

## Curriculum Vitae

### **KIRK EMERSON**

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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

### **EMPLOYMENT**

- 7/08 – Present    University Research Associate, School of Public Administration and Policy,  
The University of Arizona, Tucson, AZ
- 7/08- Present    Environmental Policy Faculty Associate, Udall Center for Studies in Public Policy  
The University of Arizona, Tucson, AZ
- 4/09 – Present    Research Associate, previously Visiting Professor, 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 – 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
- 11/98 – 6/08      Senior Policy Associate, Udall Center for Studies in Public Policy,  
The University of Arizona, Tucson, AZ
- 12/97 - 11/98     Assistant Research Professor, Udall Center for Studies in Public Policy,  
The University of Arizona, Tucson, AZ

- 6/95 - 11/98 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
- 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
- 1986 – 1987 Housing Planner, Bucks County Planning Commission Doylestown, PA
- 1984 – 1986 Environmental Planner, Bucks County Planning Commission Doylestown, PA
- 1980 – 1988 Consultant to public education program, American Institute for Architects Washington, DC
- 1978 – 1984 Researcher and writer for environmental programs and publications Quakertown, PA
- 1977 Course Instructor, Environmental Psychology, and Assistant Researcher, Urban Neighborhood Evaluation, Massachusetts Institute of Technology, Cambridge, MA
- 1974 – 1976 Researcher in R& D strategy and environmental programs, University City Science Center, Philadelphia, PA
- 1974 Researcher and writer on environmental education resources Educational Futures, Inc. Philadelphia, PA

## **ACADEMIC AWARDS AND HONORS**

William Anderson Award, American Political Science Association, for “The Emergence of State Property Rights Legislation: A Comparative State Policy Analysis”, as the 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

## **PUBLICATIONS**

### **Journal Articles**

“A Framework to Assess Collaborative Governance: A New Look at Four Water Resource Management Cases” coauthored with Andrea K. Gerlak, Olivier Barreteau, Marilyn Buchholtz ten Brink, Neda Farahbakhshazad, Greg Morrison, and Panomsak Promburon (in preparation).

“A Framework for Collaborative Governance and Climate Change” Co-authored with Tina Nabatchi and Stephen Balogh (under revision for resubmission).

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

“Environmental Conflict Resolution Performance and Practice: An Evaluation Framework.” Co-authored with Patricia Orr and Dale Keyes, *Conflict Resolution Quarterly*. 25(3). 2008. 287-302.

Commentary on Frank Duke’s “What We Know About Environmental Conflict Resolution.” Co-authored with Rosemary O’Leary and Lisa Blomgren Bingham. *Conflict Resolution Quarterly*. 22(1-2). 2004. 221–223.

Statutory Approaches to Regulatory Takings: State Property Rights Legislation Issues and Implications for Public Administration.” co-authored with Charles R. Wise. *Public Administration Review*. 57(5). 1997. 411-422.

“Regulatory Takings: The Emerging Doctrine and its Implications for Public Administration.” co-authored with Charles R. Wise, *Administration and Society*. 26(3). 1994. 305-336.

### **Book Chapters**

“Collaborative Management and Climate Change” in *Federalism and Climate Change*, to be published by The University of Arizona Press.

“Collaborative Governance and Climate Change” co-authored with Peter Murchie in Rosemary O’Leary, Soonhee Kim, and David Van Slyke (edits). *The Future of Public Administration, Public Management, and Public Service Around the World: The Minnowbrook Perspective*. Georgetown University Press. 2010. 141-161.

“Synthesizing Practice and Performance in the Field of Environmental Conflict Resolution” in *The Collaborative Public Manager*, Edited by Rosemary O’Leary and Lisa Blomgren Bingham. Washington DC; Georgetown University Press. 2009. 215-231.

“The Challenges of Environmental Conflict Resolution.” Coauthored with Tina Nabatchi, Rosemary O’Leary and John Stephens, in *The Promise and Performance of Environmental Conflict Resolution*. Edited by Rosemary O’Leary and Lisa Blomgren Bingham. Washington, DC: Resources for the Future. 2003. 3–26.

“An Evaluation System for State and Federal Conflict Resolution Programs.” Coauthored with Christine Carlson. in *The Promise and Performance of Environmental Conflict Resolution*. Edited by Rosemary O’Leary and Lisa Blomgren Bingham. Washington, DC: Resources for the Future. 2003. 192-206.

“Taking the Land Rights Movement Seriously.” in *Environmental Ethics Divergence and Convergence*. Edited by Susan J. Armstrong and Richard G. Botzler. pp. 505-513. McGraw Hill: New York. 2004 edition.

“Taking the Land Rights Movement Seriously” in *A Wolf in the Garden: The Land Rights Movement and the Renewal of the American Environmental Movement*. Edited by Philip Brick and McGregor Cawley. Lanham, MD: Rowman & Littlefield. 1996. 115-134.

### **Selected Keynotes, Invited Articles and Panels (2004-2010)**

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

“Opportunities for Collaborative Action and Conflict Resolution” presented at the Climate Change Workshop sponsored by Nordic Mediators and Mediators Beyond Borders, Copenhagen, December 2009.

“A Framework to Assess Collaborative Governance: A New Look at Four Water Resource Management Cases” prepared with Andrea K. Gerlak, Olivier Barreateau, Marilyn Buchholtz ten Brink, Neda Farahbakhshazad, Greg Morrison, and Panomsak Promburon and presented with Olivier Barreateau at the 2009 Human Dimensions of Global Environmental Change Conference Amsterdam December 2 -4, 2009.

“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, April 27, 2009.

“Climate Change and Collaboration” panelist at the 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, February 2009.

“Does Collaborative Governance Improve Environmental Performance,” panel discussant, Association for Public Policy Analysis and Management, Research Conference, Los Angeles, November 2008.

“Collaborative Governance and Climate Change” with Peter Murchie, presented at the Minnowbrook III Conference, Maxwell School Syracuse University, September 2008. (accepted for inclusion in proceedings).

“The Promise and Peril of Collaboration on the Colorado River,” plenary keynote the USGS Symposium on Colorado River Basin Science and Resource Management Science, Fall 2008 (forthcoming in proceedings).

“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), Spring 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, 2008.

“NEPA and Collaboration,” presentation and workshop co-sponsored with 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?” presentation and workshop for 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 2007

“Designing New Federal Institutions,” presentation at Designing 21<sup>st</sup> Century Governance Mechanisms, sponsored by AmericaSpeaks, Pocantico Conference Center of the Rockefeller Brothers Fund, Pocantico, NY, July 2006

“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 2005

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

### **PREVIOUS ACADEMIC CONFERENCE AND RESEARCH PAPERS (1994-1997)**

“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 1997

“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 1996

“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 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 1995

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

## **COURSES TAUGHT**

*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*, 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

## **SELECTED ECR TRAINING PROVIDED (List of professional training received available)**

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

Led 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

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

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

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

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

Conducted 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

Developed and piloted two mediation training simulations, *Trouble in Tortuga* and *Conflict on the Culebra*. 1996-1997

## **BOARD/COMMITTEE APPOINTMENTS**

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

Editorial Advisor, 2007, for summer issue of ACResolution, the quarterly journal of the Association for Conflict Resolution, 2007

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

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

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

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

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

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

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

Board Member, 1998 – 2000, Arizona Dispute Resolution Association

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

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

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, 1989-1990, 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*

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

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

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

## **SELECTED CASES FROM ECR PRACTICE**

Dr. Emerson’s practice expertise in environmental conflict resolution and collaborative problem solving includes 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 Development:**

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 and Convening**

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**

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 advocates 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 Buck 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).

## **PROFESSIONAL MEMBERSHIPS AND CREDENTIALS**

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

Associate Member, Dispute Resolution Section of the American Bar Association, 1998 - Present

Member, American Political Science Association, 1995 - Present

Member, American Planning Association, 1991 - Present

Professional planning certification, American Institute of Certified Planners, 1991 – Present

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