiting Professor, Department of Environmental Studies, College of Environmental Science and Forestry, SUNY, Syracuse, NY, February.

2008. "Does Collaborative Governance Improve Environmental Performance." Panel discussant, Association for Public Policy Analysis and Management, Research Conference, Los Angeles, CA, November.

2008. With Peter Murchie. "Collaborative Governance and Climate Change." Presenters at the Minnowbrook III Conference, Maxwell School Syracuse University, Syracuse, NY, September.

2008. "The Promise and Peril of Collaboration on the Colorado River." Plenary keynote the USGS Symposium on Colorado River Basin Science and Resource Management Science, Phoenix, AZ, Fall.

2007. "NEPA and Collaboration," Presenter and co-lead for interagency workshop sponsored by the President's Council on Environmental Quality, Arlington, VA, December.

2007. "Boundaries and Responsibilities for Interveners in Large Scale Environmental and Public Policy Conflicts." Presenter at the annual conference for the Association for Conflict Resolution, Phoenix, AZ, October.

2007. "Environmental Conflict Resolution: Does it Work?" Presenter at the U.S. Department of the Interior's Dialogue on Collaborative Conservation and Cooperative Resolution, Washington, DC, October.

2007. "Integrating Scientists (and Science) into Community Deliberation and Public Decision Making," Keynote and commentator at Partnership and Collaboration Workshop, U.S. Geological Survey, Reston, VA, June 6-7.

2007. "Briefing on Environmental Conflict Resolution in the U.S.," presented at Canada-US Exchange on Environmental Assessment Practices, with U.S. Environmental Protection Agency, the President's Council on Environmental Quality, and the Canadian Environmental Assessment Agency, Ottawa, CN, June.

2007. “Coming to the Table: Securing Your Interests through Collaboration,” Keynote at Family Farm Alliance Annual Conference, Las Vegas, NV, February.

2006. “Designing New Federal Institutions,” Presenter and participant at Designing 21st Century Governance Mechanisms, sponsored by AmericaSpeaks, Pocantico Conference Center of the Rockefeller Brothers Fund, Pocantico, NY, July.

2005. “Engaging Environmental Leaders: The Role of Conflict Resolution,” Keynote at the Institute for Graduate Environmental Leaders, Roger Williams University School of Law, University of Rhode Island, Bristol, RI, September.

2004. “Turning Conflict into Cooperation: Sharing Data, Analyses, and Monitoring,” keynote at NatureServ Leadership Conference, Tucson, AZ, November.

COURSES TAUGHT

PA 330 Ethics in Public Administration, 3 credit undergraduate core course, School of Government and Public Policy, University of Arizona, Spring 2020

PA 527 Leadership and Ethics, 3 credit core graduate course, School of Government and Public Policy, University of Arizona, since 2016

PA620A Theory, Research and Practice in Collaborative Governance, 3 credit graduate course, School of Government and Public Policy, University of Arizona, since 2012 (online)

PA 624A Collaborative Governance Tools, 3 credit graduate course, School of Government and Public Policy, University of Arizona, since 2013 (online)

PA 626 Collaborative Governance Skills, 3 credit graduate course, School of Government and Public Policy, University of Arizona, 2012 - 2016

PA/PLG/LAW/RNR 582 Managing to Collaborate on Environmental and Natural Resources Conflicts, 3 credit graduate course, School of Government and Public Policy, University of Arizona, since 2012

PA507 Conflict Management in the Public Sector, 3 credit graduate course, School of Government and Public Policy, University of Arizona, 2012 - 2017

PA 699 Independent Study, Reading Courses on Collaborative Governance with PhD students Alex Jooose and Carl Case, 3 graduate credits, Fall 2012

PA513 Government, Business and the NonProfit Sector, 3 credit graduate course, School of Government and Public Policy, University of Arizona, Spring 2012

RNR 696A Collaborative Natural Resources Management, 1 credit graduate course, team taught, at the School of Natural Resources and the Environment, University of Arizona, Spring 2010

Multi-Party Negotiation and Environmental Conflict Management, 1 credit graduate course at Maxwell School, Syracuse University, NY, Spring 2009

Collaborative Governance in Environmental and Natural Resources Management, 3 credit graduate course State University of New York – Environmental Science and Forestry, Syracuse, NY, Spring 2009

Conflict Resolution for Public Managers, core course for MPA students at the School of Public Administration and Policy, University of Arizona, Spring 1998

Environmental Law and Regulation, senior undergraduate course at the School of Public and Environmental Affairs, Indiana University, Spring 1994

Introduction to Public Affairs, undergraduate course, Indiana University, 1993-1994

ADDITIONAL CLASSES AND COURSES TAUGHT IN OTHER COURSES/ PROGRAMS

UA Fellows, Panel Moderator for Webinar on Conflict Management October 2020.

UA Fellows Seminars on Conflict Management and Negotiation, February 2020; bi-annually since 2014.

Stanford University Law School, Visiting Instructor *Multi-party Negotiation Simulation on Recreation on Public Lands*, February 2020.

Conflict Management Panel for UA Postdoctoral Students, Fall 2019.

Graduate Course on Collaborative Governance, Lanzhou University, School of Public Administration, September, 2019.

Pre-Conference Workshop on Journal Reviewing and Publishing, Public Management Research Conference, PMRC, June 2017 and 2018.

PhD Seminar on Collaborative Governance, Evans School, University of Washington, video presentation in Dr. Craig Thomas's class. May 8, 2019.

“Fireside Chat” with Faculty and PhD Students at Ohio State University Glenn College of Public Affairs, Fall 2018.

UA PA 300A. Annual undergraduate class lectures on Gearing Up to Manage Conflict and Crossing the Divide. 2014 – 2018.

Association for Conflict Resolution Conference, Workshop on designing collaborative governance regimes, October 13, 2017.

UA Undergraduate Biology Research Program, Workshop on Managing Conflict and Handling Ethical Dilemmas for STEM undergraduate ethics retreat, May 16, 2017.

University of Nebraska, School of Public Administration, Skype Presentation in Doctoral Seminar, April 3, 2017.

American Bar Association, Public Policy, Consensus Building and Democracy Committee Webinar on Expanding Practice in Consensus Building: Moving Upstream -Downstream to Watershed, January 17, 2017.

DePauw University's Conflict Studies Webinar on Environmental Conflict Management. April 22, 2015

UA Responsible Conduct of Research Program, Workshop on the Ethics of Collaborative Research, Presentation on Anticipating and Negotiating Conflicts in Interdisciplinary Research, April 7, 2015

UA HNRS 215. Leadership for the Common Good. Class on *Collaborative Leadership*. September 9, 2013

Stanford Law School, Gould Center for Conflict Resolution. *Multi-party Negotiation Simulation on Recreation on Public Lands*, May 5, 2013

UA LAW- Energy Law Course. Class on *Collaborative Resource Management and NEPA, including FERC Dam Relicensing Simulation* prepared for Energy Law Course, April 8, 2013.

Stanford University Interdisciplinary Workshop on Negotiation and Decision Making, *Online Webinar on Multi-party Negotiation*, September 12, 2012

UA LAW- ELEG. Economics, Law, Environment and Governance Workshop (with Dr. Andrea Gerlak), *Adaptation and Transboundary Water Conflicts*, March 25, 2011

GRADUATE STUDENT COMMITTEES/ADVISING

Min Woo Ahn, Advisor and Co-Chair PhD Committee, SGPP, 2019 –

Stephanie Bultema, PhD Committee Member, University of Colorado – Denver, 2019 -

Melissa Hand, PhD Committee Member, Grand Canyon University, 2019 -

Kimberly Walker, PhD Committee Member, Antioch University, 2019-2020

Tawab Saljuqi, PhD Committee Member, School of Public Health, 2016 - 2020

Ariel Tinney, Co-advisor, PhD Committee Member, SGPP, 2014 -

Joy Liu, PhD Committee Co-Chair, Natural Resources and Environment, Arid Lands, 2014 –

Alex Joosse, PhD Committee Member, SGPP, 2014-2015

Rachel Glass, MLA Committee Member, School of Landscape Architecture and Planning, 2014-2015

Nick Riele, BA/MPA student, Internship Supervisor, 2014

RECENT SERVICE, TRAINING AND FACILITATION

ASPA Founder's Fellows Mentor to 2020 Fellow Michaela Abbott, NC State PhD student.

Training Faculty Member for Academic Writing Conference in Public Administration sponsored by Department of Political Science, University of Copenhagen, Crown Prince Frederik Center for Public Leadership at Aarhus University, and Public Management Research Association. August 25-28, 2020.

Member External Assessment Committee reviewing four Dutch Research Programs in Public Administration and Organization Studies 2020-2021.

Facilitation Training Workshops for State Legislators, sponsored by the Next Generation Project of the National Institute for Civil Discourse: online refresher sessions: October and July, 2020; in person training: Tucson, AZ April 26-28, 2019; Columbus, OH November 2018; Washington, DC. June 19-21, 2016; Phoenix, AZ. December 6-8, 2015; Washington, DC. April 17-19, 2015; Washington, DC. November 6-7, 2014; O'Connor House, Tempe, AZ, January 10, 2014

Coordination of Emerging Scholars in Collaborative Governance Workshop on behalf of the Consortium for Collaborative Governance, SGPP, Tucson Arizona, February 2019

Invited Participation in Minnowbrook at 50 Workshop, hosted by Syracuse University's Maxwell School, August 2018

Invited Participation and Presentation at PMRC Doctoral Workshop, Singapore, June 2018

Facilitation of Three Public Community Meetings for the Collaborative Area Management Plan for Redington Pass, hosted by the Friends of Redington Pass, Tucson, AZ 2014-2015

Facilitation of MPA Committee Retreat on NASPAA Accreditation, School of Government and Public Policy, University of Arizona, Tucson, AZ, April 26, 2013

Conflict Resolution Workshop for Ward 3 Neighbors Alliance, Tucson, AZ, April 17, 2013

Conflict Resolution Workshop, sponsored by the Masters in Public Administration Student Association (MPASA), for local public and nonprofit managers, Tucson, AZ, November 30, 2012

Facilitation of Interdisciplinary Research Team Meeting, on study of Animal Migration and Spatial Subsidies: Establishing a Framework for Conservation Markets funded by the USGS John Wesley Powell Center for Analysis and Synthesis. April 23-25, 2012

PROGRAM DEVELOPMENT AT SGPP

Starting in 2011, designed, developed and secured approvals for SGPP's Graduate Certificate in Collaborative Governance, an MPA minor in Collaborative Governance, and specific minors/tracks in Collaborative Governance for graduate degrees or certificates in Planning, Development Practice, Public Health, American Indian Studies, and School of International Languages, Literatures and Cultures (SILLC). Selected courses also cross listed in Planning, College of Law, and School of Natural Resources and the Environment.

COMMITTEE/BOARD APPOINTMENTS

University of Arizona:

Member, Hiring Committee for postdoctoral position in collaborative governance, Udall Center for Studies in Public Policy and the McCain National Center for Environmental Conflict Resolution, 2020.

Member, SBS Promotion and Tenure Committee for Professional Track Faculty, 2019 – 2020.

Faculty Liaison for SGPP in Collaborative Governance Consortium 2016 – Present.

Member, University of Arizona Hearing Board, 2016 - 2018.

Member and Faculty Subcommittee Chair, The Five Year Review Committee of UA College of Social and Behavioral Sciences Dean, 2015-2016.

Member, National Board of the National Institute for Civil Discourse 2016 - present; previously working board member 2011 – 2015.

Member, MPA/MPP Committee, School of Government and Public Policy, 2012 – Present.

Member, Outreach Committee, School of Government and Public Policy, 2012 – 2018.

Member, Community Advisory Board for the MPA Program, School of Government and Public Policy, 2013 – Present.

Member, Faculty Search Committee for three new positions, School of Landscape Architecture and Planning, Jan – Dec 2014.

Member, Executive Committee, Nation Building Certificate, American Indian Studies Program, 2014.

Other Institutions:

Member, Ethics Committee, Public Management Research Association 2020 -ongoing

Member, UHC2030 Multisectoral Action for Health Technical Working Group, 2018.

Search Committee for Editor, *Journal of Public Administration Research and Theory*, 2018.

Board Member (ex officio), Public Management Research Association, 2018.

Elected Fellow, National Academy of Public Administration, 2015 – Present.

Member, University Network for Collaborative Governance (UNCG), 2013 – Present and Current Member, Research Committee.

Member, Distinguished Alumni Council. School of Public and Environmental Affairs, Indiana University, Bloomington, 2011 – 2014.

President, Friends of Redington Pass. Collaborative non-profit education and research organization. Tucson, AZ, 2011 - 2018.

Executive Team Member, Official Observer for Mediators Beyond Borders, to the COP15 Climate Change Conference, Copenhagen, 2009.

Member, Conference Planning Committee, Climate Change and Collaborative Governance, Annual Meeting, Environment and Public Policy Section, Association for Conflict Resolution. Denver, CO, 2009.

Participant, Bilateral Information Exchange on Environmental Assessment Practices with U.S. Environmental Protection Agency and the Canadian Environmental Assessment Agency, Ottawa, 2007.

Member, White House Cooperative Conservation Executive Team, 2006- 2007.

Co-lead, Interagency Working Group on NEPA and Collaboration, for President's Council on Environmental Quality, 2005 – 2007.

Member, Federal Interagency Alternative Dispute Resolution Working Group Steering Committee, U.S. Department of Justice, 2000 – 2008.

Designated Federal Official, National Environmental Conflict Resolution Advisory Committee reporting to the U.S. Institute for Environmental Conflict Resolution, 2002- 2005.

Study Group Member, Transboundary Water Conflicts in the Okavango Delta, sponsored by the Environmental Change and Security Project, Woodrow Wilson International Center for Scholars, 2004.

Member, Environmental Task Force, Dispute Resolution Section, American Bar Association. 2000.

Conferee, National Environmental Conflict Resolution conference and briefings in Chile, at the invitation of the State Department, Santiago and Valdivia, Chile, 1999.

Board Member, Arizona Dispute Resolution Association, 1998 – 2000.

Commissioner, Delaware and Lehigh Canal National Heritage Corridor, appointed by the Governor of Pennsylvania and the U.S. Secretary of the Interior, 1991 – 1992.

Witness, Invited testimony before the U.S. Housing and Urban Development Commission on Regulatory Barriers to Affordable Housing, Trenton, NJ, 1990.

Committee Member, Affordable Housing Steering Committee, 1990-1991 and the Coastal Zone Management Steering Committee, 1987 – 1991. Delaware Valley Regional Planning Commission

Committee Member, 1990-1991. Community Alliance for Affordable Housing Steering Committee of the United Way of Southeastern Pennsylvania

Committee Member, State Advisory Committee for the Pennsylvania Department of Environmental Resources Office of Policy, on wetlands policy and development of *Wetlands Protection: A Handbook for Local Officials*, 1989-1990.

Member, Significant Natural Areas Preservation Program Advisory Committee, 1987 -1992 and Natural Areas Registry Review Board, 1989 – 1992. Bucks County Conservancy

Program Committee Member, Bucks County Conservation Alliance, 1983-1986.

Public Education Committee Member, American Institute of Architects, 1984-1985.

EDITORIAL BOARDS AND REVIEWING

Editor, 2018 – present. *Perspectives on Public Management and Governance*

Member, 2012 - 16, Editorial Board, *Public Administration Review*

Member, 2007 - Present, Editorial Board, *Conflict Resolution Quarterly*

Active Reviewer for:

Conflict Resolution Quarterly
Conservation Letters
Environmental Law Institute
Environmental Management
Governance
Journal of Environmental Planning and Management
Journal of Environmental Policy and Planning
Journal of Public Administration Research and Theory
Negotiation and Conflict Management Research
Performance & Public Management Review
Policy Studies Journal
Public Administration
Public Administration Quarterly
Public Administration Review
Public Management Review

ACADEMIC AND PROFESSIONAL MEMBERSHIPS AND CREDENTIALS

Elected Fellow, National Academy of Public Administration, December 2015.

Member, American Society of Public Administration (ASPA), 2012 – Present.

Member, National Roster of Environmental Dispute Resolution Professionals, U.S. Institute for Environmental Conflict Resolution, 2008 – Present.

Member, Environment and Public Policy Section of the Association for Conflict Resolution, previously the Society for Professionals in Dispute Resolution, 1991 – 2011.

Member, American Planning Association, 1991 – 2013.

Professional planning certification, American Institute of Certified Planners, 1991 – 2013.

Associate Member, Dispute Resolution Section of the American Bar Association, 1998 – 2009.

Appointment by American Arbitration Association to its National Panel of Arbitrators for mediation and commercial arbitration, 1992 – 1996.

EARLIER ACADEMIC CONFERENCE AND RESEARCH PAPERS (1994-1997)

1997. “Why States Adopt Private Property Protection Measures: Looking Beyond the Rhetoric for Evidence” presented at the Association of Collegiate Schools of Planning annual conference, Ft. Lauderdale, FL, November.

1997. “Evaluating the Impacts of Arizona’s Private Property Rights Legislation on the Security of Individual Land Tenure” commissioned by the North American Project of the Land Tenure Center at the University of Wisconsin-Madison, June 1997 and presented in Madison at a research roundtable, August.

1997. “A Comparative Study of State Property Rights Legislation: Accounting for Variation in Policy Responses” presented at the Western Political Science Association annual meeting, Tucson, AZ, March.

1996. “State Property Rights Legislation: A Policy Development Perspective” presented at the International Congress of the American Association of Collegiate Schools of Planning and the Association of European Schools of Planning in Toronto, Canada, July.

1995. “How State Property Rights Legislation Implicates Local Government” presented at the American Association of Collegiate Schools of Planning annual conference, Detroit, October.

1995. “Statutory Approaches to Regulatory Takings: State Property Rights Legislation” presented with presented with Charles R. Wise at the American Political Science Association national conference, Chicago, August.

1995. “Taking the Property Rights Movement Seriously” presented at the American Society of Environmental History biennial conference, Las Vegas, NV, March.

1994. “Parallel and Polarized: The Property Rights Movement and Environmental Politics” presented at the Western Social Science Association annual conference, Albuquerque, NM, May.

SELECTED ECR TRAINING PRE - 2010

Trainer for three day *Multi-Party Negotiation & Conflict Management of Environmental Disputes Training* workshop for executive and graduate students at the Program on Analysis and Resolution of Conflicts, Maxwell School at University of Syracuse, Syracuse, NY, April 2009

Co-trainer for “I Am Collaboration and You Can Too” workshop for environmental advocates, Public Interest Environmental Law Conference, Eugene, OR, Spring 2008.

Co-lead for *Multi-party Negotiation Training* session provided at the U.S. Department of Defense 2007 Sustaining Military Readiness Conference, Orlando, FL, August 2007

Lead trainer for three day *Multi-Party Negotiation Training* workshop for executive and graduate students at the Program on Analysis and Resolution of Conflicts, Maxwell School at University of Syracuse, Syracuse, NY, March 2007

Trainer for staff development workshop on *Conflict Management* for senior staff at Salt River Project, Phoenix, AZ, 2006

Co-lead for *Managing Partnership Conflict* workshop for U.S. Department of the Interior’s leadership training for Senior Executive Service Candidates, San Francisco, CA, 2006

Co-lead for *Consensus Building Training*, with Bruce Meyerson, part of a certificate program, at the Technologico de Monterrey, Mexico, Summer 2005

Co-lead for international training on *Using Consensus to Resolve Local Community Issues*, with Melinda Smith and Chris Carlson, at the World Mediation Forum, Sardinia, Italy, 2000

Lead trainer and developer for simulated mediation of a ranching conflict (*Trouble in Tortuga!*), with community leaders playing “cross-roles” at the Arid Grasslands Conference sponsored by the University of Arizona and the Audubon Research Ranch, Fall 1996

SELECTED CASES FROM PROFESSIONAL PRACTICE

Dr. Emerson’s practice expertise in environmental conflict resolution (ECR) and collaborative problem solving includes strategic planning, conflict assessment, process and dispute system design and evaluation, facilitation and mediation, as well as training and coaching. She has worked in several different contexts: multi-day public consensus building workshops with over 400 participants; multi-year working groups and advisory committees; multi-party negotiations over several months; and two hour two-party cases. A sampling of her project work includes:

Strategic Planning and Facilitation:

Strategic Planning for ASU School of Public Affairs, Facilitator for day long workshop and pre-workshop survey work.

Retreat on Stewardship And Ecosystem Services For Western Working Landscapes Facilitator for two day workshop sponsored by the Diablo Trust and funded by the Blackstone Ranch Institute to develop ideas for a collaborative initiative.

Global Climate Change Collaborative Facilitator for two day workshop at Massachusetts Institute of Technology on developing a cross-national cooperative for applied research on climate change science and collaborative community engagement.

Western Hummingbird Project Facilitator for two day priority setting workshop for 25 international researchers, program managers, and NGOs working on conservation strategies for North American hummingbirds under the auspices of Wings Over the Americas and the Western Hummingbird Network.

Gila-Yaqui Watershed Conservation Alliance Facilitator for two multi-day workshops for environmental and conservation NGOs, ranchers, and researchers in Arizona, New Mexico, and the Mexican states of Sonora and Chihuahua to form a collaborative partnership on bi-national ecosystem restoration and protection. Developed strategic directions, an organizing structure, working protocols, background papers, and task groups for ongoing field work, research, community education and outreach activities.

Altar Valley Conservation Alliance Facilitator/Coach for internal meeting regarding ground rules and for two community meetings.

School of Public Administration and Policy Facilitator for faculty strategic planning workshop.

Assessment, Convening and Process Design

Reintroduction of Mexican Gray Wolf Coaching, process re-design and facilitation assistance to U.S. Fish and Wildlife Service for re-start of recovery planning process with five state wildlife agencies, researchers, and public lands managers.

Military Community Compatibility Committee (MC3) Convener and initial mediator for a Tucson-based community discussion on reducing aircraft noise impacts on residential neighborhoods while maintaining the long-term viability of Davis-Monthan Air Force Base (DMAFB). Facilitated meetings over six months with neighborhood representatives, business leaders, university and school district representatives, the City of Tucson, Pima County and the Office of the Governor which resulted in the formation of MC3. Subsequently, assisted the group in selecting a long-term facilitator. MC3 reached full consensus on 24 recommendations concerning DMAFB operations, local land use regulations and communications that were forwarded to the governor, the City of Tucson, Pima County, the Air Force and DMAFB. DMAFB has implemented all but one of the operational recommendations of the group and a standing committee has been established.

Everglades Ecosystem Restoration Task Force. Senior lead assisting the federal interagency committee charged with the responsibility to implement the restoration of the Everglades. The assignment was to help determine the committee's role in resolving conflicts over hydrology and water management among agencies and with stakeholders. She and her staff conducted an assessment of key parties and conflict resolution experts and facilitated two workshops with the Task Force. This

led to the U.S. Institute's providing ongoing third-party assistance on specific Everglades restoration projects.

Jackson, WY Bison and Elk Management. Senior facilitator and project lead for a multi-year project concerning the management of bison and elk herds on the National Elk Refuge and Grand Teton National Park in Jackson, Wyoming. A previous Environmental Assessment had been successfully challenged in court and the Refuge sought assistance on how to conduct a more collaborative EIS. The team facilitated a couple of day-long planning meetings and prepared a situation assessment to determine how best to engage the public, state and federal agencies and regional tribes in a renewed planning process. They were assisted by the University of Wyoming's Institute for Environment and Natural Resources (IENR) and the Meridian Institute. Recommendations from the assessment report led to subsequent local and state-wide pre-scoping meetings and improved federal and state working relationships.

Mediation and Facilitation

RE-AMP Negotiated Strategies. Mediated two strategy sessions for environmental advocates participating in the Midwestern Climate Initiative. In November 2007, the Midwestern Governors Association developed regional greenhouse gas emission reduction goals and established a multi-stakeholder task force to develop strategies to meet those goals. Twenty-six representatives of environmental NGOs serve among the 100 people appointed by the governors to the task force. These strategy sessions were designed to improve the effectiveness of the environmental advocate in negotiating these policies and advocating for national climate change policy.

Sabino Canyon Shooting Range. Mediated highly contentious negotiations between the Tucson Rod and Gun Club and the USDA Forest Service Coronado District. The primary focus of this year-long mediation was on how to implement a 1998 Record of Decision and the terms for applying for and renewal of a special use permit by the club.

Community Dialogue and Deliberation

Arizona Common Ground Roundtable. At the request of the Arizona Nature Conservancy, Emerson brought ranchers, environmental activists, and range scientists to the table for the first time in this state to begin a dialogue on the future of grazing and rural development. This facilitated dialogue resulted in the formation of the AZ Common Ground Roundtable, that subsequently played a key role in a governor-led initiative on open space.

Upper San Pedro River Basin. Project lead and senior facilitator on a multi-year effort to re-engage stakeholders in water management in the Sierra Vista community in Arizona. This bi-national watershed was the subject of an appeal to the Commission on Environmental Cooperation (CEC) by the then Southwest Center for Biological Diversity to address potential dewatering of the perennial stream by area development and its effects on endangered species. Emerson with her Udall Center team conducted an area assessment, facilitated several public workshops, and implemented a community input process that accompanied a blue ribbon science panel investigation.

AS DIRECTOR OF THE U.S. INSTITUTE FOR ENVIRONMENTAL CONFLICT RESOLUTION, MORRIS K. UDALL FOUNDATION (1998-2008)

Dr. Kirk Emerson was the Director of the U.S. Institute for Environmental Conflict Resolution (U.S. Institute) of the Morris K. Udall Foundation for the first 10 years after its inception in 1998. Her primary focus was on building a new federal program and advancing the effective use of environmental conflict resolution (ECR) by federal agencies and other stakeholders. Dr. Emerson's substantive interests during that time continued to center on natural resource conflicts, national environmental policy, and collaborative governance.

She counts among her major policy and administrative accomplishments at the U.S. Institute, the following:

Strategic development and start-up of the U.S Institute, its staffing and operations and external representation; achieving annual Congressional appropriations for ten years and a five year reauthorization; current annual operating budget over \$5,000,000 (1999-2008)

Coordination of the development of a Joint Policy Memorandum on Environmental Conflict Resolution issued by the President's Office of Management and Budget and the President's Council on Environmental Quality (November 2005)

Lead coordination of a collaborative evaluation system for ECR used by multiple public agencies; attracting funding through two two-year grants from the William and Flora Hewlett Foundation (totaling \$450,000) and from partner federal agencies to complete a multi-case ECR evaluation study (1999 – 2008)

Guidance on the *NEPA and Collaboration Handbook* recently published by the President's Council on Environmental Quality (2007)

Management of the National Environmental Conflict Resolution Advisory Committee and its report to the U.S. Institute on integrating ECR with implementation of the National Environmental Policy Act (2003-2005)

Creation of a national roster of ECR practitioners, a unique resource in an emerging professional field; members now number over 275 from across the country (1998-2008)

Development of a series of five national conferences on ECR held in Tucson from 1997 through 2008; attendance over 400 people and cosponsored by the multiple federal agencies

**AS COORDINATOR OF ENVIRONMENTAL CONFLICT RESOLUTION PROGRAM,
UDALL CENTER FOR STUDIES IN PUBLIC POLICY,
THE UNIVERSITY OF ARIZONA (1996-1998)**

At the Udall Center, Emerson was responsible for developing and operating a new research, education and service program in environmental conflict resolution funded by the Morris K. Udall Foundation and the University of Arizona. Selected activities while at the Udall Center include:

Developed program design, budget projections, management plan and background justification for the proposed U.S. Institute for Environmental Conflict Resolution (U.S. Institute), introduced in Congress by U.S. Senator John McCain in December 1996 (estimated appropriation: \$9.25 million over five years) Authorized November 1997; funded November 1998

Secured a \$65,000 contract with U.S. EPA to design and conduct a process to develop a national roster for public and environmental dispute resolution professionals for use by EPA personnel (later became the U.S. Institute's national roster)

Prepared and presented the FY 1998 work plan for the Udall Center's program (projected annual budget \$557,000) to the Udall Foundation, October 1997

Convened and coordinated program review committee of national experts in the field of environmental conflict resolution to advise the Udall Center and Udall Foundation

Solicited, coordinated peer review of, and awarded research grants (\$90,000) to University of Arizona faculty to conduct studies on environmental conflict resolution, Summer 1997

Conducted a national search for visiting scholars to research environmental conflict resolution at the Udall Center during the 1997-1998 academic year

Designed and taught the first course on conflict resolution for public managers at the School of Public Administration and Policy 1997-1998 (became a required core course for the graduate MPA program)

Participated on a faculty committee to design an interdisciplinary graduate minor program in conflict resolution to be housed at the Udall Center. University Regents approved the proposal, Fall 1997

Organized a national conference, *Environmental Conflict Resolution in the West*, for researchers, practitioners and public officials in Tucson, April 1997 with over 70 presenters and 300 attendees (becoming the first of five national conferences subsequently hosted by the U.S. Institute)

Convened and conducted an ongoing dialogue process between Arizona ranchers, Nature Conservancy and other environmental advocates, and researchers on the future of grazing and rural development in the state, 1997-1998 (became known as the Arizona Common Ground Roundtable)

AS DIRECTOR OF COUNTY-WIDE PLANNING, BUCKS COUNTY PLANNING COMMISSION (1987-1991)

After working for three years as an environmental planner and then housing planner, Emerson served as Director of County-wide Planning for four years at the Bucks County Planning Commission in Bucks County, Pennsylvania (pop. 550,000) overseeing the county's environmental and comprehensive planning and policy development activities (approx. budget \$750,000). She managed a staff of 12 professionals, including planners, geographers, demographers, and environmental scientists. Staff activities included solid waste management, wastewater facilities, storm water management, water resources planning, agricultural preservation, wetlands protection as well as land use planning, park and recreation planning housing research community facilities planning, capital programming, and municipal projections for population and employment. Emerson was responsible for ongoing interactions with other county agency staff, local and state officials, legislators, the press and the public at large.

SELECTED PROFESSIONAL PLANNING ACCOMPLISHMENTS (1984-1993)

Authored *Planning and Zoning for Affordable Housing*, Planning Series #11, Bureau of Community Planning, Department of Community Affairs, Harrisburg, PA, a reference and training guide for professional and lay planners and public administrators in Pennsylvania (1993)

Developed an ongoing research program and public education campaign on affordable housing; completed the *Bucks County Housing Plan*; staffed the Bucks County Housing Task Force; and worked with municipalities to implement innovative zoning techniques (1986-1991)

Initiated and staffed the Bucks County Agricultural Land Preservation Board and its easement purchase program (1985-1990)

Directed development of a new structure and evaluation process for Bucks County's capital improvement program (1989-1991)

Guided an interdepartmental initiative to establish the first Geographic Information System in county government, secured funding for a pilot project and completed a feasibility study (1988-1991)

Oversaw development of the Neshaminy Basin storm water management plan that integrated run-off controls with groundwater recharge and water quality improvements (1988-1991)

Developed wetlands protection policies, local regulations, permit networking and public education at the planning commission (1986-1990)

Researched and authored the *Bucks County Natural Resources Plan* providing policies, standards and recommendations for municipal and county action (1984-1986)

Conducted studies on significant natural features in Bucks County (1984-1985) that spawned a major land preservation program at the Bucks County Conservancy (1986-1990)

EARLY PRIVATE CONSULTING ACTIVITIES (1986-1992)

Prior to her return to graduate school, Emerson spent a year as an independent planning and mediation consultant (1991-1992). She researched and co-mediated land use disputes and community conflicts in affiliation with two nonprofit forms, PennACCORD and the Eastern Pennsylvania Mediation service. She also volunteered as a mediator at the Community Dispute Settlement Program in Delaware County. During that time, Emerson wrote a planning guide on affordable housing under contract with the Pennsylvania Department of Community Affairs for distribution to local government officials and planners. She also served as a Commissioner on the Delaware and Lehigh Canal National Heritage Corridor Commission and provided professional assistance in the development of a regional corridor plan.

Prior to her professional planning position in Bucks County, Emerson consulted for several years with the American Institute of Architects (AIA) in Washington, DC on environmental education. She researched and wrote four editions of *The Sourcebook, Learning By Design*, a compendium of environmental education resources, for the AIA (last edition, 1988). She also researched and wrote *The Search for Excellence in Architecture –in-Schools* for the AIA's Learning By Design Environmental Education Program (1986-1988).