

MARK T. IMPERIAL

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I. EDUCATION

Ph. D. Public Affairs School of Public and Environmental Affairs, Indiana University. Bloomington, Indiana 47405. Awarded May 2001.

Concentrations: Policy Analysis and Public Management.

Minor: Environmental Science

Dissertation: “Collaboration as an Implementation Strategy: An Assessment of Six Watershed Management Programs”

Committee: Robert Agranoff (Chair), Roger Parks, Greg Lindsey, and Rosemary O’Leary

M.A.M.A. Marine Affairs. Department of Marine Affairs, University of Rhode Island. Kingston, Rhode Island 02881. Marine Affairs. Awarded: May 1993.

Specialty: Coastal Resource Management and Water Quality Management

B.A. Marine Science. Department of Marine Science, University of Miami. Coral Gables, Florida 33124. Awarded May 1989.

Minor: Business

II. APPOINTMENTS

August 2020 – Present	Professor, Department of Public and International Affairs, University of North Carolina Wilmington
May 2020 – Present	Director, Master of Public Administration (MPA) Program, Department of Public and International Affairs, University of North Carolina Wilmington
August 2007 – August 2020	Associate Professor, Department of Public and International Affairs (formerly Political Science), University of North Carolina Wilmington
May 2016 – Dec 2016	Interim Director, Master of Public Administration (MPA) Program, Department of Public and International Affairs, University of North Carolina Wilmington
January 2009 – June 2015	Director, Master of Coastal and Ocean Policy (MCOP) Program, Department of Public and International Affairs, University of North Carolina Wilmington
July 2007 – July 2014	Director, Master of Public Administration (MPA) Program, Department of Public and International Affairs (formerly Political Science), University of North Carolina Wilmington

July 2003 – June 2007	Graduate Coordinator, Master of Public Administration (MPA) Program, Department of Political Science, University of North Carolina Wilmington
July 2001 – June 2007	Assistant Professor, Department of Political Science, University of North Carolina Wilmington
Sept. 1994 – May 2001	Associate Instructor, School of Public and Environmental Affairs, Indiana University, Bloomington, Indiana

III. RESEARCH ACTIVITIES

PUBLICATIONS

Refereed Journal Articles & Law Reviews

Imperial, Mark T.. 2021. Implementation Structures: The Use of Top-Down and Bottom-Up Approaches to Policy Implementation. In *Oxford Research Encyclopedia of Politics*. Oxford University Press. June 28, 2021. <https://doi.org/10.1093/acrefore/9780190228637.013.1750>

Ulibarri, Nicola, Kirk Emerson, **Mark T. Imperial**, Nicolas Jager, Jens Newig, and Edward Weber. How does collaborative governance evolve? Insights from a medium-n case comparison. *Policy & Society* 39 (no 4, 2020): 617-637. DOI: [10.1080/14494035.2020.1769288](https://doi.org/10.1080/14494035.2020.1769288)

Prentice, Christopher, **Mark T. Imperial**, and Jeffery Brudney. Conceptualizing the Collaborative Toolbox: Dimensions of Collaboration”. *American Review of Public Administration* 49 (no. 7, 2019): 792 - 809. <https://doi.org/10.1177/0275074019849123>

Ayers, Adam L., John N. Kittinger, **Mark T. Imperial**, and Mehana B. Vaughan. “Making the Transition to Co-Management Governance Arrangements in Hawai’i: A Framework for Understanding Transaction and Transformation Costs.” *International Journal of the Commons* 11 (no. 1, Spring 2017): pp. 388-421 (DOI: 10.18352/ijc.709). <https://www.thecommonsjournal.org/articles/709/>

Imperial, Mark T., Sonia Ospina, Erik Johnston, Rosemary O’Leary, Jennifer Thomsen, Peter Williams, and Shawn Johnson. “Understanding Leadership in a World of Shared Problems: Advancing Network Governance in Large Landscape Conservation”. *Frontiers in Ecology and the Environment* 14 (Issue Supplement 3, April 2016): 126 - 134.

Imperial, Mark T., Erik Johnston, Kirsten Leong, Melinda Pruett-Jones, and Jennifer Thomsen. “Sustaining the Useful Life of Network Governance: Life-Cycles and Developmental Challenges” *Frontiers in Ecology and the Environment* 14 (Issue Supplement 3, April 2016): 134 -144.

Derek Kauneckis and **Mark T. Imperial**. “Collaborative Watershed Governance in Lake Tahoe: An Institutional Analysis.” *International Journal of Organization Theory and Behavior* 10 (no. 4, Winter 2007): 503 - 546.

Imperial, Mark T., James L. Perry, and Michael Katula. “Effective Service Learning in Public Affairs: Lessons from the Literature.” *Journal of Public Affairs Education (J-PAE)* 13 (no. 2, Spring/Summer 2007): 243 - 264.

Imperial, Mark T., and Tracy Yandle. “Taking Institutions Seriously: Using the IAD Framework to Analyze Fisheries Policy.” *Society & Natural Resources* 18 (no. 6, July 2005): 493 - 509.

Imperial, Mark T. “Using Collaboration as a Governance Strategy: Lessons from Six Watershed Management Programs.” *Administration and Society* 37 (no. 3, July 2005): 281 - 320.

Imperial, Mark T. and Derek Kauneckis. "Moving From Conflict to Collaboration: Lessons from the Lake Tahoe Experience." *Natural Resources Journal* 43 (no. 4, Fall 2003): 1009 - 1055.

Perry, James L. and **Mark T. Imperial.** "A Decade of Service-Related Research: A Map of the Field." *Nonprofit and Voluntary Sector Quarterly* 30 (no. 3, September 2001): 462 – 479.

Imperial, Mark T. "Institutional Analysis and Ecosystem-Based Management: The Institutional Analysis and Development Framework." *Environmental Management* 24 (no 4, November 1999): 449 – 465.

Imperial, Mark T. "Environmental Justice and Water Pollution Control: The Clean Water Act Construction Grants Program." *Public Works Management & Policy* 4 (no. 2, October 1999): 100 – 118.

Imperial, Mark T. "Analyzing Institutional Arrangements for Ecosystem-Based Management: Lessons from the Rhode Island Salt Ponds SAM Plan." *Coastal Management* 27 (no. 1, 1999): 31 - 56.

Imperial, Mark T. and Timothy Hennessey. "An Ecosystem-Based Approach to Managing Estuaries: An Assessment of the National Estuary Program." *Coastal Management* 24 (no. 2, 1996): 115 - 139

Desbonnet, Alan, Virginia Lee, Pamela Pogue, David Reis, James Boyd, Jeffrey Willis, and **Mark T. Imperial.** "Development of Coastal Vegetated Buffer Programs." *Coastal Management* 23 (No. 2, April-June 1995): 91-109.

Imperial, Mark T., Timothy Hennessey, and Donald Robadue, Jr. "The Evolution of Adaptive Management for Estuarine Ecosystems: The National Estuary Program and its Precursors." *Ocean and Coastal Management* 20 (no. 2, 1993): 147-180.

Imperial, Mark T., Donald Robadue, Jr., and Timothy M. Hennessey. "An Evolutionary Perspective on the Development and Assessment of the National Estuary Program." *Coastal Management* 20 (no. 4, 1992): 311-341.

Manuscripts Under Review

Imperial, Mark T. and Prentice, C.R. Using Service Learning in Public Administration Programs: Best Practices and Challenges. In Karin Bottom, Pamela Dunning, Ian Elliott, & John Diamond (Eds) *Handbook of Teaching and Learning in Public Administration and Management* (Revised & Resubmitted February 19, 2001)

Book Chapters

Imperial, M. T., Prentice, C. R., and Brudney, J. L. (2018). Collaboration and the environment. In A. Farazmand (Ed.) *Global Encyclopedia of Public Administration, Public Policy, and Governance*. Cham, Switzerland: Springer. DOI: 10.1007/978-3-319-31816-5

Imperial, Mark T. "Intergovernmental Challenges of Watershed Management: Strategies for Improving Watershed Governance." In Velma I. Grover (Ed.) *Water: Global Commons and Global Problems*. Enfield, NH: Science Publishers. 2006. pp. 297 - 323.

Imperial, Mark T. "Collaboration and Performance Measurement: Lessons from Three Watershed Governance Efforts." In John M. Kamensky and Albert Morales (Eds) *Managing for Results 2005* (Lanham, MD: Rowman & Littlefield Publishers, Inc., 2005). pp. 379 – 424.

Non-Refereed Articles

Imperial, Mark T. and Timothy Hennessey. "Improving Watershed Governance: Lessons Learned from Six Watershed Management Efforts in the U.S." *InterCoast Network: International Newsletter of Coastal Management* #39 (Spring 2001): 14 – 15, 27.

Imperial, Mark T. “Challenges Associated with Watershed Management.” *Coastlines* 7 (no. 2, Spring 1997): 10 – 11.

Cogan, Jessica B. and **Mark T. Imperial.** “The Federal Consistency Provisions: A Mechanism for Resolving Intergovernmental Disputes”. *Carolina Planning* 19 (no. 2, 1993): 13 – 19.

Robadue, Donald D., Jr., **Mark T. Imperial,** and Timothy Hennessey. “Managing Our Nation's Estuaries: The Experiment Continues.” *Maritimes*. Kingston, RI: University of Rhode Island, Graduate School of Oceanography. November 1992.

Scholarly Research Reports

Imperial, Mark T. and Kirsten Kinzer. *Comprehensive Planning in North Carolina's Coastal Communities: A Guidance Manual for Local Governments*. Raleigh, NC: NC Department of Environmental Quality. Publication date is July 2018.

Mark T. Imperial, Robadue, Donald D., Jr., Timothy Hennessey. *Retrospective Governance Analysis for Narragansett Bay Watershed and Airshed Project: Analysis of Governance Response to Ecosystem Change in the Narragansett Bay Watershed*. Warren, RI: Lighthouse Consulting Group. February 2017.

Robadue, D., M. Amaral, and **M. Imperial.** *Retrospective Governance Analysis for the Narragansett Bay: Summary of Methods and Lessons Learned*. Warren, RI: Lighthouse Consulting Group. February 2017.

Imperial, Mark T. *Collaboration and Performance Measurement: Lessons from Three Watershed Governance Efforts*. Washington, D.C.: Center for the Business of Government. April 2004.

Imperial, Mark T. and Timothy Hennessey. “Environmental Governance in Watersheds: The Importance of Collaboration to Institutional Performance.” in *environment.gov: Transforming Environmental Protection for the 21st Century. Research Papers 7 – 10 Volume II*. Washington, DC: National Academy of Public Administration. October 2000. pp. 8.1 – 8.196.

Imperial, Mark T. and Timothy Hennessey. *Rhode Island's Salt Ponds: Using a Special Area Management Plan to Improve Watershed Governance*. Washington, DC: National Academy of Public Administration. August 2000.

Imperial, Mark T. *Delaware Inland Bays Estuary Program: Using a Nonprofit Organization to Implement a CCMP*. Washington, DC: National Academy of Public Administration. August 2000.

Imperial, Mark T. *The Tampa Bay Estuary Program: Developing and Implementing an Interlocal Agreement*. Washington, DC: National Academy of Public Administration. August 2000.

Imperial, Mark T., Sally McGee, and Timothy Hennessey. *The Narragansett Bay Estuary Program: Using a State Water Quality Agency to Implement a CCMP*. Washington, DC: National Academy of Public Administration. August 2000.

Imperial, Mark T. and Katheryn Summers. *The Tillamook Bay National Estuary Program: Using a Performance Partnership to Implement a CCMP*. Washington, DC: National Academy of Public Administration. August 2000.

Kauneckis, Derek, Leslie Koziol, and **Mark T. Imperial.** *Tahoe Regional Planning Agency: The Evolution of Collaboration*. Washington, DC: National Academy of Public Administration. August 2000.

Perry, James L., **Mark T. Imperial,** Jonathan Matsey, Michael Katula, Rebecca Beckfield. *A Review of Service-Related Research 1990 – 1999: Final Report. Volumes I and II*. Bloomington, IN: Institute for the

Study of Government and the Nonprofit Sector and School of Public and Environmental Affairs, Indiana University. August 1999.

Perry, James L., **Mark T. Imperial**, Ann Marie Thompson, and Jonathan Matsey) *A Comprehensive Scan of Service-Related Research and Evaluation Studies: 1990 – 1998*. Bloomington, IN: Institute for the Study of Government and the Nonprofit Sector and School of Public and Environmental Affairs, Indiana University. January 1999.

Perry, James L., **Mark T. Imperial**, Ann Marie Thompson, and Jonathan Matsey) *Service-Related Research and Evaluation Studies 1990 – 1998: Results of a Preliminary Scan*. Bloomington, IN: Institute for the Study of Government and the Nonprofit Sector and School of Public and Environmental Affairs, Indiana University. October 1998.

Imperial, Mark T. *Developing Integrated Coastal Resource Management Programs: Applying the NEP's Experience to Developing Nations*. Kingston, RI: Coastal Resources Center, University of Rhode Island. 1995.

Manuscripts in Preparation

Imperial, Mark T. “Developmental trajectories of collaborative environmental governance partnerships: A comparison of 4 watershed partnerships in the U.S.” To be submitted to *Environmental Management* in Fall 2021.

Ayers, Adam L. and **Mark T. Imperial**. Leadership in Fisheries Co-Management: A case study of fisheries co-management in Hawaii. In preparation for *Society and Natural Resources* or another environmental policy journal. To be submitted in Spring 2022.

Imperial, Mark T. “Sustaining the Social Architecture of Collaborative Partnerships: Lessons from 4 Watershed Partnerships”. To be submitted to either an environmental policy or public administration Journal in Summer 2022.

Consulting Reports and other Professional Publications

Imperial, Mark T., Kristina Fisher, Jill Peleuses, Courtney Pickett. *Holden Beach CAMA Land Use Plan: Core Plan*. Prepared for the Cape Fear Council of Governments. Holden Beach, NC. June 2009.

Imperial, Mark T., Kristina Fischer, Jill Peleuses, Courtney Pickett. *Ocean Isle Beach CAMA Land Use Plan: Core Plan*. Prepared for the Cape Fear Council of Governments. Ocean Isle Beach, NC. June 2009.

Mark T. Imperial and Brad Ashburn. *Town of St. James Community Center Survey: Final Report*. Prepared for the Town of St. James. Wilmington, NC: University of North Carolina at Wilmington, Department of Public and International Affairs. June 2008.

Imperial, Mark T., Kristina Fisher, Jill Peleuses, Courtney Pickett. *Holden Beach CAMA Land Use Plan Update: Phase I Report*. Prepared for the Cape Fear Council of Governments. Holden Beach, NC. May 2007. *Forthcoming*.

Imperial, Mark T., Kristina Fischer, Jill Peleuses, Courtney Pickett. *Ocean Isle Beach CAMA Land Use Plan Update: Phase I Report*. Prepared for the Cape Fear Council of Governments. Ocean Isle Beach, NC. February 2007.

Imperial, Mark T. and Kristina Fisher. *Town of Carolina Beach Water Use and Harbor Management Plan*. Carolina Beach, NC. January 2007.

Imperial, Mark T. and Melinda Powell. *Wrightsville Beach's CAMA Land Use Plan: Core Plan*. Wrightsville Beach, NC. May 24, 2006.

Imperial, Mark T. and Jill Peleuses. *Citizen Participation Plan*. Prepared for the Cape Fear Council of Governments. Holden Beach, NC. May 2006.

Imperial, Mark T. and Kristina Theodorson. *Citizen Participation Plan*. Prepared for the Cape Fear Council of Governments. Ocean Isle Beach, NC. April 2006.

Dumas, Chris and **Mark T. Imperial**. *The Economic Impacts of Communities in Schools (CIS) of Brunswick County, Inc.* Prepared for the Community in Schools (CIS) of Brunswick County. Wilmington, NC: University of North Carolina at Wilmington, Department of Economics and Finance, Cameron School of Business. December 2005.

Mark T. Imperial and Lloyd Jones. *Evaluation of the Burnt Mill Creek Outreach and Demonstration Project: Final Report*. Prepared for the City of Wilmington, NC. Wilmington, NC: University of North Carolina at Wilmington, Department of Political Science. June 2005.

Mark T. Imperial, Lloyd Jones, and Chris Dumas. *Wrightsville Beach 2003 Survey of Beachgoers: Final Report*. Wilmington, NC: University of North Carolina at Wilmington, Department of Political Science. June 2004.

Imperial, Mark T. and Melinda Powell. *Town of Wrightsville Beach Phase I Report on Land Use and Future Development: Final Report*. Town of Wrightsville Beach, NC. June 2004.

Imperial, Mark T. and Melinda Powell. *Citizen Participation Plan*. Wrightsville Beach, NC. October 2003.

Imperial, Mark T. *Strategy for Program Enhancement*. Wakefield, RI: Coastal Resources Management Council, State of Rhode Island. December 1993.

Imperial, Mark T. *Strategy for Program Enhancement*. Wakefield, RI: Coastal Resources Management Council, State of Rhode Island. December 1992.

Shepard, Jeanne, **Mark T. Imperial**, and Pam Pogue. *Public Right-of-Ways: CRMC's Designation Process*. Rhode Island Sea Grant Fact Sheet, Coastal Access Series No. 1. Narragansett, RI: University of Rhode Island, Rhode Island Sea Grant. October 1992.

Dissertation/Thesis

Imperial, Mark T. *Collaboration as an Implementation Strategy: An Assessment of Six Watershed Management Programs* (Unpublished doctoral dissertation, Indiana University, Bloomington, IN, May 2001)

Imperial, Mark T. *Public Participation in the National Estuary Program: A Descriptive and Empirical Analysis*. (Unpublished Masters Thesis, Kingston, RI: University of Rhode Island, Department of Marine Affairs, May 1993).

CONFERENCE PAPERS AND INVITED PRESENTATIONS

Ulibarri, Nicola (Presenter), Kirk Emerson, **Mark T. Imperial**, Nicolas Jager, Jens Newig, and Edward Weber. How Does Collaborative Governance Evolve? Insights from a Medium-n Case Comparison. Presented at the American Society of Public Administration (ASPA) 81st Annual Conference. April 3 to April 7. Anaheim, California

Imperial, Mark T. "Life-Cycles and Developmental Processes in Watershed Partnerships: Changing the Social Architecture to Sustain the Useful Life of Governance Networks." Paper presented at the Annual Conference for University Network for Collaborative Governance, Indiana University, Bloomington IN. October 3 – 5, 2019.

Imperial, Mark T. “Life-Cycles and Developmental Processes in Watershed Partnerships: Sustaining the Useful Life of Governance Networks.” Paper presented at the XVII Biennial International Association for the Study of the Commons (IASC) Conference in Lima Peru. July 1- 5, 2019.

Imperial, Mark T. “Developing the social architecture for effective network governance: Sustaining the healthy and useful life of watershed governance.” Paper presented at the XVI Biennial International Association for the Study of the Commons (IASC) Conference in Utrecht, Netherlands on July 10 – 14, 2017.

Imperial, Mark T. “Developing the social architecture for network governance: Sustaining the healthy and useful life of watershed governance” Paper presented at the 38th Annual Association for Public Policy Analysis and Management (APPAM) Research Conference. November 7 – 9, 2016. Washington, DC.

Imperial, Mark T. “Sustaining the Useful Life of Network Governance: Life-Cycles and Developmental Challenges In Watershed Partnerships” Paper presented at the 27th International Congress for Conservation Biology, August 2-6, 2015. Montpellier, France.

Imperial, Mark T. and Dru Harrison. “Lower Cape Fear Stewardship Development Program” Webinar delivered as part of the National Association of Conservation Districts (NACD) Urban and Community Conservation Webinar Series. January 16, 2014. Delivered live to about 100 registrants and archived for future viewing (Invited). <https://www.nacdnet.org/general-resources/webinars/>

Biddle, Jennifer and **Mark T. Imperial.** “Characteristics of Good Governance for Coastal Sustainability: A Case Study of Wilmington, NC.” Paper presented at the 35th Annual Association for Public Policy Analysis and Management (APPAM) Research Conference. November 7 – 9, 2013. Washington, DC.

Imperial, Mark T. “Marketing Strategies for Small Programs” presentation at the 2013 National Association of Schools of Public Affairs and Education (NASPAA) Conference. October 10- 12, 2013. Washington, DC.

Imperial, Mark T. “Developing a Framework for Analyzing Partnerships for Integrated Water Resources Management (IWRM): An Institutional Analysis of Watershed Partnerships in the U.S.” Paper presented at the conference *Design and Dynamics of Institutions for Collective Action* at Utrecht University, Netherlands. November 29 – December 1, 2012. (Invited)

Imperial, Mark T. “Measuring the effectiveness of partnerships for collaborative environmental management: Lessons from the analysis of the organizational life-cycles of four watershed partnerships” Paper presented at the 34th Annual Association for Public Policy Analysis and Management (APPAM) Research Conference. November 8 – 10, 2012. Baltimore, MD.

Imperial, Mark T. “Analyzing the Structure of Collaborative Partnerships for Environmental Management: Developing a Framework for Comparative Analysis” Presented at the Duke University Marine Lab. Beaufort, NC as part of its seminar series. September 19, 2012 (Invited).

Imperial, Mark T. “A Framework for Analyzing the Structure of Partnerships for Collaborative Environmental Management.” Paper presented at the 33rd Annual Association for Public Policy Analysis and Management (APPAM) Research Conference. November 3 – 5, 2011. Washington, DC.

Imperial, Mark T. “Analyzing the structure of collaborative partnerships for environmental management: developing a framework for comparative analysis.” Paper presented at the 2011 Southeastern Conference for Public Administration (SECoPA). September 21 - 24, 2011. New Orleans, LA.

Mark T. Imperial & Abigail York. “Analyzing Institutional Arrangements for Cooperative Management of Private Lands” at the 31st Annual Association for Public Policy Analysis and Management (APPAM) Research Conference. November 5 – 7, 2009. Washington, DC.

Yandle, Tracy & **Mark T. Imperial**. “Using Property Rights to Better Understand the Institutional Arrangements for Fisheries Governance” at the 31st Annual Association for Public Policy Analysis and Management (APPAM) Research Conference. November 5 – 7, 2009. Washington, DC.

Imperial, Mark T. "Paradoxes, Possibilities, and the Obstacles to Integrated Water Resources Management: Lessons from the Institutional Rational Choice Literature" at the International Symposium on Society and Resource Management (ISSRM) July 5 – 8, 2009. Vienna, Austria (Invited Presentation and Panel Participant)

Imperial, Mark T. & Thomas Koontz. “Designing Resilient Watershed Partnerships: Structural Properties, Life-Cycles, and the Longevity of Watershed Partnerships.” at the 2008 Southeastern Conference of Public Administration (SECoPA). Orlando, FL. September 24 – 27, 2008.

Imperial, Mark T. “Marine Affairs Education in the 21st Century.” at The Coastal Society’s 21st Biennial Conference. Redondo Beach in Los Angeles, California. June 29 - July 2, 2008.

Imperial, Mark T. & Thomas Koontz. “Evolution of Collaborative Organizations for Watershed Governance: Structural Properties, Life-Cycles, and the Factors Contributing to the Longevity of Watershed Partnerships.” Paper presented at the 29th Annual Association for Public Policy Analysis and Management (APPAM) Research Conference. November 8 – 10, 2007. Washington, DC.

Imperial, Mark T. “Measuring Environmental Performance to Encourage Collaboration: Lessons for Watershed Partnerships” Presented at Coastal Zone ’07. July 22 – 26, 2007. Portland, Oregon.

Imperial, Mark T. “Ecosystem-Based Management: Opportunities and Challenges”. Keynote Presentation at Change and Sustainability in the Baltic Sea Area. The Centre for Baltic and East European Studies (CBEES) Annual Conference. Södertörn University College, Sweden. November 20 – 21, 2006. (Invited Keynote Presentation)

Imperial, Mark T. “Testing an Innovative Environmental Education Program for Nonpoint Source Pollution: Results of a Quasi-Experimental Program Evaluation.” Presented at 28th Annual Association for Public Policy Analysis and Management (APPAM) Research Conference. November 2 – 4, 2006. Madison, Wisconsin.

Imperial, Mark T. “Evaluating Environmental Education Programs in Watersheds: A Case Study of the Burnt Mill Creek Outreach & Demonstration Project.” Presented at The Coastal Society’s 20th Biannual Conference. St Pete Beach, Florida. May 14 – 17, 2006.

Imperial, Mark T. “Strategies for Improving Coastal and Ocean Governance: Challenges and Opportunities” Presented at The Coastal Society’s 20th Biannual Conference. St Pete Beach, Florida. May 14 – 17, 2006.

Imperial, Mark T. “Do Environmental Education Programs for Nonpoint Source Pollution Work? Results of a Quasi-Experimental Program Evaluation.” Presented at the School of Environment and Natural Resources Spring 2006 Seminar Series. The Ohio State University, Columbus, Ohio. (Invited Presentation)

Imperial, Mark T., Lloyd Jones and Jennifer Butler. “An Evaluation of a Proximity-Based Approach to Environmental Education: The Section 319 Burnt Mill Creek Outreach & Demonstration Project” Paper presented at the 13th National Nonpoint Source Monitoring Workshop. September 18 – 22, 2005. Raleigh, North Carolina.

Imperial, Mark T. “Complexity, Environmental Change, and the Design of Institutional Arrangements for Integrated Water Resource Management: Lessons from Watershed Governance in the United States.” Paper presented at World Water Week in Stockholm, Sweden. August 21, 2005. (Invited Presentation)

Imperial, Mark T. “Intergovernmental Challenges of Watershed Management: Strategies for Improving Watershed Governance.” Paper presented at Coastal Zone ’05. July 17 – 21, 2005. New Orleans, LA.

Kauneckis, Derek and **Mark T. Imperial**. “An Institutional Analysis of Collaborative Watershed Management: The Lake Tahoe Case.” Paper presented at Institutional Analysis for Environmental Decision Making: A Workshop. January 28 – 29, 2005. Fort Collins Science Center, U.S. Geological Survey. Fort Collins, CO.

Imperial, Mark T. “Using Performance Management Systems to Improve Collaborative Processes: Lessons from Three Watershed Management Programs.” Paper presented at the 26th Annual Association for Public Policy Analysis and Management (APPAM) Research Conference. October 28 – 30, 2004. Atlanta, GA.

Imperial, Mark T. “Collaboration and Performance Management in Network Settings: Lessons from Three Watershed Management Programs.” Paper presented at the 2004 Southeastern Conference of Public Administration (SECoPA). October 3 – 5, 2004. Charlotte, NC.

Imperial, Mark T. “Ecosystem Management and Intergovernmental Administration: Strategies for Improving Ecosystem Governance.” Presented at The Coastal Society’s 19th Biennial Conference. May 23 – 26, 2004. Newport, RI.

Imperial, Mark T. and Chris Dumas. “Managing Public Beach Access: An Analysis of Beachgoers in Wrightsville Beach, North Carolina.” Presented at The Coastal Society’s 19th Biennial Conference. May 23 – 26, 2004. Newport, RI.

Imperial, Mark T. and Timothy Hennessey. “Implementing Effective Watershed Management Programs: Lessons from Six Watershed Management Programs” Presentation at Coastal Zone ’03. July 13 - 17, 2003. Baltimore, MD.

Imperial, Mark T. “Implementing Ecosystem Management in the United States: Lessons from Watershed Management Programs.” Invited presentation at a Workshop on the Ecosystem Approach in the Baltic Sea sponsored by the Sweden Ministry of Environment’s Commission on the Marine Environment. April 22 – 24, 2003. Vaxholm, Sweden. (Invited Presentation)

Imperial, Mark T. and Tracy Yandle. “Taking Institutions Seriously: Using the IAD Framework to Analyze Fisheries Policy.” Paper presented at the spring meeting of the Southern Division of the American Fisheries Society. February 13 – 16, 2003. Wilmington, NC.

Imperial, Mark T. “Watershed Governance: Theory and Practice.” Presented at Emory University’s Environmental Studies Seminar Series. October 31, 2002. Atlanta, Georgia. (Invited Presentation)

Imperial, Mark T. and Timothy Hennessey. “Using Collaboration as an Implementation Strategy: Lessons Every Practitioner Should Know.” Paper prepared for the 18th International Conference of The Coastal Society, May 19 – 22, 2002, Galveston, Texas.

Imperial, Mark T. “Collaboration as a Governance Strategy: Lessons from Six Watershed Management Programs.” Paper presented at the American Society for Public Administration’s (ASPA’s) 63rd National Conference. March 23 – 26, 2002, Phoenix, Arizona. Note: 200 copies were distributed at a workshop by Rae Zimmerman entitled “Decision Making for Complex Projects” at the Annual American Planning Association Conference in Chicago, IL, April 15, 2002.

Imperial, Mark T. and Timothy Hennessey. “Improving Watershed Governance: Collaboration, Public Value, and Accountability.” Paper presented at the 2000 Annual Meeting of the American Political Science Association (APSA). August 31 – September 3, 2000. Washington, DC.

Imperial, Mark T. and Timothy Hennessey. “Environmental Governance in Watersheds: The Value Added by Collaboration.” Proceedings of The Coastal Society’s 17th International Conference. July 9 – 12, 2000. Portland, OR.

Imperial, Mark T. and Timothy Hennessey. “Environmental Governance in Watersheds: The Role of Collaboration” Proceedings of the 8th Biennial Conference of the International Association for the Study of Common Property (IASCP). May 31 – June 4, 2000. Bloomington, IN.

Imperial, Mark T. and Timothy Hennessey. “Environmental Governance in Watersheds: Collaboration, Public Value, and Accountability.” Paper presented at the 1999 Association for Public Policy Analysis and Management (APPAM) Twenty-First Annual Research Conference. November 4 – 6, 1999. Washington, DC.

Perry, James L. and **Mark T. Imperial.** “A Decade of Service-Related Research: A Map of the Field.” Paper presented at the National Association of Schools of Public Affairs and Administration’s 29th Annual Conference. October 14 – 16, 1999. Miami, FL.

Imperial, Mark T. and Timothy Hennessey. “The Institutional and Administrative Challenges of Watershed Management: Lessons Every Practitioner Should Know.” Paper presented at the 1999 American Society of Public Administration (ASPA) Annual Research Conference. April 10 – 13, 1999. Orlando, Florida

Perry, James L., **Mark T. Imperial,** and Jonathan Matsey. *Service-Related Research and Evaluation Studies 1990 – 1998: Results of a Preliminary Scan.* Research report presented at the Grantmaker Forum on Community and National Service’s First Annual Conference. November 5 – 6, 1998. New York, NY. (Invited Panel Presentation)

Imperial, Mark T. “Examining Institutional Arrangements for Fishery Management: Regulation, ITQs, and Community-Based Management.” Paper presented at the 1998 Association for Public Policy Analysis and Management (APPAM) Twentieth Annual Research Conference. October 29 – 31, 1998. New York, NY.

Imperial, Mark T. “Intergovernmental Policy Implementation: Examining Interorganizational Networks and Measuring Network Performance.” Paper presented at the 1998 Academy of Management Meeting. August 9 – 12, 1998. San Diego, California. (Refereed)

Imperial, Mark T. “Ecosystem-Based Management: The Importance of Intergovernmental Networks.” *Proceedings of The Coastal Society’s 15 International Conference.* July 12 – 15, 1998. Williamsburg, VA.

Imperial, Mark T. and Tracy Yandle. “Examining Institutional Arrangements for Fishery Management: Regulation, TAQs, and Community-Based Management.” *Proceedings of The Coastal Society’s 15 International Conference.* July 12 – 15, 1998. Williamsburg, VA.

Imperial, Mark T. “Developing Effective Institutional Arrangements for Ecosystem-Based Management: Lessons from the Rhode Island Salt Ponds SAM Plan.” *Coastal Zone ‘97: Proceedings of the Tenth Symposium on Coastal and Ocean Management.* July 19 – 25, 1997. Boston, Massachusetts.

Imperial, Mark T. and Timothy Hennessey. “An Institutional Perspective on Ecosystem-Based Management: Challenges, Constraints, and Opportunities.” *Coastal Zone ‘97: Proceedings of the Tenth Symposium on Coastal and Ocean Management.* July 19 – 25, 1997. Boston, Massachusetts.

Imperial, Mark T. “Environmental Equity in Water Pollution Control: An Analysis of the Construction Grants Program” *Proceedings of The Coastal Society’s 15 International Conference.* July 14 - 17, 1996. Seattle, Washington.

Imperial, Mark T. and Timothy M. Hennessey. “Section 6217 of the 1990 Coastal Zone Act Reauthorization Amendments: A Preliminary Evaluation.” *Coastal Zone ‘95: Proceedings of the Ninth Symposium on Coastal and Ocean Management.* July 16-21, 1995. Tampa, Florida.

Imperial, Mark T. and Timothy Hennessey. “Managing Nonpoint Sources of Pollution: The Challenge of Developing a Coastal Nonpoint Pollution Control Program.” Proceedings of The Coastal Society’s 14th International Conference. April 17-20, 1994. Charleston, South Carolina.

Imperial, Mark T. and Timothy Hennessey. "Integration and Implementation: An Assessment of the Section 6217 of the 1990 Coastal Zone Act Reauthorization Amendments." In Biliiana Cicin-Sain and Lori L. Denno (eds.) *Moving Ahead on Ocean Governance, Ocean Governance Study Group (1994)*. (Newark, DE: Center for the Study of Marine Policy, College of Marine Studies, University of Delaware. April 1994)

Cogan, Jessica B. and **Mark T. Imperial**. "The Evolution of the Federal Consistency Provisions: The Controversy Continues." *Coastal Zone '93: Proceedings of the Eighth Symposium on Coastal and Ocean Management*. July 19-23, 1993. New Orleans, Louisiana.

Imperial, Mark T. Timothy Hennessey. "The National Estuary Program: A Preliminary Evaluation of the Management Conference Process." *Coastal Zone '93: Proceedings of the Eighth Symposium on Coastal and Ocean Management*. July 19-23, 1993. New Orleans, Louisiana.

Imperial, Mark T. and Virginia Lee. "Development and Implementation of the Rhode Island Salt Ponds Special Area Management Plan." Presentation at the Special Area Management Planning Workshop sponsored by the New England, New York, and New Jersey Coastal Management Programs. Newport, Rhode Island. October 18-19, 1993. Invited Presentation. (Invited Presentation and Moderator of the two-day workshop)

Imperial, Mark T. "Managing Nonpoint Sources of Pollution in the Coastal Zone: State Implementation of Section 6217 of the 1990 Coastal Zone Act Reauthorization Amendments." Presentation at the 1993 New England Leadership Meeting of the National Association of Conservation Districts. March 11-12, 1993. Portsmouth, New Hampshire. (Invited Presentation)

Imperial, Mark T. "Coastal Zone Management Programs and Nonpoint Source Pollution Control: The Coastal Resources Management Council Example." Presentation at the 1992 New England Leadership Meeting of the National Association of Conservation Districts. March 12-13, 1992. Portsmouth, New Hampshire. (Invited Presentation).

Imperial, Mark T. and Timothy Hennessey. "An Evolutionary Perspective on the Management of Estuaries in the United States: Lessons Learned." Paper presented at the Coastal and Estuary Management Workshop. November 7-8, 1991. Seattle, Washington. (Invited Presentation).

Imperial, Mark T., Donald Robadue, Jr. and Timothy Hennessey. "Approaches to Environmental Management Planning: The CZMA and the National Estuary Program." *Coastal Zone '91: Proceedings of the Seventh Symposium on Coastal and Ocean Management*. July 8-12, 1991. Long Beach, California.

Anderson, Eric T. and **Mark T. Imperial**. "Overcapacity in Port Container Terminals: Planning Techniques and Policy Implications For Port Managers and Public Officials." *Proceedings of the Second International Symposium on Coastal Ocean Space Utilization*. April 2-4, 1991. Long Beach, California.

Imperial, Mark T., Timothy Hennessey, and Donald Robadue, Jr. "The National Estuary Program: An Innovative Federal-State Approach to the Design of Estuary Governance Policies." *Our Coastal Experience: Assessing the Past, Confronting the Future*. The Proceedings of the Coastal Society Twelfth International Conference. October 21-24, 1990. San Antonio, Texas.

INVITED WORKSHOP PARTICIPATION

Network Governance and Large-Scale Resource Management Workshop Series. Sponsored by the National Socio-Environmental Synthesis Center (SESYNC), University of Maryland. Annapolis, Maryland. The first product of the series of workshops is an edited special issue of *Frontiers in Ecology and Environment* consisting of a series of collaborative articles by the workshop participants.

February 19 – 20, 2014, October 29-30, 2013, April 16 – 17, 2013.

Change and Sustainability in the Baltic Sea Area. The Centre for Baltic and East European Studies (CBEES) Annual Conference. Södertörn University College, Sweden.

November 20 – 21, 2006.

Institutional Analysis for Environmental Decision Making: A Workshop. Fort Collins Science Center, U.S. Geological Survey. Fort Collins, CO.
January 28 – 29, 2005.

Workshop on the Ecosystem Approach in the Baltic Sea sponsored by the Sweden Ministry of Environment's Commission on the Marine Environment. Vaxholm, Sweden.
April 22 – 24, 2003.

Madison Watershed Workshop. Madison, Wisconsin.
July 20 – 21, 2000.

Moving Ahead on Ocean Governance, Ocean Governance Study Group. Center for the Study of Marine Policy, College of Marine Studies, University of Delaware. Lewes, DE.
April 1994.

Special Area Management Planning Workshop sponsored by the New England, New York, and New Jersey Coastal Management Programs. Newport, Rhode Island.
October 18-19, 1993.

Coastal and Estuary Management Workshop. Seattle, Washington.
November 7-8, 1991.

CONTRIBUTOR TO REPORTS

Born, Stephen and Kenneth D. Genskow. *Toward Understanding New Watershed Initiatives: A Report from the Madison Watershed Workshop*. July 20 – 21, 2000. Madison, Wisconsin.

Grantmaker Forum on Community & National Service. *The State of Service-Related Research: Opportunities to Build a Field*. Berkeley, CA: Grantmaker Forum on Community & National Service. May 2000.

Coastal Resources Center. *Trainer's Guide: The Summer Institute in Coastal Management. Participant Coursebook Volume II*. Rachel Calabro, Marc DeMoranville, Brian Crawford (eds.). International Coastal Resource Management Project. University of Rhode Island Coastal Resources Center in Cooperation with U.S. Agency for International Development. Kingston, RI: Coastal Resources Center. 1994.

VISITING SCHOLARS

Min REN, Associate Professor; Director of Master of Public Administration Program. Department of Public Management, Guizhou University. Guiyang. P.R. China.
February 2012 to February 2013

HU Yi, Associate Professor of Department of Management, Fujian Provincial Party School. Fuzhou, Fujian. P.R. China.
July 2010 – June 2011

EDITORIAL

(ed.) *Coastal Features*. 2 (no. 2, Spring 1994). Wakefield, RI: Coastal Resources Management Council, State of Rhode Island.

(ed.) *Coastal Features*. 1 (no. 1, Winter 1993). Wakefield, RI: Coastal Resources Management Council, State of Rhode Island.

(ed.) *Coastal Features*. 1 (no. 2, Spring 1993). Wakefield, RI: Coastal Resources Management Council, State of Rhode Island.

(Asst. ed.) *Coastal Features*. 2 (no. 2, Spring 1994). Wakefield, RI: Coastal Resources Management Council, State of Rhode Island.

(Asst. ed.) *Coastal Features*. 2 (no. 1, Winter 1994). Wakefield, RI: Coastal Resources Management Council, State of Rhode Island.

(Asst. ed.) *Coastal Features*. 1 (no. 3, Summer 1993). Wakefield, RI: Coastal Resources Management Council, State of Rhode Island.

HONORS/AWARDS

2013 Exemplary Post-Tenure Review, Awarded by the Dean of the College of Arts and Sciences. Spring 2013.

2011 Distinguished Departmental Service Award. Awarded in recognition of distinguished service as the MPA Director, MPA Internship Coordinator, and member of the UNCW 9/11 Decennial Anniversary Committee

2009 Distinguished Departmental Service Award. Awarded in recognition of distinguished service on the annual review committee for the Department of Public and International Affairs.

2005 Distinguished Departmental Service Award. Awarded in recognition of distinguished service to the Department of Political Science.

Director's Award, 2003 University of North Carolina at Wilmington Web Page Contest, Center of Teaching Excellence.

Chair's Distinguished Teaching Service Award. Awarded at the Political Science Department's Award ceremony in Spring 2002.

Advanced Graduate Student Travel Grant Award, American Political Science Association (APSA). Awarded August 2000 to attend and present a paper at the 2000 Annual APSA Meeting.

Teaching Excellence Recognition Award, School of Public and Environmental Affairs, Indiana University. Awarded April 2000 in recognition of teaching excellence.

Thomas Bigford Award for best student presentation for the paper "Environmental Equity in Water Pollution Control: An Analysis of the Clean Water Act Construction Grants Program" at The Coastal Society's 15 International Conference. Seattle, Washington. July 14 - 17, 1996.

REVIEWER:

Member of the Editorial Board

- *Environmental Management:* Term: January 2004 to Present

Peer Reviewed Journals:

- *Ambio*
- *American Journal of Political Science*
- *Coastal Management*
- *Environmental Management*
- *Ecological Economics*
- *Ecology & Society*
- *Environmental Planning and Management*
- *Environmental Policy and Governance*
- *Environmental Politics*
- *International Food & Agriculture Management Review*
- *International Journal of the Commons*

- *International Journal of Water Governance*
- *International Review of Administrative Sciences*
- *Journal of Water Resources Planning and Management*
- *Land Use Policy*
- *Society & Natural Resources*
- *Public Works Management and Policy Journal*
- *Policy Studies Journal*
- *Policy Sciences*
- *Policy and Society*
- *Public Administration*
- *Public Administration Review (PAR)*
- *Public Administration Quarterly*
- *Journal of Public Administration Research & Theory (JPART)*
- *Nonprofit Policy Forum*
- *Review of Policy Research*
- *The Annals of Regional Science*

Conference Papers:

- Academy of Management

Publishers (Book Proposals, Textbook Reviews):

- Routledge
- SAGE Publications
- W. W. Norton Publishers
- Thomson Wadsworth Publishing
- Congressional Quarterly Press
- Island Press
- International Thompson Publishers

Book Chapters

- Reviewed a chapter in *Complexity Theory for a Sustainable Future* published by Resilience Alliance at Stockholm University, Sweden
- Reviewed a chapter for *Handbook of Decision Making* published by Marcel Dekker

Ph.D. External Examiner

- Duke University
- University of Hawaii-Manoa
- University of Wollongong, New South Wales, Australia
- The University of New South Wales. Sydney, Australia

Grant Proposals

- National Science Foundation (NSF)
- National Estuarine Research Reserve System Collaborative Science Program
- NOAA's Office of Global Programs

Government Reports:

- U.S. Environmental Protection Agency
- U.S. Geological Survey, Policy Analysis and Science Assistance Program, Fort Collins, CO

RESEARCH EXPERIENCE:

Co-Principal Investigator. Department of Environmental Quality, Division of Coastal Management. (With Kirsten Kinzer)

July 2017 to June 2018

Project Description: The project involves developing a guidance manual for local governments to help them develop and amend their Coastal Area Management Act (CAMA) Land Use Plans

Principal Investigator: Town of St. James Community Center Survey. St. James, NC.
January 2008 to July 2008

Project Description: The project surveyed all property owners and their spouses to gauge public opinion about building a community center on land owned by the Town.

Co-Principal Investigator: An Assessment of Public Awareness of Rip Currents in New Hanover County, NC. (With Jim Herstine, Doug Gamble, Chris Dumas, and Steven Meinhold).

August 2006 to September 2006

Project Description: The project involved collecting and analyzing data on the public's awareness and understanding of rip currents in New Hanover County, NC.

Principal Investigator: Developing a Water Use and Harbor Management Plan for Carolina Beach, NC.
November 2005 – May 2007

Project Description: The project involved collecting and analyzing data, holding public meetings, and developing a water use and harbor management plan for the Carolina Beach, NC. This is the first local harbor management plan in North Carolina

Co-Principal Investigator: The Economic Impacts of the Brunswick County, NC Community in Schools (CIS) Program. (With Chris Dumas)

May 2005 – August 2005

Project Description: The project involved collecting quantitative and qualitative data to understand and assess the economic impacts of the Community in Schools Program (CIS) in Brunswick County, NC.

Co-Principal Investigator: Burnt Mill Creek Outreach and Demonstration Project. (With Lloyd Jones).
September 2002 to August 2005.

Project Description: Telephone surveys will be used to evaluate the City of Wilmington's Burnt Mill Creek Outreach and Demonstration Project, which is funded pursuant to a Section 319 Nonpoint Source Program grant from the North Carolina Department of Environment and Natural Resources and the Environmental Protection Agency.

Responsibilities include:

- Providing technical support to the City of Wilmington in the development of the research design
- Assisting in the development of the survey instruments
- Supervising the administration of six telephone surveys
- Analyzing the survey data and developing a final report

Project Director and Co-Principal Investigator: Beach Survey for the Town of Wrightsville Beach (with Chris Dumas, Lloyd Jones, Jim Herstine, Steven Meinhold, Pete Schuhmann, John Whitehead)

June 1, 2003 – January 31, 2004.

Project Description: Surveyed beachgoers on a weekday and weekend to gather information on beach use, behavior, and perceptions of town services. Prepared report describing the research design and summarizing the data.

Principle Investigator: Using Performance Measures to Improve Collaborative Processes: Lessons from Three Watershed Management Programs.

March 2003 to December 2003

Project Description: The objective of the project is to produce a research report examining how performance measures influence collaborative processes in watershed management programs.

Project Director. Environmental Governance in Watersheds. Independent subcontractor to the National Academy of Public Administration on their Learning from Innovations in Environmental Protection Project.

February 1999 to September 2000

Project Description: One of 17 research teams selected to examining innovations in environmental protection. This project examined the development and implementation of six watershed management programs for the: Delaware Inland Bays (DE), Lake Tahoe (CA, NV), Narragansett Bay (RI, MA), Salt Ponds (RI), Tampa Bay (FL), and Tillamook Bay (OR). Data was collected primarily from field interviews and archival records. The analysis of the case studies relied on evaluative criteria supplied by the Academy

as well as derived from the literature. The project will result in a final report entitled *Environmental Governance in Watersheds: The Importance of Collaboration to Institutional Performance* that includes six detailed case studies, a main report consisting of the comparative cross-case analysis, and various appendices and supporting materials.

Responsibilities included:

- Developed the research protocol and supervised data collection and analysis
- Prepared some case studies and assisted in the preparation of the others
- Developed the cross-case analysis and co-authored the main report.
- Supervised a staff of four graduate research assistants
- Administered all aspects of the contract.

Research Associate. Institute for the Study of Government and the Nonprofit Sector. School of Public and Environmental Affairs. Indiana University, Bloomington, IN 47405.

July 1998 – May 2000

Project Description: The project, funded by the Grantmaker Forum Research Task Force, is designed to develop a database of previous research on service learning and volunteer public service programs in the United States. This research will then be examined in an attempt to better understand what is known and not known about the implementation of these programs.

Responsibilities include:

- Developed a ProCite database containing previous research on service learning and volunteer public service programs in the United States;
- Supervised the daily work of the graduate assistants on the project;
- Made several presentations on the results of research to the Grantmaker Forum Research Task Force
- Participated in the development of three reports for Grantmaker Forum, and other peer-reviewed and edited manuscripts for publication and presentation at appropriate conference forums based on this research.

Graduate Research Assistant. Coastal Resources Center, University of Rhode Island Graduate School of Oceanography. Narragansett, Rhode Island 02882.

December 1989 – November 1991

Project Description: Worked on part of a five-year comparative estuaries project funded by Sea Grant. It focused on the examining the long-term management of five estuaries in the United States in order to better understand the governance of the estuarine systems and the outcomes of the management programs.

Responsibilities included:

- Researched water quality and coastal management programs including those developed under the provisions of the Clean Water and Coastal Zone Management Acts as well as the Great Lakes and the Chesapeake Bay Programs;
- Developed peer-reviewed and edited manuscripts for publication and presentation at appropriate conference forums.

GRANTS

Imperial, Mark T. and Kirsten Kinzer. *Land Use Planning Technical Guide*. Grant awarded by the North Carolina Department of Environmental Quality (DEQ), Division of Coastal Management. July 2017. \$50,000.

Imperial, Mark T. International Travel Grant. UNCW's Office of International Programs. 2017. \$1,000.

Robadue, Donald D., Jr., **Mark T. Imperial**, Timothy Hennessey, Julie Wyman, Susan Farady, and Mark Amaral. *Retrospective Governance Analysis for Narragansett Bay Watershed and Airshed*. Grant awarded by the Atlantic Ecology Division (AED), Office of Research Development, United States Environmental Protection Agency (EPA) to the Lighthouse Consulting Group. August 2013. \$100,000 (Approximate). EPA Subsequently awarded a contract extension to further develop this project.

Imperial, Mark T. International Travel Grant. UNCW's Office of International Programs. 2015. \$1,000.

Imperial, Mark T. Online Course Development Contract. E-Learning, Office of Academic Affairs. Summer 2013. \$5,000

Imperial, Mark T. International Travel Grant. UNCW's Office of International Programs. December 18, 2012. \$1,000.

Imperial, Mark T. *Town of St. James Community Center Survey*. Awarded by the Town of St. James, NC. \$17,266

Jim Herstine, Doug Gamble, Chris Dumas, **Mark T. Imperial**, and Steven Meinhold. *An assessment of Public Awareness of Rip Currents in New Hanover County, NC*. Mini-grant awarded by NC Sea Grant. \$3,982

Imperial, Mark T. *Developing a Water Use and Harbor Management Plan for Carolina Beach, NC*. Grant Awarded by the Town of Carolina Beach, NC. \$19,789

Dumas, Chris and **Mark T. Imperial**. *The Economic Impacts of the Brunswick County, NC Community in Schools (CIS) Program*. Grant Awarded by the CIS Program. \$6,497.

Imperial, Mark T. *Student Assistance Award*. Competitive grant from the University of North Carolina at Wilmington's Center for Teaching Excellence to support a graduate student assistant for course development. \$700.

Imperial, Mark T., Lloyd Jones, Steven Meinhold, Chris Dumas, Pete Schuhmann, John Whitehead, and Jim Herstine. *Beach Survey for the Town of Wrightsville Beach*. Grant from the Town of Wrightsville Beach to survey beachgoers. \$10,000.

Imperial, Mark T. *Using Performance Measures to Improve Collaborative Processes: Lessons from Three Watershed Management Programs*. Grant awarded by IBM Center for The Business of Government. \$15,000.

Jones, Lloyd and **Mark T. Imperial**. *Burnt Mill Creek Outreach and Demonstration Project*. Grant awarded by the City of Wilmington, NC. \$23,560.

Imperial, Mark T. *Summer Research Initiative*. Competitive Grant for faculty at the University of North Carolina at Wilmington to support an intensive summer research initiative. \$3,000.

Imperial, Mark T. and Timothy Hennessey. *Environmental Governance in Watersheds*. Grant awarded by the National Academy of Public Administration as part of their Learning from Innovations in Environmental Protection Project. \$108,000.

Authored two successful proposals to work as a subcontractor for the University of Rhode Island Coastal Resources Center on projects funded by the United States Environmental Protection Agency (EPA) and the United States Agency for International Development (AID).

Authored many successful grant proposals for federal and state funding while working as a Marine Resource Specialist for the Rhode Island Coastal Resources Management Council.

IV. TEACHING

Professor. Department of Public & International Affairs, University of North Carolina at Wilmington, 601 South College Road, Wilmington, North Carolina 28403-3297

August 2020 – Present.

Undergraduate:

PLS 308 Public Administration
PLS 304 Introduction to Public Policy Analysis
PLS 209 Environmental Politics

Graduate:

MPA 500 Managing Public and Nonprofit Organizations (face-to-face and online)
MPA 502 Public Human Resources Administration
MPA 505 Policy Analysis (formerly Applied Policy Analysis and Cost-Benefit Analysis)
MPA 506 Program Evaluation (face-to-face and online)
MPA 516 Leadership & Organizational Culture
MPA 517 Strategic Planning and Management
MPA 595 Capstone Seminar in Public Administration
MPA 540 Environmental Policy and Management
MPA 543 Environmental Policy Analysis
MPA 521 Foundations of Coastal and Environmental Management
MPA 522 Field Seminar in Coastal Management
MPA 525 Managing Coastal Ecosystems
MPA 592 Energy Policy
MCOP 521 Institutions & the Environment
MCOP 593 Seminar in Coastal and Ocean Policy
MCOP 595 Capstone Seminar
SWK 514 Social Policy and Social Service Organizations

Note: MPA course designation replaced PLS in 2019 for graduate courses.

Associate Professor Department of Public & International Affairs, University of North Carolina at Wilmington, 601 South College Road, Wilmington, North Carolina 28403-3297

August 2007 – July 2020.

Assistant Professor Department of Political Science, University of North Carolina at Wilmington, 601 South College Road, Wilmington, North Carolina 28403-3297

June 2001 – July 2007.

Associate Instructor. School of Public and Environmental Affairs, Indiana University, Bloomington, Indiana. 47405.

September 1995 – Spring 2001.

Undergraduate: Introduction to Public Management, Managing Behavior in Public Organizations, Environment and People, and Watershed Planning and Management

Teaching Assistant. School of Public and Environmental Affairs, Indiana University, Bloomington, Indiana. 47405.

September 1994 – May 1995

Undergraduate: Introduction to Public Affairs

V. PROFESSIONAL PRACTICE

EMPLOYMENT:

Consultant to Lighthouse Consulting Group, Warrant, Rhode Island

August 2013 – February 2017

Project: Focus of the project was to develop a framework and methodology for analyzing the governance networks for the Narragansett Bay watershed dating back to the late 1800s. The project was funded by the Atlantic Ecology Division and involved collecting and digitizing over 1,400 documents consisting of over 125,000 pages of searchable material. The project produced a report documenting the methodology as well as a report containing the results of the governance analysis.

Planner-in-Charge for the Town of Ocean Isle Beach, North Carolina

January 2006 – June 2009

Project: Planner-in-Charge for the Land Use Plan Update developed pursuant to the North Carolina Coastal Area Management Act (CAMA). Responsibilities include supervising a management intern, managing the public participation process, analyzing data, coordinating the planning process, and writing the draft land use plan and other planning documents.

Planner-in-Charge for the Town of Holden Beach, North Carolina

January 2006 – June 2009

Project: Planner-in-Charge for the Land Use Plan Update developed pursuant to the North Carolina Coastal Area Management Act (CAMA). Responsibilities include supervising a management intern, managing the public participation process, analyzing data, coordinating the planning process, and writing the draft land use plan and other planning documents.

Planner-in-Charge for the Town of Wrightsville Beach, North Carolina

July 2003 – June 2006

Project: Planner-in-Charge for the Land Use Plan Update developed pursuant to the North Carolina Coastal Area Management Act (CAMA). Responsibilities include supervising a management intern, managing the public participation process, analyzing data, coordinating the planning process, and writing the draft land use plan and other planning documents.

Facilitator for the Town of Wrightsville Beach, North Carolina

September 2003 – November 2003

Project: Facilitated the Town of Wrightsville Beach's Better Beach Committee formed to try and identify solutions to problems such as noise and disruptive behavior in the downtown area during the summer months.

Consultant (with Lloyd Jones) to William B. Farris, Inc. (WBF1) and the Town of Emerald Isle.

July 2003 – September 2003

Project: Develop a mailed questionnaire to gauge the attitudes and opinions of Emerald Isle property owners about various issues and concepts related to development and future land use in the Town. Project also includes providing guidance in the design of the survey and its administration as well as interpreting the results.

Consultant to the National Academy of Public Administration. Washington, DC 20005

February 1999 – August 2000

Project: The project resulted in a final report entitled *Environmental Governance in Watersheds: The Importance of Collaboration to Institutional Performance* that includes six detailed case studies, a main report consisting of the comparative cross-case analysis, and various appendices and supporting materials.

Consultant to the Coastal Resources Center. University of Rhode Island's Graduate School of Oceanography. Narragansett, Rhode Island. 02882.

August 1995 – January 1996

Project: Contributed to the development of an evaluation framework to be used by the University of Rhode Island Coastal Resources Center (CRC) in its International Coastal Resource Management Project. In particular, the evaluation framework was used to evaluate implementation activities in Ecuador.

Consultant to the Coastal Resources Center. University of Rhode Island's Graduate School of Oceanography. Narragansett, Rhode Island. 02882.

September 1994 – March 1995

Project: Developed a working paper that examined the EPA's National Estuary Program to determine whether it could serve as a model for developing countries. The working paper was delivered at a meeting of officials from the Coastal Resources Center (CRC), EPA, U.S. Agency for International Development (AID), and individual estuary program. Based on the meeting, the CRC, in cooperation with the EPA and AID developed a training program for developing countries.

Marine Resources Specialist. Rhode Island Coastal Resources Management Council. Oliver Stedman Government Center. Wakefield, Rhode Island 02879.

November 1991 – August 1994.

Responsibilities included:

- Developed new regulations for wetlands and habitat protection, shoreline erosion, stormwater management, erosion and sediment control, and marinas and recreational boating facilities;
- Served as the agency contact person for a variety of federal, state and local resource management programs;
- Evaluated proposed development projects, reviewed municipal comprehensive land use and harbor management plans, and reviewed federal consistency determinations for consistency with our agencies policies;
- Coordinated the development of Rhode Island's Section 6217 Coastal Nonpoint Pollution Control Program for approval by EPA and NOAA; and,
- Developed public outreach activities including public workshops, slide shows, informational brochures, and fact sheets. Edited the newsletter *Coastal Features*.

Intern. Essex County Division of Solid Waste Management. Newark, New Jersey.

Summer 1989

Responsibilities included: Performed oversight for Essex County's transfer stations, data entry and processing, preparation of the semi-annual report, and monitored the construction of the Essex County Resource Recovery Facility.

TRAINING SESSIONS/WORKSHOPS:

Instructor. Training Program provided to employees in the City of Wilmington, Onslow County, Cumberland County, NC, and Sampson County

Session: Instructor for a 4-hour session on Ethics & Accountability

August 30, 2017, August 29, 2018, February 15, 2018, February 15, 2019, April 25, 2019, January 15, 2021

Session: Instructor for a 4-hour session titled "Group Decision Making & Team Building" for Cumberland County and Sampson County

October 24, 2019, January 27, 2020, October 30, 2020

Instructor. Success, Evolution, Retention, Viability, Engagement (SERVE). Two-Year leadership training program provided by New Hanover County.

Session: Instructor for a 4 hour session titled "Group Decision Making & Team Building".

March 16, 2017, October 19, 2017, March 13, 2018, March 21, 2019, March 11, 2019, March 18, 2021

Session: Instructor for a 4-hour session on Ethics & Accountability

November 16, 2017, October 25, 2018, October 10, 2019,

Instructor: Academy for Strategic Management. University of North Carolina Wilmington, Department of Political Science and Public Administration Program.

October 19, 2015, September 9, 2015. September 11, 2014, September 12, 2013, September 13, 2012, September 15, 2011, September 23, 2010, October 15, 2009, September 19, 2008, September 15, 2006, September 9, 2005

Sessions: Served as the instructor for a three hour session entitled “Leadership and Self-Assessment”.
Served as one of the instructors for a 3-hour session on “Performance Management.”

Instructor: NC 2006 Fire Prevention School. National Guard Training Center, Kure Beach, NC.

April 25, 2006

Session: The only instructor for a 3 and ½ hour session entitled “Leadership and Organizational Culture.”

PROFESSIONAL ORGANIZATIONS:

- The Coastal Society
- Association for Public Policy Analysis and Management (APPAM)
- American Society for Public Administration (ASPA)

VI. SERVICE

UNIVERSITY OF NORTH CAROLINA WILMINGTON

Community Engagement and Applied Learning Advisory Board (CAS Faculty Representative)

November 2020 - present

College of Arts and Sciences (CAS) Ad Hoc Committee on Workload, Expectations, and Compensation

December 2020 - present

College of Arts and Sciences (CAS), Distance Education Committee

August 2019 - present

Participant, Alliance for the Blue Economy, 2-day workshop on Coastal Resilience, UNCW Center for Innovation and Entrepreneurship

December 2020 – January 2020

Faculty Athletic Council

August 2016 – June 2020

Presentation, Osher Lifelong Learning Institute’s (OLLI’s) Public Issues Forum

February 24, 2020

Graduate Council, Division III representative.

August 2015 – June 2019

ECU-UNCW Joint Coastal PhD Program Proposal Committee. Appointed by the Provost as one of the 7 UNCW members representing the social sciences. Lead author for Appendix A submitted to General administration and was the lead author for Appendix C.

July 2014 to February 2018

Center for Marine Science (CMS), Faculty Advisory Committee. Elected to represent faculty in the “other” category across campus.

February 2015 to August 2016

Search Committee, Director for the Center for Marine Science (CMS). Appointed by the Dean of the College of Arts and Sciences (CAS).

October 2015 – December 2015

UNC System Review of Coastal and Marine Activities, Graduate (Masters Level) Programs Workgroup.

Appointed to serve as a member.
October 2013 to March 2014

Faculty Senate Representative. Served as the Political Science Department's representative on the Faculty Senate

July 2013 – June 2014
July 2004 – December 2006

NASPAA Accreditation Review. Led the effort to write the self-study report and get UNCW's MPA Program accredited for a period of 7 years.

July 12, 2013.

AAAS Review of Marine Science & Site Visit. Represented the Department of Public & International Affairs' MPA and MCOP programs during this statewide review of marine science programs in the UNC system. Participation involved contributing data, participating in meetings to prepare for the site visit, contributions to the site visit presentation, and serving on the pane to answer questions from the site visit team.

September 24, 2012 to January 28, 2013

Faculty Senate, Budget Committee. Appointed to serve as a member.

August 2010 to July 2013

Committee for Academic Research Technologies (ARC). Appointed by Debra Saunders-White, Vice Chancellor, Information Technology Systems Division, as one of 16 members of the committee charged with providing overall direction to efforts addressing our researchers with the tools and infrastructure needed to facilitate their research efforts.

October 2009 – December 2016

Adult Scholars Leadership Program. Participated by giving presentations on population growth and impacts on the environment.

February 24, 2014, March 4, 2013, February 27, 2012, February 11, 2010, February 12, 2009

Guest Lecture – EVS 495. Served as a guest lecturer in their senior seminar class to talk about environmental politics.

Every fall and spring semester from Fall 2001 until Fall 2013 (except for 2-3 weather –related cancelations).

9/11 Decennial Anniversary Planning Committee. Served as a member of a special committee to help plan UNCW's commemorative events to recognize the 10th anniversary of 9/11.

March 24, 2011 – September 19, 2011

Committee on Departments & Schools. Serves as a member of a special committee to the provost to establish a formal university policy on the determination of what qualifies as a School.

December 2008 – February 2009

Planning Committee for the Coastal & Ocean Policy Master Degree Program. Served as the chair of the 23 members overseeing the development of a new master degree program. Lead author of the request for authorization to plan and request for authorization to establish a new degree program documents.

Summer 2005 to January 2009

Planning Committee for EVS Master Degree Program. Represented the MPA program on an advisory committee overseeing the development of a new Master Degree program in environmental studies.

Spring 2004 – Spring 2007

MPA Community Advisory Board.

Fall 2001 to Present

Provost Council. Served as one of 12 faculty members to advise the provost on issues.

July 2005 – June 2006

Office of Sponsored Programs Grants Administrator Search Committee.

Fall 2004

DEPARTMENT OF PUBLIC AND INTERNATIONAL AFFAIRS, UNCW

Director of the Master of Public Administration Program

May 2020 to present

Member, Admissions & Awards Committee, Master of Public Administration (MPA) Program

January 2017 to Present

Author, Self-Study for NASPAA Reaccreditation, Master of Public Administration (MPA) Program

May 2020 to August 2020

Member, Ad Hoc Self-Study Committee, Master of Public Administration (MPA) Program

January 2018 to July 2020

Member, PIA's Scholarship Committee

August 2017 to August 2020

Developed the EVS- MPA Joint MS/MPA degree program, the first dual degree program at UNCW (with Jeff Hill)

Fall 2016 – Spring 2019

Prepared Differential Tuition Proposal for the MPA and EMPA Programs.

Fall 2018

Developed Catalog Language for EMPA Program

Fall 2018

Prepared the Request to Deliver Proposal for the online Executive MPA (EMPA) Program for General Administration.

July 31, 2018

Member, PIA's Curriculum Committee

August 2017 to August 2018

Chair, Peer Review Policy Committee

August 2016 to June 2017

Chair, Post-tenure Review Committee

August 2016 to May 2017

Interim Director, Master of Public Administration (MPA) Program

May 2016 to December 2016

Annual Review Committee Member

Fall 2007 to Spring 2009

Chair, Search Committee for an Administrative Associate

Spring 2016

Director, Master of Coastal and Ocean Policy (MCOP)

January 2009 – June 2015

Director, Master of Public Administration (MPA) Program

July 2007 – June 2014

Graduate Coordinator, Master of Public Administration Program

July 2003 – June 2007

Chair, Study Committee for the Cameron Distinguished Professor of Innovation in the Nonprofit Sector

August 2009 to August 2011

Chair, Faculty Search Committee

Fall 2020/Spring 2021 – 2 MPA hires
Fall 2018/Spring 2019 – MPA hire
Fall 2017/Spring 2018 – MPA hire
Spring/Summer 2014 – MCOP hire
Spring 2013 – Replacement MPA hire
Fall 2012/Spring 2013 – New MPA hire
Fall 2011/Spring 2012 – Replacement MPA hire
Spring/Summer 2009 – Replacement MPA hire
Summer 2005 – One year lecturer in the MPA program

Faculty Search Committee Member

Spring 2016 – Tenure track position in the Conflict Management and Resolution (CMR) Program
Fall 2011/Spring 2012 - Cameron Distinguished Professor of Innovation in the Nonprofit Sector
Fall 2006 – new MPA program hire
Fall 2005 – new MPA program hire
Fall 2003 – new MPA program hire
Fall 2002 – new MPA program hire

INDIANA UNIVERSITY

Founding Member of the Executive Committee. Association of SPEA Ph.D. Students. Public Affairs Program Representative. School of Public and Environmental Affairs, Indiana University.

January 2000 – December 2000

Curriculum and Admissions Committee. Public Affairs Ph.D. Program's Representative. School of Public and Environmental Affairs, Indiana University.

September 1999 – May 2000

Task Force on the Future Curriculum. Public Affairs Ph.D. Program's Representative. School of Public and Environmental Affairs, Indiana University.

September 1996 – August 1997

Undergraduate Management Curriculum Review Committee. School of Public and Environmental Affairs, Indiana University.

January 1996 – August 1996

Curriculum and Admissions Committee. Public Affairs Ph.D. Program's Representative. School of Public and Environmental Affairs, Indiana University.

September 1995 – May 1996

Task Force to Define the Policy Analysis Field. Public Affairs Ph.D. Program's Representative. School of Public and Environmental Affairs, Indiana University.

September 1995 – February 1996

Deans Committee. Public Affairs Ph.D. Program’s Representative. School of Public and Environmental Affairs, Indiana University.

September 1994 – May 1995

PROFESSIONAL SERVICE

Advisory Consortium for the Lamb Prize, Member. Lambprize.org.

April 2016 – May 2020

Steering Committee, The Coastal Society’s (TCS) Margaret A. Davidson Coastal Career Development Program, Madeline Suite, Wagoner Hall, UNC-Wilmington. November 18, 2019

Program Committee Member. 2013 Southeastern Conference for Public Administration (SECoPA).

Charlotte, NC. September 25 – 28, 2013.

January 2013 – October 2013

Finance Subcommittee Member. Board of the Southeastern Conference for Public Administration (SECoPA).

November 2010 – December 2015

Treasurer, 2010 Southeastern Conference for Public Administration (SECoPA). October 13 – 16, 2010. Wilmington, NC.

October 2008 – October 2011

Program Committee (Environmental Policy Track). 2010 Southeastern Conference for Public Administration (SECoPA). October 13 – 16, 2010. Wilmington, NC.

June 2010 – October 2010.

Steering Committee Member. Institutional Analysis for Environmental Decision Making: A Workshop. Helped organize an international workshop held January 28 – 29, 2005 in Fort Collins, Colorado.

Fall 2004 to February 2005.

Research Grade Evaluation (RGE) Panel Member. U.S. Geological Service. Milwaukee, WI. August 7, 2008.

Conference Panel Organizer

“MPA Director’s Roundtable” at the 2010 Southeastern Conference for Public Administration (SECoPA). October 13 – 16, 2010. Wilmington, NC.

“Marine Affairs Education in the 21st Century” at The Coastal Society’s 21st Biannual Conference. Redondo Beach in Los Angeles, California. June 29 - July 2, 2008. *Forthcoming.*

“Institutional Analysis and Environmental Policy: Theory and Practice”, APPAM’s 29th annual research conference in Washington, DC. November 8 – 10, 2007

Organized a panel entitled “Watershed Governance: Theory and Practice” at Coastal Zone ’07. Portland, Oregon. July 22 – 26, 2007.

“Environmental Policy Innovations at the State and Local Level” with Tracy Yandle from Emory University. The panel will be at the APPAM’s 28th annual research conference in Madison, WI. November 2 – 4, 2006

“Ocean and Coastal Governance: Theory and Practice” at The Coastal Society’s 20th Biannual Conference. St. Pete Beach, Florida. May 14 – 17, 2006

“Improving Ecosystem Governance: Theory and Practice” at Coastal Zone ’05. July 17 – 21, 2005. New Orleans, LA

“Using Collaboration to Improve Environmental Governance” at the 26th Annual Association for Public Policy Analysis and Management (APPAM) Research Conference. October 28 – 30, 2004. Atlanta, GA

Moderator/Discussant/Panel Member

Chair/Moderator for a panel entitled “What’s On The Horizon? A Discussion of Critical Issues for Local Coastal Governments” at the North Carolina Beach Inlet & Waterway Association Annual Conference, Wrightsville Beach, NC. November 18-19, 2013.

Chair/Moderator for a panel entitled “Environmental Policy Analysis” at the 2013 Southeastern Conference for Public Administration (SECoPA). October 10 – 12, 2013. Charlotte, NC.

Chair/Moderator for a panel entitled “Environmental Planning” at the 2013 Southeastern Conference for Public Administration (SECoPA). October 10 – 12, 2013. Charlotte, NC.

Chair/Moderator for the panel entitled “Multiple Perspectives on Catch Share Management: Assessing Fisheries ITQs Across Time and Space” at the 34th Annual Association for Public Policy Analysis and Management (APPAM) Research Conference. November 8 – 10, 2012. Baltimore, MD.

Panel Member for a round table discussion entitled “Navigating Towards the Horizon of Success—With Data; Successful Strategies for Data Collection and Maintenance: A Roundtable Discussion” at the 2012 National Association of Schools of Public Affairs and Education (NASPAA) Conference. October 17 – 20, 2012. Austin, TX.

Chair/Moderator for “Complexities of Managing the Marine and Coastal Environments” at the 33rd Annual Association for Public Policy Analysis and Management (APPAM) Research Conference. November 3 – 5, 2011. Washington, DC

Chair/Moderator for “Environmental Issues from Multiple Venues” at the 2011 Southeastern Conference for Public Administration (SECoPA). September 21 - 24, 2011. New Orleans, LA.

Moderator for “MPA Director’s Roundtable” at the 2010 Southeastern Conference for Public Administration (SECoPA). October 13 – 16, 2010. Wilmington, NC.

Moderator for panel entitled “Institutions and the Environment” at the 2010 Southeastern Conference for Public Administration (SECoPA). October 13 – 16, 2010. Wilmington, NC.

Panel Member. Participated on a panel of distinguished alumni talking about career development at the Indiana University Association of SPEA Ph.D. Students (ASPS) annual conference. April 9, 2010. Bloomington, Indiana. (Invited)

Moderator for a panel entitled “Marine Affairs Education in the 21st Century” at The Coastal Society’s 21st Biannual Conference. Redondo Beach in Los Angeles, California. June 29 - July 2, 2008.

Moderator for a panel entitled “Watershed Governance: Theory and Practice” at Coastal Zone ’07. July 22 – 26, 2007. Portland, Oregon.

Moderator for a panel entitled “Ocean and Coastal Governance: Theory and Practice” at The Coastal Society’s 20th Biannual Conference. St. Pete Beach, Florida. May 14 – 17, 2006

Moderator for a panel entitled “Improving Ecosystem Governance: Theory and Practice” at Coastal Zone ’05. July 17 – 21, 2005. New Orleans, LA.

Discussant for a panel entitled “The Effectiveness of Voluntary Compliance” at the 26th Annual Association for Public Policy Analysis and Management (APPAM) Research Conference. October 28 – 30, 2004. Atlanta, GA.

COMMUNITY SERVICE

Member, Stewardship Development Coalition (SDC). The SDC was founded to organize the Lower Cape Fear Stewardship Development Awards Program. The MPA program is a founding member of the SDC, which was formed in 2004 to recognize development projects in the Lower cape Fear Region that demonstrate outstanding environmental stewardship. The SDC became a 501(c)(3) organization in June 2010.
September 2004 – present.

President. Southeastern North Carolina Chapter of the American Society of Public Administration (SENCASPA).
May 2016 – present.

Chair, Stewardship Development Coalition (SDC). The chair is the chief elected office and presides over meetings of the governing council and SDC. The SDC became a 501(c)(3) organization in June 2010
July 2012 to June 2014.

Volunteer, Girl Scouts (Troops 1091 and 116)
Cookie Manager – 2016, 2017, 2018, 2019, 2020, 2021

Volunteer, Codington Elementary School, New Hanover County, North Carolina.
January 2007 – Present

Volunteer. First Baptist Church. Sunday School teacher for the Nursery.
August 2015 – August 2017

Soccer Coach, Pleasure Island Girls Soccer Association (PISA). U6 Girls, spring 2014. U7 Girls, Fall 2014. U7 Girls Spring 2015.

Presentation to the Senior Men’s Club of Wilmington. Presented “Population Growth and its Impact on the Environment of Southeastern NC.
July 19, 2013

Jury Duty, New Hanover County, NC.
April 22-23, 2013

Resource Advisor. City of Wilmington’s Comprehensive Planning Process.
February 2013 to Present

Panel Discussion. Cape Fear Environmental Film Forum. Contributed to a panel organized to discuss a series of short films about the environment.
February 23, 2013

Leadership Training. Conducted a leadership development training session for about 50 staff in the City of Wilmington’s Community Services Division.
November 15, 2006

Volunteer, Sunset Park Elementary School. New Hanover County, North Carolina.
March 2005 to December 2006

1939 Property Line Committee Member, Town of Wrightsville Beach. Appointed as a member of an advisory committee to help the town address legal and policy questions emerging out of the existence of a 1939 property line.

March to November 2005.

Indiana Nonpoint Source Taskforce, Land Development Subcommittee. Indiana Department of Environmental Management. Indianapolis, Indiana 46206

August 1996 – May 2001

Activities: The Indiana Nonpoint Source (NPS) Task Force is responsible for guiding the development of Indiana's revised Section 319 NPS management plan. The Land Development Subcommittee is responsible for developing the land use section of the revised management plan. This section of the management plan deals primarily with stormwater and erosion and sediment control issues.