THOMAS D. MULLIN

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PROFESSIONAL WORK EXPERIENCE

* Founder and Principal, Interpretive Pathways (Fall 2020 to Present) Consultant for Interpretive planning, training and the integration of the outdoors with visitor use. Expertise in strategic planning, programming planning, interpretive trail development and volunteer management.
* Development Consultant, Brunswick Naval Aviation Museum (February 2024 to Present) Consulting development coordinator for a emerging regional aviation historical museum. Works closely with the Board of Directors and Development Committee on planning and implementation of membership, major gifts and capital campaigns are successful and sustainable for the annual 250K budget
* **Adjunct Graduate Faculty/Lecturer at University of Tennessee-Martin, Humboldt State University and Stephen F Austin State University (Fall 2021 to present)** Taught Natural Resource Policy, Environmental Communication, Environmental Interpretation, Park and Recreation Leadership, Volunteer Management and Non-Profit Management courses. Junior/Senior and Graduate Level classes. Serve on the Graduate Studies Committee at SFASU and UT-Martin
* **Adjunct Associate Professor University of Maine and University of Southern Maine** **(Fall 2018, 2019, 2022)**

Taught Environmental Interpretation, Park and Recreation Leadership and Management courses. Junior/Senior Level classes.

* Executive Director, Friends of the Cobbossee Watershed, Winthrop Maine (May 2023 to October 2024)

Responsible for the operations, educational/interpretive programming and resource management activities of a watershed protection/advocacy nonprofit in central Maine. Oversee the development of lake protection and prevention efforts of the 28 lakes, ponds and streams that lie within the regional scope of operations. Chief Executive Officer and development officer for the $800,000 annual operating budget that has a staff of 6 FT and 50+ PT/Seasonal employees. Lead them through their first ever Strategic Planning process.

* Executive Director. Herring Gut Coastal Science Center in Port Clyde, ME. (July 2021 to May 2023)

Responsible for the operation and resource management of a coastal marine science and aquaculture/Aquaponics learning center. Oversaw the development and implementation of the interpretive, natural, cultural, horticultural, resource operations and educational programming. Chief Executive Officer and fundraiser for the $500,000 annual operating non-profit corporation with a staff of 5 and over 50 volunteers. During my time there I was the lead for their first ever Strategic Plan and the transition to a new name and branding of the organization.

* Associate Professor Parks and Forest Resources Unity College (August 1999 – June 2020).

Served as the faculty member/program co leader for the Parks and Forest Resources. Served in the past as interim Environmental Education and Captive Wildlife Care and Education programs coordinator. Carried a teaching load of 21+ credits per year with all duties and responsibilities of a permanent faculty appointment. Work included supervising work study students, trail crew, administrator for 4 different Facebook pages and Instagram accounts, grant development, program/curriculum development and assessment and more faculty/college committee than can be listed on resume.

Courses taught at Unity College Fall 1999 to Spring 2020 included:

Introduction to Park Management

Introduction to Natural Resources

American Outdoor Experience

Program Planning\*

Park Planning and Design\*

Park and Forest Resource Planning\*

Visitor and Resource Protection\*

Research Methods

Interpretation of Natural and Cultural Resources\*

Interpretative Methods\*

Interpretive Methods online\*

Sustainable Ecotourism

Administration and Organization\*

Honors Seminar

Wildland Recreation Policy

Administration and Operations\*

Professional Development and Supervisory Ethics

Sustainable Landscape Horticulture Experience\*

Critical Issues in Wilderness Management

Professional Development

Community Practices\*

Senior Capstone Project\*

Education Practicum\*

Animal Training

Environmental Citizen (twice)\*

Spring 2020 Administration and Organization & Interpretation of Natural and Cultural Heritage online

Thirteen of the above had significant community-based learning components/service learning embedded into their curriculum. Distinguished by an \*. All of them had *Writing Across the Curriculum* components integrated into their delivery. All classes participated in the Unity College Student Conference held in the Fall and Spring of each year. Over the past 20 + years I also sponsored nearly 300 academic internships for students working with natural resource conservation non-profits and agencies around the world.

* **Administrative Director. Waldo County Soil and Water Conservation District (August 2020 to July 2021)** Part-time position providing office management and planning for the Natural Resource Conservation Service’s partner in Waldo County, ME.
* **Science Professional. University of Maine Cooperative Extension. (November 2020 to July 2021)** Part time position researching, developing and implementation of the 4-H STEM Ambassador program into the Maine Community Colleges. Developing a volunteer program for teaching virtually and in person STEM activities with Grades K-12 and other related non formal/EE audiences
* **Forest Education/Project Learning Tree Associate (Consultant). Maine TREE Foundation (August 2020 to February 2021)** Provide interim education outreach and planning during a transition period for the organization.
* **Consultant with the Appalachian Trail Conservancy for development of their Interpretive Plan for the 2000+mile Appalachian Trail. 2022 to 2023.** Providing ground expertise and advice as the ATC develops their interpretive plan for the AT and their 4 visitor centers located in VA, WVA, PA and ME.
* **Judge of the Environment & Nature, Natural History Literature, Journeys and Nature Field Guides Categories for the National Outdoor Book Awards.** (**Fall 2000 to Present**) Serve on this national award program for outstanding environmental writing and guidebooks. Have reviewed over 2000 books in the years I have been on the Panel. Coordinated out of Idaho State University with Dr. Ron Waters. Routinely exhibited books in the fall for Unity College Community and other Universities to learn and enjoy as well as incorporate them into the classroom.
* **Coordinator, National Association for Interpretation’s National Undergraduate and Graduate Student Scholarship Program.** (**2004 to 2008, 2010-present)** Served as the coordinator and reviewer for this nationally recognized undergraduate and graduate student scholarship program designed for those pursuing a career in Interpretation. Coordinate the efforts of two review committees, contact for over 25 applicants per year and are responsible for the coordinated distribution of nearly $15000 in scholarship funds annually.
* **Research Peer Review Coordinator, College and University Academics Section of the National Association for Interpretation.** **(2003 to 2009 and 2014 to Present)** The CUA section, unlike all the other sections of the association, has primary responsibility of making recommendations for the research/teaching tract at the National Conference of the Association. A blind, peer reviewed process, it involves coordination of upwards of 25 proposals from academics from around the world.
* **Judge, Public Lands Alliance (formerly Association of Partners of Public Lands) Partnership Awards Competition.** **(Fall 2002 to present)** Serve on this national awards program of the PLA and the National Park Service judging the program curriculum and special products categories. Routinely display materials in the spring for the Unity College Community to learn and enjoy as well as incorporate them into the college courses.
* **Judge, National Association for Interpretation National Media Competition (Summer 2001 to 2023)** Serve on the review committee for this nationally recognized competition. Have served on the Poster, Multi- Media, CD and Audio, and most recently the DVD/Video category. Routinely display the materials and incorporate them into classroom.
* **Judge, National Association for Interpretation, Legacy Magazine Awards (2015 to 2023)** Serve on the review committee for the annual awards presented to the best magazine articles published in the Associations magazine. Coordinate student engagement in the judging.
* **Education Director/Consultant. Maine Lakes Society (2010-2011)** Part-time education director/consultant during the merger of two statewide lake protection and education non-profits. Provided

 strategic planning and educational outreach advice and planning.

* Executive Director. Pemaquid Watershed Association (July 1998-October 2001) Part-time administrator for local land trust and community environmental education organization for the Pemaquid region of the Mid Coast of Maine. Focus on funds development and board development as well as land protection and resource management.
* State Coordinator. Maine Project Learning Tree (June 1998 – August 1999) Coordinate the statewide activities and planning for this nationally recognized environmental education program that utilizes the forest as the teaching model. Extensive teaching and curriculum development/coordination
* Executive Director. Beaver Brook Association, New Hampshire (January 1994-June 1998) Responsible for the operation and natural resource management of a 2000+ acre nature/environmental learning center that was spread over three towns in southern New Hampshire. Oversaw the development and implementation of the interpretive, natural, cultural, horticultural, and agricultural resource operations. Chief Administrative Officer and Fundraiser for the $400,000 annual operating non-profit corporation with a staff of 6 and over 100 volunteers’
* Site Manager/Naturalist II. Hidden Oaks Nature Center/Fairfax County Park Authority, Fairfax, VA (November 1987- January 1994) Oversaw the operation of an interpretive facility and associated operations that annually drew 48,000 visitors and produced 1,250+ programs. Staff of 7 with 75 volunteers.
* Acting Co-Manager. Green Spring Gardens Park/Fairfax County Park Authority, Fairfax, VA (July 1991-December 1991). With other co-manager oversaw the transition of the county's Horticultural Park from one division to the interpretive division. In addition, the former Park Manger left at the beginning of the transition leaving quite a void. Supervised the administrative, gardens and grounds maintenance aspects of the park with 9 paid staff and 40+ volunteers at a 25-acre Horticultural Public Garden.
* Coordinator. Fairfax County Park Authority's Wildlife Art and Photography Show, (November 1987-January 1994) Coordinated the agency's annual wildlife art show. Show attracted 12,000 + visitors, gross annual sales of nearly $200,000, with 80 nationally and regionally recognized artists, and utilized over 1,500 volunteer hours. Received county's Outstanding Performance Award for the efforts.
* Interpretive Consultant. (1988-1994) Overall consultant or member of a team for 20 TIME-LIFE Books, Virginia State Parks Wetlands Educational Materials book. Member of the Interpretive Planning Consultant Company TEAM Interpretation. 1990 to 1996
* Interpretive Specialist. Hidden Pond Nature Center/Fairfax County Park Authority, Fairfax, VA (February 1982-March 1987) Oversaw the program planning and its implementation for an interpretive facility that had an annual attendance of 40,000 with over 600 programs per year. Involved with all aspects of interpretive operations. Functioned as manager during Manager’s absence.

**NON-PROFIT MANAGEMENT AND LEADERSHIP EXPERIENCE**

* **National Association for Interpretation.**

**Founding Member of the National Association for Interpretation and a member of its predecessor the Association of Interpretive Naturalists**

**Elected Leadership Positions.**

Vice President for Administration and Member of the Executive Committee/Board of Directors 2020 to 2023

National Secretary and member of the Executive Committee/Board of Directors 2015-2019

Member at Large of the Board of Directors 2013-2014

Treasurer of the College and University Academics Section 2014-2017

Northeast Regional Director 2010-2012 Regional Leadership Council Chair and Representative to the Board of Directors concurrently

College and University Academics Section Founder and Chair 2001-2007 Section Leadership Council Chair and Representative on the Board of Directors concurrently

 Vice President for Administration and member of the Executive Committee 1996-2000

 Vice President for Programs and member of the Executive Committee 1994-1995

 Chesapeake Regional Director 1984 to 1987

 Chair. Beltway Chapter National Association for Interpretation, Chesapeake Region 1993-1994

 **Non-Profit Management and Responsibilities**

Extensive experience in board management, fiscal and budgetary oversight, funds development (including two capital campaigns and other advancement work), several strategic planning efforts, board training and development, social media and communication outreach and overall board leadership of a nearly 2-million-dollar non-profit professional association.

 **Awards and Honors**

Awarded the Fellow Award (Associations’ highest honor) in 2003. Presented the Award of Distinction in 2020. Meritorious Service Award (2 times)

**Committee and Task Force Experience**

Past Chair of the Certification Policy Committee, Member of the Finance Committee, Financial Audit Committee and Scholarship Committees. Qualified Certified Interpretive Guide, Certified Interpretive Host and Certified Interpretive Trainer, Washington Representative for the Association, By Laws Task Force and numerous other committees and task forces, Faculty Sponsor of the Unity College Student Chapter since 2015. Most recently was the chair of the Executive Director Search Committee and the chair of the Strategic Planning Committee. Both successfully completed in October of 2020.

* **Appalachian Trail Conservancy’s Stewardship Council**

Member at Large from 2013 to 2019 and 2023 to present for this policy and advocacy advisory board for the Conservancy’s board of directors and professional staff. Served on the Landscape and Resource Protection and the Trail & Camping Committees of the Council. Currently the Chair of the Resource Management Committee (formerly Landscape and Resource Protection Committee)

* **Additional Board of Directors/Steering Committee/Advisory Committee Membership**

**Current and Immediate Past**

Maine Bureau of Parks and Public Lands State Wide Recreation Plan Task Force January 2025 to Present

Maine Land Trust Network Steering Committee-At Large Representative 2020 to present

Washburn-Norlands Living History Center, Secretary and Member of the Board of Trustees August 2020 to present

Penobscot River Paddling Trail Treasurer and Member of the Board of Directors

Maine Woods Forever Member of the Board of Directors 2015 – present, President of the Board November 2019 to present

Maine Project Learning Tree Advisory Committee March 2020 to 2023

Maine Conservation Corps Advisory Committee (appointed by the Commissioner of Agriculture, Conservation and Forestry) 2018 to present

Northern Forest Canoe Trail Member of the Board of Directors March 2019 to 2023

Waldo County Technical Center’s Outdoor and Conservation Program Advisory Committee 2015 - 2022

Friends of Sears Island, Member of the Advisory Board 2013 to present

**Past**

Sebasticook Regional Land Trust Board of Directors Member 2020 – 2021, Chair of the Outreach and Development Committees

Waldo County Trails Coalition/Hills to Sea Trail, Chair of the Steering Committee and Unity College representative 2011 – 2021

Maine Environmental Education Association. Member of the Board of Directors and Secretary 1999-2002

Friends of Colonial Pemaquid Member of the Board of Directors 2001 -2003

ATC/MATC/AMC Maine 2017 Trails Conference 2015 – 2017 Exhibits and Sponsorship Chair

Advisory Committee Member. Natural History Field Studies and Horticulture Program Advisory Committee, USDA Department of Agriculture Graduate School 1985- 1994).

Steering Committee of NH Agriculture in the Classroom’s Food, Land and People Educational Outreach Program 1998 -1999

The Hollis Preschool, Hollis NHBoard of Directors1996-1998

New England Environmental Education Alliance Board of Directors 1996-1998

New Hampshire Environmental Education Alliance Board of Directors 1995-1998

Granite State Association of Non-Profits Board of Directors 1996-1998

Southern New Hampshire Regional Chamber of Commerce Board of Directors 1996-1998

\*All the work with non-profits and government agency advisory committees has included extensive leadership with strategic planning, grant writing and administration, communication, and outreach (including social media) and funds/development.

EDUCATION /AWARDS

* M.A. Interpretive Services Management, George Mason University, Fairfax, VA. Concentration in Public Administration, Business Management and Education.
* B.S. Horticulture, Virginia Tech, Blacksburg, VA,
* Certificate in Environmental Management, George Mason University, Fairfax, VA.
* Maine Campus Compact Faculty Award for Excellence in Service Learning/Community Based Learning Teaching 2013
* Fellow of the National Association for Interpretation. Awarded the highest honor of the Association in the Fall of 2003
* Award of Distinction National Association for Interpretation Fall 2020
* National Association for Interpretation's Meritorious Service Award 1994 & 1990
* Fairfax County Park Authority-Conservation Division Distinguished Service Award 1993.
* National Association for Interpretation Enos Mill Guide Award 1993 (for Fund Raising)
* Fairfax County Employee Outstanding Performance Award 1991.
* Association of Interpretive Naturalist/Mason-Dixon Region Award of Merit 1987
* National Association for Interpretation. Key Award, Gold, and Bronze Award for financial contributions to the Association
* National Association for Interpretation award recipient for being a major contributor to the Journey Home Campaign
* Minna D. Adams Conservation Scholarship, 1980 and 1981.

PROFESSIONAL TRAINING AND EXPERIENCE

* Steering Committee Member, 1986 Association of Interpretive Naturalists National Workshop and 1993 National Conference of the National Association for Interpretation. Served as Workshop Coordinator, 1984 AIN/Mason-Dixon Regional Workshop in Front Royal VA
* Presented concurrent programs at nearly 30 National Conferences of the National Association for Interpretation. Published papers in each of the proceedings for the conferences.
* Presented/invited/selected programs/session in recent years at the

 Eight for the Maine Land Trust Conferences in Topsham ME

Five for the Land Trust Alliance National Land Conservation Conferences in Denver CO, Pittsburgh, PA and Sacramento, CA

Three for the Great Lakes Region/National Association for Interpretation Annual Workshops

Three for the Heartland Region/National Association for Interpretation Annual Workshops

Three for the South-Central Region/National Association for Interpretation Annual Workshops

Two for the West Wind/Rocky Mountain Joint Regional Meeting/National Association for Interpretation Annual Workshops

One for the Northwest Region/National Association for Interpretation annual workshop

One for the Sierra-Pacific Region/National Association for Interpretation annual workshop

Three for Chesapeake Region/National Association for Interpretation Annual Workshop

Featured Keynote Speaker for the Northeast Region/ National Association for Interpretation Annual Workshop in 2021. Presented four concurrent sessions over the years for this region.

Seven for the International Trails Symposiums hosted by American Trails.

Five for the Public Lands Association

One for the Northeast Region of the Alliance for Experiential Experience

Seven for the Maine Governor’s Conference on Volunteerism

Two for the online workshops of the Zoos, Wildlife Parks and Aquariums Section, National Association for Interpretation

Six for the Maine Environmental Education Association

One for the New England Alliance for Environmental Education

Five for the Massachusetts Land Conservation Conferences

Five for the Connecticut Land Conservation Conferences

One for the New York Land Conservation Conference

Four for the Pennsylvania Land Conservation Conferences

Four for the Maine Recreation and Parks Association Annual Spring Conferences

One for the Maine Lakes Society Annual Meeting

One for the Maine Archives and Museums Association Annual Conference

One for the National Marine Educators Association

Invited to present but had to decline due to scheduling/funding for the 2015 AASHE conference in Minneapolis, MN, SUNY Cortland Park Management Symposium 2016, 2018 and the Maine Environmental Education Association Conference in 2015 and 2016. Invited to present at these 2020 conferences, but they were all cancelled due to the COVID-19 pandemic. Provided my presentation for all their remote learning sites. NJ, MA, and ME Land Conservation Conferences, Maine Recreation and Parks Association, and NAI Great Lakes Regional Workshop.

* Participated in national and regional professional association sponsored interpretive/park management/environmental education workshops since 1982. (NAI, MEEA, MRPA, NAAEE, NEEEA, NHEE, etc.)
* Peer reviewer for conference programs for the 2015, 2016, 2017, 2018, 2019, 2020 Maine Environmental Education Conference, the 2015 and 2016 AASHE Conference and the 2014 to 2022 NAI National Conference
* Project Wild and Aquatic Wild Facilitator since 1983. Project Learning Tree Facilitator since 1998
* Coordinated on 8 different occasions teacher education workshops with internationally recognized teacher/naturalist Joseph Cornell. Editorial reviewer for his three books published in 2015, 2016 and 2017.
* Reviewer and pilot instructor for Sam Ham’s *Interpretation-Making a Difference on Purpose* textbook in 2014.
* Taught Science and Math at the 7th and 8th grade level.
* Associate Editor, National Association for Interpretation's Journal of Interpretation 1987-1989.
* Worked in BSA summer camps (5 yrs.), VA State Parks (2 yrs.) and in a Youth Conservation Corps Summer Camp (1 yr.). Naturalist on Board for National Audubon Puffin Cruises (6 yrs.), Maine Kayak rentals and instruction (6 yrs.)
* Attended Institute of Museum and Library Services General Operating Grants Reviewer Training. March 1998. Served as an IMLS GOS Reviewer for 5 years

 PROFESSIONAL ASSOCIATIONS and ORGANIZATIONS

* National Association for Interpretation “Founding Member.” Life Member of the organization.
* Member of the National Recreation and Park Association, Maine Recreation and Parks Association and the New England Park Rangers Association
* Member of the Maine Environmental Education Association and the National Marine Educators Association + the Gulf of Maine Marine Educators Association
* Sebasticook Regional Land Trust
* Maine Appalachian Trail Club
* Northern Forest Canoe Trail
* Penobscot River Paddling Trail
* Appalachian Trail Conservancy\*Life Member
* Land Trust Alliance

# PERSONAL INTERESTS

 • Bird watching, canoeing, backpacking, and hiking, pretty much anything outdoors

 • History and other cultural heritage interpretive interests

 • 1987 Thru hiker of the 2100+ mile Appalachian Trail

References are available upon request.