

VITA

STEPHEN A. WOLTER

Business

2805 E 10th St, Suite 170
Bloomington, IN 47408
(812) 855-7083
sawolter@indiana.edu

Home

3924 S. Nimit Drive
Bloomington, IN 47401
(812) 335-1956 h
(812) 345-0637 c

PROFESSIONAL EXPERIENCE

July 2001 to
present

Director, *Eppley Institute for Parks & Public Lands*
Indiana University

Directed planning, consulting, technical assistance, research, and education projects for federal, state, and local agencies nationwide averaging \$1,580,000 annually in grant, gift, and contract funding, with supervision of 15 f/t and up to 50 p/t faculty and staff. Additional position appointments – program positions at Indiana University include:

- *Assistant Professor: Part-time (1998)*, in the Department of Recreation, Park, and Tourism Studies, School of Public Health.
- *Director of Great Lakes Park Training Institute (2000)*, the nation's oldest professional development program.
- *Manager of ProValens Learning (2009)*, online learning platform for park, recreation, and outdoor professionals providing e-course and workshops around the nation to an estimated 85,000 agencies, and over 60,000 professionals.
- *World Parks Academy (2013)*, originator, and Secretary for certification and standards organization.
- *Director of the National Center on Accessibility (2019)*, managing a \$800,000 plus annual grant-contract university program serving outdoor recreation and national park areas.

July 2003 to
June 2006

Executive Director, *Office of Development & Communications*
School of Health, Physical Education and Recreation, Indiana University

Concurrent appointed by Dean to serve, for 3-year period, as Director of Development and promoted 1 year later in reorganization of School to Executive Director for all philanthropy, communications, marketing, alumni, and academic related events. Responsible for strategic realignment of unit in philanthropy, communications and marketing resulting in \$3.6 million in new donations during this 3year period.

December 1997
to June 2001

Assistant Director, *Eppley Institute for Parks and Public Land*,
Recreation and Park Administration, School of HPER, Indiana University

Performed project duties related to strategic and community planning, research, consulting, technical assistance, and education nationwide for federal, state, and local governments, and non-profit organizations.

April 1995
to June 1996

Administrator, *Parks and Recreation*, City of Bloomington,
Bloomington, Indiana

Served as chief administrative officer for Parks and Recreation Department with \$5 million annual budget, 49 full-time employees, 95 seasonal employees, and over 2,200 acres of property. Appointed to implement policy and administer all activities of unit by 4 members Board of Park Commissioners and Mayor.

July 1993
to June 1995

Associate Director, *Division of Recreational Sports*,
Indiana University, Bloomington, Indiana

Appointed to serve as manager in Division of Recreational Sports for University serving over 36,000 students. Programming responsibility for select sports including supervision of over 200 employees while providing team leadership for construction of \$24 million facility.

August 1982
to July 1993

Director, *Recreation and Parks Department*, City of Morro Bay, CA

Executive position responsible for all operations of leisure service agency in city government including human services planning, coastal zone access planning, strategic planning, budget, grounds, and facility maintenance City-wide, and associated duties. Promoted from Recreation Director to Manager of combined leisure services agency with twelve (12) full-time and over sixty (60) part-time staff to include maintenance, program, and support staff.

August 1981
to July 1982

Facility Manager, *Recreation and Parks Department*
City of Santa Maria, California

Supervised and coordinated a new 20,500 square foot recreational sports center with gymnasium, arts studio, weight room, racquetball courts, auditorium, and adjacent 20-acre multi-purpose park. Managed all employees at Center to include maintenance staff, building supervisors and office staff.

August 1980
to August 1981

Assistant Director, *Recreational Sports Department*
University of Minnesota, Duluth, Minnesota

Programming and management of all sports for campus of 10,000 under direction of Director to include all intramural sports and assigned duties including overall supervision of student employees.

FORMAL EDUCATION

August 1980 **Master of Science, *Indiana University***, Bloomington, Indiana
Major: Recreation and Park Administration
Minor: Business

May 1979 **Bachelor of Arts, *University of Minnesota***, Duluth, Minnesota
Major: Urban Studies and Administration
Minor: Recreation

DISTINCTIONS AND CERTIFICATIONS

Academy Fellow

2008
to present **American Academy of Park and Recreation Administration.** Recognizing the most significant professionals and contributors to the field of park and recreation administration, limited to 135 fellows.

Certification Status

2014 **Certified International Park Professional.**
Awarded by International Federation of Park and Recreation Administration Academy. *Expires 2023.*

1990 **Certified Park and Recreation Professional.**
Awarded National Recreation & Park Association. *Expires April 2023.*

1980 **Certified Recreational Sports Specialist.** (Credential awarded by National Intramural-Recreational Sports Association; discontinued in 2008.

PROFESSIONAL SERVICE AND INVOLVEMENT

Past and Present Organization Memberships

National Recreation and Park Association (current)
World Urban Parks (current)
Society of Outdoor Recreation Planners
Indiana Park and Recreation Association
California Park and Recreation Society
George Wright Society

Service and Committees

- Current **Board of Directors**, *American Academy of Park and Recreation Administration*
Served on various task forces and in liaison roles. Since 2019
- Current Advisor and Consulting Member, Mexican Park and Recreation Professional
Certification, with **Asociacion Nacional de Parques Y Recreacion**. Since 2021
- Current **Tourism and Hospitality Committee**, America 250; Non-profit planning America's
250th anniversary. Since 2021
- Current **Technical Representative**, Cooperative Ecosystem Study Units (Great Rivers-
CESU, Great Lakes Northern Forests CESU, Chesapeake Bay Watershed CESU for
Indiana University, Bloomington. Since 2000
- Current **Administrator-Secretary**, *World Parks Academy* for Certified Park Professional,
and Certified Park Professional International Program, World Parks Academy. Since
2013
- Current **Member**, *Indiana Alliance for State Parks and Preserves*, Indianapolis, IN. Since
2014.
- Current **Regent and Secretary/Treasurer**, Wilderness Stewardship Certificate Program,
Bloomington, IN. Since 2014
- 2018 **Chair** *Committee on Centers and Institutes*, School of Public Health, Indiana
University, Bloomington, IN
- 2018 **Secretary-Treasurer**, *World Parks Academy* for Certified Park Professional, and
Certified International Park Professional Program, 2018, World Urban Parks
- 2018 **Member**, *Environmental Quality and Land Use Committee, Sustainability Program*,
Indiana University, Bloomington, IN
- 2018 **Member**, *Wellness Coalition*, Healthy IU Program, Indiana University,
Bloomington, IN.
- 2017 **Member**, *Committee on Centers and Institutes*, School of Public Health, Indiana
University, Bloomington, IN
- 2017 **Member**, *Budgetary Affairs Committee*, Bloomington Faculty Council, Indiana
University, Bloomington, IN.
- 2017 **Member**, *Environmental Quality and Land Use Committee, Sustainability Program*,
Indiana University, Bloomington, IN
- 2017 **Member**, *Wellness Coalition*, Healthy IU Program, Indiana University,
Bloomington, IN.

- 2016 **Member**, *Teaching and Learning Committee*, School of Public Health, Indiana University, Bloomington, IN; served on sub-committee to develop Indiana University Trustee Teaching Award criteria and evaluation.
- 2016 **Member**, *Committee on Centers and Institutes*, School of Public Health, Indiana University, Bloomington, IN
- 2016 **Member**, *Budgetary Affairs Committee*, Bloomington Faculty Council, Indiana University, Bloomington, IN.
- 2016 **Member**, *Environmental Quality and Land Use Committee, Sustainability Program*, Indiana University, Bloomington, IN
- 2016 **Member**, *Wellness Coalition*, Healthy IU Program, Indiana University, Bloomington, IN.
- 2015 **Member**, Grand Challenge Collaborative Proposal, *Prepared for Change: Resilient Ecosystems, Livable Communities, and Healthy Hoosiers*, Indiana University
- 2015 **Member**, *Community Engagement*, School of Public Health, Indiana University, Bloomington, IN; served on sub-committee to develop Indiana University Trustee Teaching Award criteria and evaluation.
- 2015 **Member**, *Committee on Centers and Institutes*, School of Public Health, Indiana University, Bloomington, IN
- 2015 **Member**, *Budgetary Affairs Committee*, Bloomington Faculty Council, Indiana University, Bloomington, IN.
- 2015 **Member**, *Wellness Coalition*, Healthy IU Program, Indiana University, Bloomington, IN.
- 2015 **Member**, *Bob Keiter Visitation Committee*, Indiana University Schools of Law, Public Health, and Public and Environmental Affairs, Bloomington, IN
- 2014 **Treasurer**, *Indiana Alliance for State Parks and Preserves*, Indianapolis, IN
- 2014 **Member**, *Teaching and Learning Committee*, School of Public Health, Indiana University, Bloomington, IN
- 2014 **Member**, *Committee on Centers and Institutes*, School of Public Health, Indiana University, Bloomington, IN
- 2014 **Member**, *Benchmarking and Best Practices Committee*, International Federation of Park and Recreation Administration, London, UK
- 2014 **Member**, *Budgetary Affairs Committee*, Bloomington Faculty Council, Indiana University, Bloomington, IN.

- 2014 **Member**, *Wellness Coalition*, Healthy IU Program, Indiana University, Bloomington, IN.

- 2013 **Symposium Chair**, *Parks, Public Lands, and Public Health in Indiana Research Symposium*, Advisory Committee, Bloomington, IN

- 2013 **Member**, *Benchmarking and Best Practices Committee*, International Federation of Park and Recreation Administration, London, UK

- 2013 **Co-Chair**, *Committee on Centers and Institutes*, School of Public Health Bloomington, Indiana University, Bloomington, IN

- 2013 **Member**, *Race in Place Event Committee*, Indiana University Outdoor Adventures, and Division of Student Affairs, Indiana University, Bloomington, IN

- 2013 **Member**, *Value Analysis Task Force, Facility Manager Leaders Program*, National Park Service, Washington, DC

- 2013 **Member**, *Budgetary Affairs Committee*, Bloomington Faculty Council, Indiana University, Bloomington, IN.

- 2013 **Member**, *Online master's degree Task Force*, Department of Recreation, Park, and Tourism Studies, Indiana University, Bloomington, IN

- 2013 **Delegate**, *International Garden Show*, Hamburg, Germany

- 2013 **Collaborator**, *RCN Proposal Networking a Journal of Sustainability*, Colorado State University, Ft. Collins, CO

- 2013 **Member**, *Wellness Coalition*, Healthy IU Program, Indiana University, Bloomington, IN.

- 2012 **Founding Member**, *Indiana Alliance State Park and Preserves*, Indianapolis, IN

- 2012 **Member**, *Budgetary Affairs Committee*, Bloomington Faculty Council, Indiana University, Bloomington, IN.

- 2012 **Member**, *Advisory Board to the Consortium for Education and Social Science Research (CESSR)*, Vice Provost for Research, Indiana University, Bloomington.

- 2012 **Member**, *Credential and Endorsement Scheme Committee*, International Federation of Park and Recreation Administration, London, UK.

- 2012 **Member**, *Distance Education Committee*, School of Health, Physical Education, and Recreation, Bloomington, IN

- 2012 **Chair**, *Academic Consortium* universities of Clemson University, Colorado State University, George Washington University, Indiana University, University of California, Merced, and University of Vermont.

- 2012 **Member**, *Graduation Platform Officials* at 2012 Leadership for Public Lands and Cultural Heritage Certificate Graduation Ceremony, May 2012, Ft. Collins, CO
- 2012 **Delegate**, *World Urban Park Initiative*, Invited delegate of the International Federation of Park and Recreation Administration, April 2012, Dublin, Ireland
- 2012 **Delegate**, *America's Summit on National Parks*, Invited delegate of the National Parks and Conservation Association, National Park Foundation, and National Park Hospitality Association, Washington, DC
- 2012 **Collaborator**, Colorado State University RCN Proposal entitled "Networking a Journal of Science and Technology" with Mark A. Brown
- 2011 **Elected Chair for 2012 term**, *Academic Consortium* universities of Clemson University, Colorado State University, George Washington University, Indiana University, University of California, Merced, and University of Vermont.
- 2011 **Member**, *Budgetary Affairs Committee*, Bloomington Faculty Council, Indiana University, Bloomington, IN.
- 2011 **Member**, *Advisory Board to the Consortium for Education and Social Science Research (CESSR)*, Vice Provost for Research, Indiana University, Bloomington.
- 2011 **Member**, *Credential and Endorsement Scheme Committee*, International Federation of Park and Recreation Administration, London, UK.
- 2011 **Facilitator**, *School of Public Health Transition Plan* for Indiana University.
- 2011 **Member**, *Distributed Education Committee*, School of Health, Physical Education, and Recreation, Indiana University.
- 2011 **Member**, *Faculty Evaluation and Review Development Committee*, Recreation, Park, and Tourism Studies Department, Indiana University.
- 2011 **Member**, *Indiana Conservation Hall of Fame Committee*, Indiana Department of Natural Resources, Indianapolis, IN.
- 2010 **Member**, *Budgetary Affairs Committee*, Bloomington Faculty Council, Indiana University, Bloomington, IN.
- 2010 **Chair**, *Strategic Planning Committee*, Department of Recreation, Park, and Tourism Studies, Indiana University.
- 2010 **Member**, *Indiana Conservation Hall of Fame Committee*, Indiana Department of Natural Resources, Indianapolis, IN.
- 2010 **Member**, *Credential and Endorsement Scheme Committee*, International Federation of Park and Recreation Administration, London, UK.

- 2010 **Member**, *Signature Curriculum Committee*, Department of Recreation, Park and Tourism Studies, Indiana University.
- 2010 **Member**, *Distributed Education Committee*, School of Health Physical Education and Recreation, Indiana University.
- 2009 **Reviewer**, *CSP Sea Grant – CESU Grant Program*, Texas A & M University.
- 2009 **Member**, *Indiana Conservation Hall of Fame Committee*, Indiana Department of Natural Resources, Indianapolis, IN.
- 2009 **Consultant**, *Distance Education Committee*, Indiana Park and Recreation Association, Indianapolis, IN.
- 2009 **Consultant**, *Distance Education Committee*, National Association for Interpretation, Ft. Collins, CO.
- 2009 **Consultant**, *Distance Education Committee*, International Federation of Park and Recreation Administration, London, UK.
- 2009 **Member**, *Indiana Department of Natural Resources Conservation Hall of Fame Committee*, State of Indiana.
- 2009 **Member**, *Indiana Statewide Comprehensive Outdoor Recreation Plan Advisory Committee*, State of Indiana.
- 2009 **Board of Regents**, Facility Manager Leaders Program, National Park Service
- 2009 **Facilitator, Strategic Planning Committee**, *Department of Recreation, Park, and Tourism Studies*, Indiana University
- 2009 **Director**, *National Park Service-Eppley Institute for Parks and Public Lands Interpretive Development School*, Indiana University, Bloomington, IN
- 2009 **Director**, *Asset Management for Parks and Facilities Certificate Program at the 63rd Annual Great Lakes Park Training Institute*, Pokagon State Park, IN
- 2009 **Member**, *Distributed Education Committee*, School of Health Physical Education and Recreation, Indiana University
- 2008 **Member**, *Indiana Natural Heritage Hall of Fame Committee*, Indiana Department of Natural Resources
- 2008 **Member**, *Distributed Education Committee*, School of Health Physical Education and Recreation, Indiana University
- 2008 **Director**, *Executive Leadership for Women in Parks and Recreation Certificate Program at the 62nd Annual Great Lakes Park Training Institute*, Angola, IN

- 2005-present **Board of Regents**, ex officio member, *Facility Manager Leaders Program*, National Park Service Park Facility Management Division
- 2005-present **Technical Coordinator**, *Cooperative Ecosystem Study Unit (CESU)*, Indiana University for the Great Lakes-Northern Forest and Great Rivers CESU program
- 2003-present **Board of Regents**, *Great Lakes Park Training Institute*, Indiana University
- 2003-2007 **Board of Trustees**, *Executive Development Program*, Indiana University
- 2003-2005 **Board of Regents**, *Management School*, Park and Recreation Management Department, North Carolina State University
- 1993-2001 **Congress Planning Committee**, National Recreation and Park Association.
- 199-2000 **Co-chair**, *International Sport in the City Conference*, Indianapolis, IN
- 1999-2002 **Board of Directors**, *School of HPER Alumni Board*
- 1999-2000 **Distance Learning Committee**, School of Health, Physical Education and Recreation
- 1996 **Co-chair**, *National Recreation & Park Congress Delegate Workday* at National Recreation and Park Association Congress, Kansas City, MO.
- 1995 **Model Park Planning Committee**, National Recreation and Park Association.
- 1994-96 **Certification Committee**, National Intramural-Recreational Sports Association.
- 1992-93 **Program Committee Chair**, National Recreation and Park Congress, American Park and Recreation Society.
- 1990-92 **District Director** (90-92); **Chair**, Administrators Section Pre-Conference Institute (92); California Park and Recreation Society.
- 1991 **Society Name Change Committee**, California Park and Recreation Society.
- 1983-91 **Awards Committee Chair** (87-91); **President** (86); **Administrative Section Representative** (85); **Vice-President** (84); **Promotions Chair** (83). California Park and Recreation Society, District VIII.
- 1989-91 **Professional Development Committee**, **Membership Committee**, Pacific Regional Council of National Recreation and Park Association.
- 1981-1983 **Professional Development Sub-Committee on Certification** (81-82) and
- 1981-1983 **Research Committee**, (82-84) National Intramural-Recreational Sports Association.

Speaking Engagements and Presentations

- August 2022 *Leadership in National Parks for National Park Service Facility Manager Leaders Program*, twice monthly 90-minute webinar presentations since 2006 to 35+ facility manager candidates and mentors in yearlong federal development program. Bloomington, IN. **Virtual Presentation**
- May 2022 *Leadership Principles and Challenges*; at the Principles of Asset Management course for candidates in the National Park Service-sponsored Facility Manager Leaders Program, Great Smoky Mountains National Park, TN
- April 2022 *Introductory Comments and Orientation to Members*, Indiana Park Alliance Annual Meeting, Bloomington, IN **Virtual Presentation**
- January 2022 *Systems Leadership and Mastering Leadership*, Facility Manager Leaders Program, National Park Service, Washington, DC **Virtual Presentation**
- January 2022 *Educational Perspective on Facility Manager Leaders Program*, Graduation Address, National Park Service, Washington, DC **Virtual Presentation**
- December 2021 *The Future of the Park and Recreation Profession*, World Urban Parks Congress Los Angeles, USA, **Virtual Presentation**
- October 2021 *Leadership and Management Tools for the Facility Manager*; Advanced Facility Management Practices for the National Park Service for the Facility Manager Leaders Program, **Virtual Presentation**
- May 2021 *Leadership Principles and Challenges*; at the Principles of Asset Management course for candidates in the National Park Service-sponsored Facility Manager Leaders Program, **Virtual Presentation**
- November 2020 *Competencies for Park and Recreation Managers*, World Urban Parks Congress, Tirana, Albania, **Virtual Presentation**
- April 2020 *Systems Leadership and Mastering Leadership*, Facility Manager Leaders Program, National Park Service, Washington, DC **Virtual Presentation**
- April 2020 *Educational Perspective on Facility Manager Leaders Program*, Graduation Address, National Park Service, Washington, DC **Virtual Presentation**
- November 2019 *A Leader's Guide to Followers*; National Park Service Southeast Region Facility Manager Leaders Workshop, Charleston, SC
- October 2019 *A Leader's Guide to Followers*; National Park Service Northeast-National Capital Region FM Professionals Workshop, Emmitsburg, PA
- October 2019 *Leadership and Management Tools for the Facility Manager*; Advanced Facility Management Practices for the National Park Service for the Facility Manager Leaders Program, Saratoga Springs National Historical Park, NY

- May 2019 *Leadership Principles and Challenges*; at the Principles of Asset Management course for candidates in the National Park Service-sponsored Facility Manager Leaders Program, Padre Island National Seashore, T
- April 2019 *Systems Leadership and Mastering Leadership*, Facility Manager Leaders Program, National Park Service, Washington, DC
- April 2019 *Educational Perspective on Facility Manager Leaders Program*, Graduation Address, National Park Service, Washington, DC
- October 2018 *Leadership and Management Tools for the Facility Manager*; Advanced Facility Management Practices for the National Park Service for the Facility Manager Leaders Program, Hot Springs National Park, Hot Springs, AR
- September 2018 *The Public's Health Agency: Parks and Recreation's Critical Role in*
- October 2018 *Leadership and Management Tools for the Facility Manager*; Advanced Facility Management Practices for the National Park Service for the Facility Manager Leaders Program, Hot Springs National Park, Hot Springs, AR
- September 2018 *The Public's Health Agency: Parks and Recreation's Critical Role in Communities*, National Recreation & Park Association Annual Conference, Indianapolis, IN
- September 2018 *I More Time: How to Lead and Motivate Followers*, National Recreation & Park Association Annual Conference, Indianapolis, IN
- May 2018 *Leadership Principles and Challenges*; at the Principles of Asset Management course for candidates in the National Park Service-sponsored Facility Manager Leaders Program, Lewis and Clark National Historical Park, WA
- April 2018 *Systems Leadership and Mastering Leadership*, Facility Manager Leaders Program, National Park Service, Washington, DC
- October 2017 *Leadership and Management Tools for the Facility Manager*; Advanced Facility Management Practices for the National Park Service sponsored by the Facility Manager Leaders Program, Dayton Aviation Heritage National Historical Park, Dayton, OH
- September 2017 *Must Do! Implementing Facility Asset Management for your Agency*, National Recreation & Park Assoc. Annual Conference, New Orleans, LA.
- May 2017 *Leadership Principles and Challenges*; at the Principles of Asset Management course for candidates in the National Park Service-sponsored Facility Manager Leaders Program, Salem Maritime National Historic Site, MA
- April 2017 *Systems Leadership and Mastering Leadership*, Facility Manager Leaders Program, National Park Service, Washington, DC

- April 2017 *Educational Perspective on Facility Manager Leaders Program*, Graduation Address, National Park Service, Washington, DC
- March 2017 *Strength Based Leadership*, 2017 Indiana State Parks Leadership Conference. Indiana State Parks, Brown County State Park, Indiana
- February 2017 *The Next 100 Years of Parks*, General Session at the Great Lakes Park Training Institute, Pokagon State Park, Angola, IN
- October 2016 *Leadership and Management Tools for the Facility Manager*; Advanced Facility Management Practices for the National Park Service sponsored by the Facility Manager Leaders Program, Dayton Aviation Heritage National Historical Park, Dayton, OH
- September 2016 *Adapting to Climate Change and Building Resilience with Urban Parks*; at the Annual European Congress HORTIS and World Urban Parks Europe Region Conference, Albi, France
- September 2016 *Workshop: Contemporary Park Issues in France*; facilitated workshops for all delegates at the Annual European Congress HORTIS and World Urban Parks Europe Region Conference, Albi, France
- September 2016 *The role of urban parks in resiliency related to climate change*; *University of South Africa Colloquium on People and Green Space – A Celebration of Diversity*. Johannesburg, South Africa
- September 2016 *Adapting to Urban Parks to Climate Change*; at the World Urban Parks-Institute of Environment and Recreation Management Congress, Cape Town, South Africa
- September 2016 *Workshop: Contemporary Park Issues in South Africa*; facilitated workshops for all delegates at the World Urban Parks-Institute of Environment and Recreation Management Congress, Cape Town, South Africa
- August 2016 *Parks and Nature as Public Health*; presentation for Egypt Scholars visit to Indiana University, Indianapolis, IN
- June 2016 *Data and Decision Making*; presentation online webinar for National Association of State Park Directors (Co-presenter)
- June 2016 *100 Years of National Parks*; at the Indiana University Mini-University, Bloomington, IN
- May 2016 *Leadership Principles and Challenges*; at the Principles of Asset Management course for candidates in the National Park Service-sponsored Facility Manager Leaders Program, Salem Maritime National Historic Site, MA
- April 2016 *Systems Leadership and Mastering Leadership*, Facility Manager Leaders Program, National Park Service, Washington, DC

- April 2016 *Educational Perspective on Facility Manager Leaders Program, Graduation Address, National Park Service, Washington, DC*
- April 2016 *Leading from the Inside Out; Minnesota Recreation Park and Recreation Leadership Summit, St. Louis Park, MN*
- April 2016 *Public Lands, Nature, Parks, and Recreation as Public Health; Presentation to Indiana University Bloomington Course X505*
- January 2016 *Using Strengths Based Leadership in Organizations, Indiana Park and Recreation Association Annual Conference, Bloomington, IN*
- October 2015 *Leadership and Management Tools for the Facility Manager; Advanced Facility Management Practices for the National Park Service sponsored by the Facility Manager Leaders Program, Lyndon Baines Johnson National Historical Park, Johnson City, TX*
- September 2015 *Does Your Park Need a Community Park Report Card; at the National Recreation and Park Conference, Las Vegas, NV (co-presenter)*
- September 2015 *Innovative Staff Learning and Development Tools; at the National Recreation and Park Conference, Las Vegas, NV*
- September 2015 *Leading from the Inside Out; at the National Recreation and Park Conference, Las Vegas, NV*
- May 2015 *Innovative Technology for Smart Parks; Keynote Address at the World Urban Parks Congress, Ponte de Lima, Portugal*
- May 2015 *Continuing Professional Development in the World Park Academy; at the World Urban Parks Congress, Ponte de Lima, Portugal*
- May 2015 *Leadership Principles and Challenges; at the Principles of Asset Management course for candidates in the National Park Service sponsored Facility Manager Leaders Program, Ft. Pulaski Natl. Historical Park, Savannah, GA*
- April 2015 *Building a Successful University Center: The Eppley Institute Experience; at workshop coordinated by Indiana University, Indianapolis, IN*
- April 2015 *Systems Leadership and Mastering Leadership, Facility Manager Leaders Program, National Park Service, Washington, DC*
- April 2015 *Educational Perspective on Facility Manager Leaders Program, Graduation Address, National Park Service, Washington, DC*
- February 2015 *Strength Based Leadership for Your Organization: at the 2016 Indiana Park and Recreation Association Conference, Bloomington, IN*

- October 2014 *From Experience to Education: Building Succession for Wilderness Managers*; at the 50th Anniversary of Wilderness Conference, Albuquerque, NM (Co-presenter).
- October 2014 *Leadership and Management Tools for the Facility Manager*; Advanced Facility Management Practices for the National Park Service sponsored by the Facility Manager Leaders Program, Historic Southwestern Regional Office, Santa Fe, NM
- September 2014 *Maximizing the Capabilities of Your Parks Department to Create Active, Healthy Communities*, for the Indiana Association of Cities and Towns Fall Conference, Ft. Wayne, IN (Co-presenter).
- September 2014 *The Value of Defining Common Ground: The Role of Parks and Recreation in Planning for Health*, for the Indiana Park and Recreation Association Fall Retreat, Carmel, IN (Co-presenter).
- September 2014 *Improving & Enhancing Park Staff*, for the National Association of State Park Directors, Omaha, NE.
- May 2014 *Leadership Principles and Challenges*; at the Principles of Asset Management course for candidates in the National Park Service-sponsored Facility Manager Leaders Program, Castillo de San Marco National Historic Park, St. Augustine, FL
- April 2014 *Systems Leadership and Mastering Leadership*, Facility Manager Leaders Program, National Park Service, Washington, DC
- April 2014 *Educational Perspective on Facility Manager Leaders Program*, Graduation Address, National Park Service, Washington, DC
- February 2014 *Leadership Principles and Challenges*; at the Park and Recreation Facility Management Certificate Program, Great Lakes Park Training Institute, Pokagon State Park, Angola, IN
- December 2013 *Parks and Place: How Placemaking and Parks Interconnect*, Keynote Address at the Michigan Department of Natural Resources Parks and Recreation Division Meeting, Gaylord, MI
- December 2013 *Foundations, Fundraising, and Sponsors*, Training session at the Department of Natural Resources Parks and Recreation Division Meeting, Gaylord, MI
- December 2013 *Leader Manager: Developing Others, Leading Peers and Up the Organization*, Training session at the Department of Natural Resources Parks and Recreation Division Meeting, Gaylord, MI
- December 2013 *Leadership Development Monthly Webinar Series*, for the National Park Service Facility Manager Leaders Program

- October 2013 *International Certification, Competencies and the IFPRA Academy* at the International Federation of Park and Recreation Administration World Congress, Lake Louise, AB, Canada.
- October 2013 *Leadership and Management Tools for the Facility Manager*; Advanced Facility Management Practices for the National Park Service sponsored by the Facility Manager Leaders Program, Historic Southwestern Regional Office, Santa Fe, NM
- May 2013 *An International Park Manager Academy*, at the joint GALK Congress-IFPRA Europe Congress, Hamburg, Germany
- August 2013 *Foundations, Fundraising, and Sponsors: Partners for Parks*, at the St. Joseph County-South Bend Park Foundation Joint Meeting, South Bend, IN
- May 2013 *Leadership Principles and Challenges*; at the Principles of Asset Management course for candidates, National Park Service-sponsored Facility Manager Leaders Program, San Antonio Missions National Park, San Antonio, TX
- April 2013 *The Fundamentals of Public Health in Communities*, Faculty Workshop, School of Public Health, Indiana University, Bloomington, IN
- February 2013 *Facilitation Methods for Public Engagement*, Substitute Education Session at the Great Lakes Park Training Institute, Pokagon State Park, Angola, IN
- January 2013 *What's Up Leadership*, at the 2013 Indiana Park and Recreation Conference, Bloomington, IN
- January 2013 *Foundations, Fundraising, and Sponsors: Partners for Parks*, at the 2013 Indiana Park and Recreation Conference, Bloomington, IN
- December 2012 *Strategic Planning for Public Health Agencies*; Webinar delivered for Indiana State Department of Health and Indiana University School of Public Health, Bloomington
- October 2012 *Systems Leadership and Mastering Leadership*, Facility Manager Leaders Program, National Park Service, Washington, DC
- October 2012 *Educational Perspective on Facility Manager Leaders Program*, Graduation Address, National Park Service, Washington, DC
- September 2012 *The Community Value of Municipal Parks and Recreation*; at the 2012 Mayors Institute, Indiana University School of Public and Environmental Affairs, Indianapolis, IN (co-presenter)
- June 2012 *Successful Partnering Strategies*; at the Park and Resource Management Training Course sponsored by Delaware North Companies Parks and Resorts, Bloomington, IN

- May 2012 *Leadership Journey: Strength Based Leadership Methods*; at the Colorado Park and Recreation Association Director's Leadership Forum, Golden, CO
- April 2012 *Classroom Assessment Techniques*; at the National Park Service Trainer Development Program, Fort Payne, AL
- March 2012 *Leadership and Management Tools for the Facility Manager*; Advanced Facility Management Practices for the National Park Service sponsored by the Facility Manager Leaders Program, Historic Southwestern Regional Office, Santa Fe, NM
- February 2012 *Implementing Best Practices in Strategic Planning and Continuous Improvement*; Michigan Recreation and Park Association Conference and Trade Show, Dearborn, MI (co-presenter)
- February 2012 *3 C's to Improving Your Agency*; Michigan Recreation and Park Association Conference and Trade Show, Dearborn, MI (co-presenter)
- January 2012 *Parks Promote Public Health- Active Living Design as Indicators*; Indiana Park and Recreation Association Conference, Michigan City, IN (co-presenter)
- January 2012 *Trail Facts and Fiction*; Indiana Park and Recreation Association Conference, Michigan City, IN
- October 2011 *Leadership Principles and Challenges*; at the Principles of Asset Management course for candidates in the National Park Service-sponsored Facility Manager Leaders Program, North Cascades National Park, Sedro-Wooley, WA
- April 2011 *Learning, Community and Professional Development*, Graduation Keynote Address, Facility Manager Leaders Program, National Park Service, Washington, DC
- February 2011 *Leadership: The Ultimate Challenge*, Keynote presentation and workshop at the 66th Annual Great Lakes Park Training Institute, Pokagon State Park, Angola, IN
- October 2010 *Leadership and Management Tools for the Facility Manager*, Advanced Facility Management Practices for the National Park Service-sponsored Facility Manager Leaders Program, LBJ Home, Fredericksburg, TX
- May 2010 *Effective Training and Education in Classroom Setting*, National Park Service Instructor Development Program, Harper's Ferry National Historic Park- Stephen Mather Training Center, Harper's Ferry, WV.

- May 2010 *Leadership Principles and Challenges*; at the Principles of Asset Management course for candidates in the National Park Service-sponsored Facility Manager Leaders Program, St. Croix National Scenic Riverway, Taylor's Falls, WI
- January 2010 *Building a Sustainable Leadership Environment*, at the Indiana Park and Recreation Society Annual Conference, Purdue University, W. Lafayette, IN
- October 2009 *Leadership and Management Tools for the Facility Manager*, Advanced Facility Management Practices for the National Park Service Facility Manager Leaders Program, National Park Service Offices, Santa Fe, NM
- September 2009 *Scenic Wonders- Photography and America's National Parks*, Indiana University Art Museum, Bloomington, IN
- May 2009 *Leadership Principles and Challenges*; at the Principles of Asset Management course, National Park Service-sponsored Facility Manager Leaders Program, Great Smoky Mountains National Park, Gatlinburg, TN
- April 2009 *Outside Looking In: Perspectives on the National Park Service*; at the National Park Service Fundamentals Program, Horace T. Albright Training Center, Grand Canyon National Park, Grand Canyon, AZ
- February 2009 *Leadership for Facility Managers*; at the Asset Management for Park and Recreation Agencies Certificate Program, Great Lakes Park Training Institute, Pokagon State Park, Angola, IN
- January 2009 *The Leadership Challenge*, at the Great Lakes Academy for Leadership Advancement, Williams Bay, WI
- October 2008 *Leadership and Management Tools for the Facility Manager*, Advanced Facility Management Practices for the National Park Service-sponsored Facility Manager Leaders Program, Santa Monica Mountains National Recreation Area, CA
- October 2008 *Park Asset Management for the 21st Century*, co-presenter at the National Recreation and Park Association Annual Conference, Baltimore, MD
- October 2008 *The Basics of Grant Writing*, webcast lecture and materials presented nationwide via webcast on IU Adobe Connect system for the Association of Colleges and Universities International, Bloomington, IN
- September 2008 *The Triple Bottom Line: Findings from Trail Research in Indiana*, [A New Path Forward](#) business forum on the economic promise of trail development sponsored by the Southland Visitor and Convention Bureau, Alsip, IL
- September 2008 *A Guide to Being a FMSS 6.2 Guide*, at the National Park Service Facility Management Software System 6.2 Upgrade Training, Bloomington, IN

- June 2008 *Clear Creek Trail Study Results*, at the June 2008 Bloomington Park Board meeting, Bloomington, IN
- May 2008 *Leadership Principles and Challenges*; at the Principles of Asset Management course for candidates in the National Park Service-sponsored Facility Manager Leaders Program, Rocky Mountain National Park, Estes Park, CO
- February 2008 *Basic Project Management*; at the Regional Park Asset Management Plan Team Workshop, San Antonio Missions Historic Park, San Antonio, TX
- April 2008 *Leadership Personal Best and Development*, at the Capstone Studies in Facility Management for the candidates in the National Park Service sponsored Facility Manager Leaders Program, Washington DC
- April 2008 TLC: *The Leadership Challenge*, Executive Development Program, Indiana Memorial Union, and Bloomington IN
- January 2008 *The Leadership Challenge*, Great Lakes Academy for Leadership Advancement, George Williams College, Aurora University, WI
- October 2007 *Leadership & Management as Tools for the Facility Manager*, Advanced Facility Management Practices, National Park Service Course, Grand Canyon National Park, Grand Canyon AZ
- November 2007 *Rangers, Resource Protection and Sustainability*, Graduation Speaker, Park Ranger Training Program XIV, Northern Arizona University, Flagstaff AZ
- September 2007 *Planning IT in Your Agency: Who Drives the Bus?* National Recreation and Park Congress, Indianapolis IN (co-presenter)
- September 2007 *Are You Ready for Alternative Fundraising?* National Recreation and Park Congress, Indianapolis IN (co-presenter)
- September 2007 *Sharing Professional Education & Training Across Culture and Countries*, International Federation of Park & Recreation Administration World Congress, Dublin Ireland
- May 2007 *Leadership Personal Best and Development*, National Park Service Course, Washington DC.
- April 2007 *Leadership Principles and Challenges*, Principles of Facility Management, National Park Service Course, Jefferson Expansion National Monument, St. Louis, MO
- April 2007 TLC: *The Leadership Challenge*, Executive Development Program, Indiana Memorial Union, and Bloomington, IN

- February 2007 *Fundraising, Foundations, and Parks; Oh My!*, 61st Great Lakes Park Training Institute, Pokagon IN (co-presenter)
- January 2007 *The Leadership Challenge*, Great Lakes Academy for Leadership Advancement, George Williams College, Aurora University, WI
- November 2006 *Inside-Out: Navigating Your Personal Leadership Agenda*, National Park Service Intermountain Region Facility Management Workshop, Tucson AZ
- October 2006 *Leadership & Management as Tools for the Facility Manager*, Advanced Facility Management Practices, National Park Service Course, Santa Monica National Recreation Area, Thousand Oaks CA
- April 2006 TLC: *The Leadership Challenge*, Executive Development Program, Indiana Memorial Union, and Bloomington IN
- April 2006 *Leadership Principles and Challenges*, Principles of Facility Management, National Park Service Course, Rocky Mountain National Park, CO
- April 2005 TLC: *The Leadership Challenge*, Executive Development Program, Indiana Memorial Union, and Bloomington IN
- March 2005 *Making a Difference: Teaching for Effectiveness*, National Park Service Facility Management Trainer Coordination Conference, San Antonio TX
- October 2004 *Trail Study Methods*, 2004 Trails Symposium, Austin TX
- April 2004 TLC: *The Leadership Challenge*, Executive Development Program, Indiana Memorial Union, and Bloomington IN
- April 2004 *Instructor Effectiveness and Assessment Techniques*, National Park Service Facility Management Trainer Coordinator Workshop, Denver CO
- February 2004 *Customer Service Strategies in Sport Management*, Hong Kong Olympic Academy, Hong Kong, People's Republic of China
- April 2003 *The Leadership Challenge*, Executive Development Program. Indiana Memorial Union, Bloomington IN
- April 2003 *The Benefits of Parks & Recreation*, The Design Forum, Anchorage AK
- February 2003 *Customer Service Strategies in Sport Management*, Hong Kong Olympic Academy, Hong Kong, People's Republic of China
- October 2003 *Park Planning- The Basics and Trends*, Parks, Recreation, Community Education and Trails Conference, Alaska Park & Recreation Association Annual Conference, Anchorage AK

- October 2002 *Teaching Effectively: Adult Learning and Instruction*, National Park Service Facility Management Trainer & Coordinator Development Workshop, St. Louis MO
- August 2002 *Long Range Planning: Alternatives for Implementation*, Amateur Softball Association - US Softball Workshop, 2002, Oklahoma City OK
- April 2002 *Distance Education Training Strategy for National Park Service Facility Management*, U.S. Dept. of Interior Facility Management Conference, San Diego CA
- April 2002 *The Leadership Challenge*, Executive Development Program, Pokagon State Park, Angola IN
- October 2001 *The Leadership Problem: Building Succession Leadership* National Recreation and Park Association Conference, Denver CO
- October 2001 *Administrative Leadership for Boards* National Recreation and Park Association Conference, Denver. CO
- October 2001 *The Top 10 Reasons to Build Trails: Results from the Indiana Trail Study*, Association of Indiana Counties Annual Conference, Indianapolis IN
- February 2001 *Trails of Dreams: The Indiana Trail Study 2000* Indiana Trails & Greenways Conference, Indianapolis IN (co-presenter).
- January 2001 *The Right Stuff: How to Hire Employees*, Illinois Association of Park Districts/Illinois Park Recreation Association Annual Conference, Peoria IL
- October 2000 *Lead or Manage: Don't Flip a Coin*, National Recreation and Park Association Congress, Phoenix AZ.
- June 2000 *Hallmark Sports Events and Their Management*, International Sport in the City Conference, Indianapolis IN
- April 2000 *The Leadership Challenge*, Executive Development Program, Pokagon State Park, Angola IN.
- March 2000 *Entrepreneurship in Recreation*, Parks and Leisure Australia Association, Continued Recreation Education Seminar, Melbourne, Australia.
- April 1999 *TLC: The Leadership Challenge*, 1999 Executive Development Program, Pokagon State Park, Angola IN
- March 1999 *Information Technology 2000: From the Classroom to The Ballfield*, Presented as Invited Scholar, 1999, Institute on Technology in Physical Education and Sport Sciences, Hong Kong Institute of Education, Tai Po, Hong Kong SAR, People's Republic of China.

- October 1998 *Hiring the Right Person: How to Interview and Select an Employee*, 1998 Indiana Park and Recreation Conference, Merrifield IN.
- September 1998 *Politics is Not a Four-Letter Word*, 1998 National Recreation and Park Association Congress, Miami FL
- July 1998 *Identification of a Sport Network to Assist Youth-at-Risk: A Partnership of Agencies, Parents, Business and Youth*, 1998 Sport in The City Conference, Sheffield, United Kingdom.
- April 1998 *The Leadership Challenge*, 1998 Executive Development Program, Pokagon State Park, Angola IN
- November 1998 *Sport and Leisure in the United States*, Presented as Invited Scholar, 1997 National Institute on Sport and Leisure, Beijing University, Beijing, Peoples Republic of China.
- October 1997 *Politics: The Grease That Lubricates Public Parks*, Presenter and Chair, 1997 National Recreation and Park Association Education and Training Conference, Salt Lake City UT
- October 1995 *Back to The Future: Trends Affecting Parks and Recreation*, Presentation Chair, 1995 National Recreation and Park Association National Congress, San Antonio TX
- April 1995 *Computerized Sport Scheduling Software*, 1995 National Intramural-Recreational Sports Conference, Albuquerque NM
- April 1994 *Customer Satisfaction Guaranteed... Can It Work in Intramural Sports?*, 1994 National Intramural-Recreational Sports Conference, Nashville TN
- October 1993 *Small to Mid-Size Cities Can Think Like... and Operate In... The Big Leagues*, National Recreation & Park Association National Congress, San Jose CA
- March 1992 *Public Perceptions of Your Agency*, 44th Annual Conference of the California Park and Recreation Society, Long Beach CA
- November 1987 *Agency Image*, California Park and Recreation Society District VIII Annual Conference, Solvang CA
- April 1987 *Excellence in Park and Recreation Management*, 102nd Annual Conference of the AAPHERD, Las Vegas NV
- March 1987 *Achieving Quality: Criteria for Excellence in Park and Recreation*, California Park and Recreation Society 39th Conference, San Francisco CA
- April 1982 *Jobs in Municipal Recreational Sports*, 1982 National Intramural-Recreational Sports Association Conference, Portland OR

April 1981 *Determining Interests of Current and Potential Recreational Sports Participants: A universally Applicable Instrument*, 1981 National Intramural-Recreational Sports Association Conference, Philadelphia PA

Honors and Awards

- 2022 *Cornelius Amory Pugsly Award Nominee, American Academy of Park and Recreation Administration for the National Park Foundation.* Award presented for outstanding national contributions to conversation, parks, public lands and recreation initiatives, and advancement in the U.S.
- 2011 *Richard Lawson Award, Board of Regents for Great Lakes Park Training Institute.* Awarded for outstanding and continuing contributions to the development of the profession and the Institute.
- 2011 *Community Engagement Exemplar (Great Lakes Park Training Institute), for Indiana University Bloomington 2010 Community Engagement Classification by the Carnegie Foundation.*
- 2009 *Outstanding Contributions Award, National Park Service.* Awarded for contributions to the National Park Service Facility Manager Leaders Program, a yearlong joint succession and developmental program.
- 2008 *Excellence in Partnership Award, National Park Service.* Awarded accepted as Executive Director of Eppley Institute for 10-year history of contributions to the National Park Service through training, education, technical assistance, and research.
- 2001 *Crystal Owl Award, National Park Service.* Awarded as part of Eppley Institute team for excellence in Servicewide training programs.
- 2000 *Award of Merit, for Indianapolis Parks and Recreation Master Plan, "Pathways to The Future", American Society of Landscape Architects, Indiana Chapter.*
- 1992 *Pacific Revenue Sources and Marketing Management School Graduate.* Awarded by **National Recreation and Park Association** after two (2) year study program.
- 1992 *Agency Showcase Award for Marketing Excellence.* Awarded to Department by **California Park and Recreation Society.**
- 1987 *Professional Honor Award.* Awarded by **California Park and Recreation Society, District VIII.**

RESEARCH AND SCHOLARLY ACTIVITIES

Published

Smiley, A., Ramos, W.A., Elliot, L.M., Wolter, S.A., (2020). Association between trail use and self-rated wellness and health. *BMC Public Health.* (2020) 20:128.

- Wolter, S.A., Ramos, W.A., Elliott, L., & Smiley, A. (2019). Benefits of Trail Use; a Perspective from Park Practitioners. *Recreation, Parks, and Tourism in Public Health*. Volume 3, September 2019
- Ramos, W.A., Elliott, L., Smiley, A., and Wolter, S.A. (2018). *2017 Indiana Trails Study*. Retrieved from <https://www.greenwaysfoundation.org/resources/2017IndianaTrailsStudy-summary.pdf>
- Chomistek, A.K., Jamieson, L.M., Oghenekaro, O., Piatt, J.A., and Wolter, S.A., (2018). *Pilot Evaluation and Development of a Framework for PlayCore's National Demonstration Sites*. PlayCore, Inc.. Retrieved from <https://eppley.org/news-2/playcore-and-eppley-institute-pilot-study/>
- Wolter, S.A. (2016). Approaches to Public Health and Parks and Recreation in Indiana. *The Profile*, Indiana Park and Recreation Association. Spring, pp20-24. Retrieved from <https://issuu.com/inpra/docs/ipraspringpublication2016>
- Wolter, S.A., and Wiltz, L.K. (2015). Making Health Data Work. *The Profile*, Indiana Park and Recreation Association magazine.
- Wolter, S.A. and Pelto-Wheeler, S. (2015). Parks and Recreation and Public Health: The Common Ground. *The Profile*; Indiana Park and Recreation Association magazine. Spring 2015.
- Wolter, S.A. and Hochstettler, A. (2014). Parks and Recreation, Health, and a Common Starting Place. (*Approaches to Public Health, and Parks and Recreation in Indiana: The Profile* Indiana Park and Recreation Association magazine. Fall/Winter 2014.
- Wolter, S.A. (2003). Entrepreneurship in Recreation. *Australian Parks & Recreation*. Volume 6, No. 3.,
- Wolter, S.A., and Ross, C.M. (1998). Hiring the right person: Using the assessment center as an alternative to the traditional interview process. *NIRSA Journal*. Volume 22, Number 3, pp. 38-44.
- Wolter, S.A., Handel, C., and Ross, C.M. (1997). On Tim. *Athletic Business*. Volume 21, Number 4, pp. 55-61.
- Wolter, S.A., Handel, C., and Ross, C.M. (1997). Registration Information. *Athletic Business*. Volume 21, Number 10, pp. 59-65.
- Wolter, S.A., Handel, C., and Ross, C.M. (1997). On Schedule. *Athletic Business*. Volume 20, Number 4, pp. 47-52.
- Wolter, S.A., Handel, C., and Ross, C.M. (1994). Features of Available Sport Scheduling Software. *Employee Services Management*. Volume 37, Number 8, pp. 6-12.
- Wolter, S.A. (1989). Motivation for Increased Performance - The Leader Makes the Difference, *NIRSA Journal*. Volume 13, Number 2, pp. 42-44.
- Wolter, S.A. (1987). Research Update: Excellence in Management of Parks and Recreation. *Parks and Recreation*. Volume 22, Number 1, pp. 25-27.

Manuscripts Submitted for Publication

Smiley, A., Ramos, W., Elliott, L., & Wolter, S (2018). *Association Between Trail Use and Self-Rated Wellness and Health*. Manuscript submitted for publication to Journal of Preventive Medicine. June 2018.

Smiley, A., Ramos, W., Elliott, L., & Wolter, S (2018). *Association Between Trail Use and Self-Rated Wellness and Health*. Manuscript submitted for publication to The Lancet. July 2018.

Smiley, A., Ramos, W., Elliott, L., & Wolter, S (2018). *Association Between Trail Use and Self-Rated Wellness and Health*. Manuscript submitted for publication to Population Health Metrics. July 2018.

Published Online Courses and Certificates

(Partial listing of courses developed by the Eppley Institute for Parks and Public Lands at Indiana University.)

Murray, S., McCormick, C., & Wolter, S. (2021). *Playground Maintenance Technician Training Certificate (5 courses)*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

Fladager, D., McCormick, C. M., Tessneer, S., Wiltz, L. K., & Wolter, S. A. (2020). *Managing Wildlands and Wild Spaces Certificate: What is Wilderness Stewardship?* Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

Fladager, D., McCormick, C. M., Tessneer, S., Wiltz, L. K., & Wolter, S. A. (2020). *Managing Wildlands and Wild Spaces Certificate: Talking about Wild Places and Spaces*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

Fladager, D., McCormick, C. M., Tessneer, S., Wiltz, L. K., & Wolter, S. A. (2020). *Managing Wildlands and Wild Spaces Certificate: Planning for Wildlands*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

Fladager, D., McCormick, C. M., Tessneer, S., Wiltz, L. K., & Wolter, S. A. (2020). *Managing Wildlands and Wild Spaces Certificate: Strategies of Wildland Character Management*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

Fladager, D., McCormick, C. M., Tessneer, S., Wiltz, L. K., & Wolter, S. A. (2020). *Managing Wildlands and Wild Spaces Certificate: Monitoring Wildland Character*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

Burgess, A., Cleveland, H., Depper, G., Elliott, L., Murray, S., Tessneer, S., Stavrianakis, K. & Wolter, S. A. (2019). *First-line supervisor management: Effective communication*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

Burgess, A., Cleveland, H., Depper, G., Elliott, L., Murray, S., Tessneer, S., Stavrianakis, K. & Wolter, S. A. (2019). *First-line supervisor management: Monitoring and improvement*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

- Burgess, A., Cleveland, H., Depper, G., Elliott, L., Murray, S., Tessneer, S., Stavrianakis, K. & Wolter, S. A. (2019). *First-line supervisor management: Quality of service*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Burgess, A., Cleveland, H., Depper, G., Elliott, L., Murray, S., Tessneer, S., Stavrianakis, K. & Wolter, S. A. (2019). *First-line supervisor management: Recruiting strategies*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Burgess, A., Cleveland, H., Depper, G., Elliott, L., Murray, S., Tessneer, S., Stavrianakis, K. & Wolter, S. A. (2019). *First-line supervisor management: Team building*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Carnagey, Z., Hackerd, J., McCormick, C. M., & Wolter, S. A. (2019). *Managing special provisions: Water*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Cook, M., Ewert, A., Farmer, J., Forist, B., McCormick, C. M., Omodior, O., Ramos, W. D., Tessneer, S., Wiltz, L. K., Wolter, S. A., & Zwart, R. (2019). *Human health and natural environments 1: Foundations of human health and natural environments*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Cook, M., Ewert, A., Farmer, J., Forist, B., McCormick, C. M., Omodior, O., Ramos, W. D., Tessneer, S., Wiltz, L. K., Wolter, S. A., & Zwart, R. (2019). *Human health and natural environments 2: Natural environments' health-promoting attributes*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Cook, M., Ewert, A., Farmer, J., Forist, B., McCormick, C. M., Omodior, O., Ramos, W. D., Tessneer, S., Wiltz, L. K., Wolter, S. A., & Zwart, R. (2019). *Human health and natural environments 3: Environmental health and public lands*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Cook, M., Ewert, A., Farmer, J., Forist, B., McCormick, C. M., Omodior, O., Ramos, W. D., Tessneer, S., Wiltz, L. K., Wolter, S. A., & Zwart, R. (2019). *Human health and natural environments 4: Making the case for nature and health: Theoretical arguments*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Cook, M., Ewert, A., Farmer, J., Forist, B., McCormick, C. M., Omodior, O., Ramos, W. D., Tessneer, S., Wiltz, L. K., Wolter, S. A., & Zwart, R. (2019). *Human health and natural environments 5: Science and public lands*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Cook, M., Ewert, A., Farmer, J., Forist, B., McCormick, C. M., Omodior, O., Ramos, W. D., Tessneer, S., Wiltz, L. K., Wolter, S. A., & Zwart, R. (2019). *Human health and natural environments 6: Sense of place, environmental education, and health*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

- Cook, M., Ewert, A., Farmer, J., Forist, B., McCormick, C. M., Omodior, O., Ramos, W. D., Tessneer, S., Wiltz, L. K., Wolter, S. A., & Zwart, R. (2019). *Human health and natural environments 7: Innovations and applications in human health and natural environments*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Cook, M., Ewert, A., Farmer, J., Forist, B., McCormick, C. M., Omodior, O., Ramos, W. D., Wiltz, L. K., Wolter, S. A., & Zwart, R. (2019). *Introduction to human health and natural environments 1: Foundations of human health and natural environments*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Cook, M., McCormick, C. M., Wiltz, L. K., & Wolter, S. A. (2019). *FMSS intermediate 3: Job plans*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Cook, M., McCormick, C. M., Wiltz, L. K., & Wolter, S. A. (2019). *FMSS intermediate 4: Advanced preventive maintenance records and forecasting using the PM Module*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Cook, M., McCormick, C. M., Wiltz, L. K., & Wolter, S. A. (2019). *FMSS intermediate 5: Identifying work*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Cook, M., McCormick, C. M., Wiltz, L. K., & Wolter, S. A. (2019). *FMSS intermediate 6: Using FMSS resources*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Cook, M., McCormick, C. M., Wiltz, L. K., & Wolter, S. A. (2019). *FMSS intermediate 7: Advanced work order topics*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Cook, M., McCormick, C. M., Wiltz, L. K., & Wolter, S. A. (2019). *FMSS intermediate 8: Risk assessment code*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Cook, M., McCormick, C. M., Wiltz, L. K., & Wolter, S. A. (2019). *FMSS intermediate 9: The project scoping tool in FMSS*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Cook, M., McCormick, C. M., Wiltz, L. K., & Wolter, S. A. (2019). *FMSS intermediate 10: Analyzing data using the Asset Management Reporting System (AMRS)*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Depper, G., Henderson, N. F., McCormick, C. M., Wiltz, L. K., & Wolter, S. A. (2019). *Curso educativo para navegantes del Santuario Marino Nacional de los Cayos de Florida*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Depper, G., Henderson, N. F., McCormick, C. M., Wiltz, L. K., & Wolter, S. A. (2019). *Florida Keys National Marine Sanctuary boater education*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

- Henderson, N. F., McCormick, C. M., & Wolter, S. A. (2019). *Parks and recreation facility management certificate program 1: Introduction to parks and recreation facility management practices*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Henderson, N. F., McCormick, C. M., & Wolter, S. A. (2019). *Parks and recreation facility management certificate program 2: Metrics and data-driven decision making*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Henderson, N. F., McCormick, C. M., & Wolter, S. A. (2019). *Parks and recreation facility management certificate program 3: Conducting condition assessments*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Henderson, N. F., McCormick, C. M., & Wolter, S. A. (2019). *Parks and recreation facility management certificate program 4: Creating a scope of work and basics of cost estimating*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Henderson, N. F., McCormick, C. M., & Wolter, S. A. (2019). *Parks and recreation facility management certificate program 5: Yearly operations and maintenance planning*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- McCormick, C. M., & Wolter, S. A. (2019). *Spotlight on safety: Recognizing hazards from opioid waste and associated infectious diseases*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- McCormick, C. M., & Wolter, S. A. (2019). *Worker awareness and protection from opioid waste and associated infectious diseases 1: Infectious disease transmission and diseases associated with opioid use and waste*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- McCormick, C. M., & Wolter, S. A. (2019). *Worker awareness and protection from opioid waste and associated infectious diseases 2: Hazard control methods and personal protective equipment*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- McCormick, C. M., & Wolter, S. A. (2019). *Worker awareness and protection from opioid waste and associated infectious diseases 3: Recognizing an opioid overdose and naloxone*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- McCormick, C. M., Cook, M., Wiltz, L. K., & Wolter, S. A. (2019). *FMSS intermediate 1: Component life cycle concepts*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- McCormick, C. M., Cook, M., Wiltz, L. K., & Wolter, S. A. (2019). *FMSS intermediate 2: Asset records*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

Cleveland, H., Cook, M., McCormick, C. M., & Wolter, S. A. (2019). *Cultural resource inventory and compliance*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

Cook, M., McCormick, C. M., & Wolter, S. A. (2019). *Butterfield house at Sea Otter Island, a case study*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

Cook, M., McCormick, C. M., & Wolter, S. A. (2019). *Rocky point area at Sea Otter Island, a virtual tour*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

Cook, M., Elliott, L., McCormick, C. M., & Wolter, S. A. (2019). *Critical terms for facility management and cultural resources*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

Cleveland, H., Cook, M., McCormick, C. M., & Wolter, S. A. (2019). *Cultural resources in the FMSS*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

Cleveland, H., Cook, M., McCormick, C. M., & Wolter, S. A. (2019). *Cultural resources and facilities fund sources*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

Cleveland, H., Cook, M., McCormick, C. M., & Wolter, S. A. (2019). *Collaborative project planning, coordination, and execution*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

McCormick, C. M., Stachowski, M. & Wolter, S. A. (2019). *Perfecting the procurement process*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

McCormick, C. M., Stevens, K., Vismare, L., & Wolter, S. A. (2019). *Wings of fancy: the basics*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

Additionally, over 183 additional published online courses and certificates not listed for brevity.

Published Textbooks/Contributions

Wolter, S.A., and Jamieson, L.M. (2022 Pending). Recreation & Park Management – An Overview and Introduction chapter. **Management of Parks & Recreation Agencies** (4th edition). Published by the Commission on Accreditation of Park & Recreation Agencies. NRPA Publishing.

Wolter, S.A., and Jamieson, L.M. (2016). Recreation & Park Management – An Overview and Introduction chapter. **Management of Parks & Recreation Agencies** (3rd edition). Published by the Commission on Accreditation of Park & Recreation Agencies. NRPA Publishing.

Wolter, S.A., and Jamieson, L.M. (2009). Recreation & Park Management – An Overview and Introduction chapter. **Management of Parks & Recreation Agencies** (2nd edition). Published by the Commission on Accreditation of Park & Recreation Agencies. NRPA Publishing.

Jamieson, L.M. and Wolter, S.A. (2005). Recreation & Park Management – An Overview and Introduction chapter. **Management of Parks & Recreation Agencies** (1st edition). Published by the Commission on Accreditation of Park & Recreation Agencies. NRPA Publishing.

Jamieson, L.M. and Wolter, S.A. (1999). Recreation & Park Management – An Overview and Introduction chapter. **Management of Parks & Recreation Agencies**. Published by the Commission on Accreditation of Park & Recreation Agencies. NRPA Publishing.

Wolter, S.A. (1999). Master Planning Chapter. Leisure; Its Comprehensive Planning, publication. Sagamore Publishing

Published Manuscripts

Wolter, S., and Anderson, K. (2022 Pending). *An International Competency Framework for Park, Recreation, and Public Land Managers*. Eppley Institute for Parks and Public Lands, Indiana University.

Mowatt, R., and Wolter, S. (2022). *Ethnographic Overview & Assessment of Camp Mueller, Cuyahoga Valley National Park, Ohio*.

Wolter, S., Anderson, K., and McCormick, C. (2022). *Course of Study for the National Park Service Facility Manager Leaders Program*, Eppley Institute for Parks and Public Lands, Indiana University.

Wolter, S. A., Depper, G. L., Cleveland, H., Moir, A., Murray, S., Tessneer, S., & Smiley, A. (2019). *Indiana uplands park, recreation, and protected land inventory and opportunity mapping*. Center for Rural Engagement and Eppley Institute for Parks and Public Lands, Indiana University

Depper, G. L., & McCormick, C., & Wolter, S. (2019). *Montgomery County Parks training program analysis*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

Wolter, S.A., Elliott, L., Ramos, W., and Smiley, A. (2018). *2017 Indiana Trails Study*. Eppley Institute for Parks and Public Lands, Indiana University.

Wolter, S.A. McCormick, C.J., Pusey, S., Tezel, M. (2016). *Facility Management Competencies. Research Findings Report*. National Park Service. Eppley Institute for Parks and Public Lands, Indiana University.

Wolter, S.A., (2008). *An Examination of the Relationship Between Leisure Constraints and Trail Use Expectations*. Unpublished article in final draft. Submittal for publication to Journal of Park and Recreation Administration

Wolter, S.A. Lindsey, G. (2001). *The Indiana Trails Study Summary, Findings and Implications*, Eppley Institute for Parks & Public Lands, Indiana University.

Wolter, S.A., and Jamieson, L.M. (2000). *Sport in the City Conference Proceedings*. Eppley Institute for Parks and Public Lands, Indiana University.

Published Technical Reports, Consulting Reports, and Manuals

Elliott, L., Anderson, K., Wolter, S.A., (2022). Monroe County parks and recreation system master plan. Monroe County, IN. Bloomington, IN: Eppley Institute for Parks and Public Lands.

Anderson, K. & Wolter, S. (2022). *Trail Competencies Framework Study*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

McCormick, C., and Wolter, S. (2022). *Principles of Asset Management. Student, Instructor, and Mentor Workbooks for Facility Manager Leaders Program*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University. Revised annually since 2006.

Elliott, L. Anderson, K., & Wolter, S.A. (2022). Marshall Township Parks and Recreation System Master Plan. Center for Rural Engagement and Eppley Institute for Parks and Public Lands. Indiana University. Bloomington, IN.

Cook, M., Wiltz, L.K., Kunynksyj, L. & Wolter, S. (2022). *Lincoln Home National Historic Site: Accessibility Assessment*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

McCormick, C., and Wolter, S. (2021). *Principles of Asset Management. Student, Instructor, and Mentor Workbooks for Facility Manager Leaders Program*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University. Revised annually since 2006.

McCormick, C., and Wolter, S. (2021). *Advanced Facility Management Practices. Student, Instructor, and Mentor Workbooks for Facility Manager Leaders Program*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University. Revised annually since 2006.

McCormick, C., and Wolter, S. (2021). *Capstone Studies in Facility Management. Student, Instructor, and Mentor Workbooks for Facility Manager Leaders Program*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University. Revised annually since 2006.

Murray, S., Anderson, K., Depper, G., & Wolter, S.A. (2021). Preservation Alliance of West Virginia Retrospective Outcome Evaluation Final Report. Eppley Institute for Parks and Public Lands. Indiana University.

Elliott, L., Wolter, S.A., (2021). Lawrence County parks and recreation feasibility and implementation study. Center for Rural Engagement and Eppley Institute for Parks and Public Lands, Indiana University.

Cook, M., Wiltz, L.K., Kunynksyj, L. & Wolter, S. (2021). *Acadia National Park: Accessibility Assessment*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

- Cook, M., Wiltz, L.K., & Wolter, S. (2021). *Thomas J. Edison National Historical Park: Accessibility Assessment*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Elliott, L., Cook, M., and Wolter, S. (2021). *Lawrence County feasibility and implementation study (for parks)*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Seaton, K., Depper, G., Elliott, L., & Wolter, S. (2021). *City of Hudson parks master plan*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Depper, G. L., Elliott, L., Martin, E., Murray, S.J. Seaton, K., & Wolter, S. (2021). *City of La Junta Parks and Recreation System Master Plan*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Cook, M., Palano, K., Wiltz, L. K., & Wolter, S. (2021). *Farm Sanctuary Inclusion Vision and Process Report*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Depper, G. L., Murray, S. J., & Wiltz, L. K., & Wolter, S. (2021). *HPTC Learning and Development Analysis Existing Training Report*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Wiltz, L. K., McCormick, C., & Wolter, S. (2021). *National Trainer Development Program Advanced Cohort Focus Group Evaluation Report*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Wiltz, L. K., McCormick, C., & Wolter, S. (2021). *National Park Service Facility Manager Leaders Program, Distributed Learning Session 1A Evaluation Report*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Wiltz, L. K., McCormick, C., & Wolter, S. (2020). *Everglades National Park Online Boater Education Project Closeout Report*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Wiltz, L. K., McCormick, C., & Wolter, S. (2020). *Florida Keys National Marine Sanctuary Boater Education Project, EPA 319 grant closeout report*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Wiltz, L. K., McCormick, C., & Wolter, S. (2020). *National Park Service Facility Manager Leaders Program, Principles Evaluation Report*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Depper, G. L., Henderson, N., & McCormick, C. & Wolter, S. (2020). *Lower Mississippi Delta Initiatives administrative history*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Depper, G. L., & McCormick, C. & Wolter, S. (2020). *National Park Service facility management program training needs analysis*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.

- Depper, G. L., & McCormick, C., & Wolter, S. (2020). *National Park Service facility management program: Electronic course evaluation*. Eppley Institute for Parks and Public Lands, Indiana University.
- Depper, G. L., & McCormick, C., & Wolter, S. (2020). *Montgomery County Parks training gap analysis*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Wolter, S. A., Depper, G. L., & McCormick, C. (2019). *Yellowstone snowmobile education course annual evaluation report*. Eppley Institute for Parks and Public Lands, Indiana University.
- Wolter, S. A., McCormick, C., Henderson, N., & Cook, M. (2019). *Facility Manager Leaders Program Advanced Facility Management Practices: Course evaluation report*. Eppley Institute for Parks and Public Lands, Indiana University.
- Wolter, S. A., Depper, G. L., Wiltz, K., & McCormick, C. (2019). *Facility Manager Leaders Program return on investment study*. Eppley Institute for Parks and Public Lands, Indiana University.
- Wolter, S. A., Depper, G. L., Cleveland, H., Moir, A., Murray, S., Tessneer, S., & Smiley, A. (2019). *Indiana uplands park, recreation, and protected land inventory and opportunity mapping*. Eppley Institute for Parks and Public Lands, Indiana University.
- Wolter, S. A., Depper, G. L., & McCormick, C. (2019). *Montgomery County Parks training program analysis*. Bloomington, IN: Eppley Institute for Parks and Public Lands, Indiana University.
- Elliott, L., Depper, G., & Wolter, S.A., (2019). *Indiana trail planning and implementation workshop student manual*. Eppley Institute for Parks and Public Lands, Indiana University.
- Wolter, S. A., Depper, G. L., Wiltz, K., & McCormick, C. (2018). *National Park Service facility management program: Electronic course evaluation*. Eppley Institute for Parks and Public Lands, Indiana University.
- Wolter, S. A., Elliott, L., Ramos, W., Smiley, A., & Suhaibani, S. (2018). *2017 Indiana trails study summary report*. Eppley Institute for Parks and Public Lands, Indiana University.
- Elliott, L., Wolter, S.A., & Depper, G. (2018). *Financial sustainability through improved fee-based programming student manual*. Eppley Institute for Parks and Public Lands, Indiana University.
- Wolter, S., Elliott, L., & Depper, G., (2018). *Monroe County, Indiana: Parks & recreation department master plan*. Eppley Institute for Parks and Public Lands, Indiana University.
- Wolter, S., Elliott, L., & Depper, G., (2018). *City of Wabash Park department master plan: 2018-2022*. Eppley Institute for Parks and Public Lands, Indiana University.
- Wolter, S., Pelto-Wheeler, S., Herrmann, D., Monroe-Cook, M., Elliott, L., Roche, W., & Wiltz, K. (2018). *Town of Parker: Parks, recreation, & open space master plan 2018-2022*. Eppley Institute for Parks and Public Lands, Indiana University.
- Cook, M., McCormick, C., Pusey, S., Springer, J., Tezel, M., & Wolter, S. A. (2017). *Facility condition assessment survey*. Eppley Institute for Parks and Public Lands, Indiana University.

Wolter, S., and Hochstetler, A. (2014). *Organizational Assessment Status Report.._Report to Boulder Park and Recreation Department..*

Wolter, S., and Hochstetler, A. (2014). *Recreation Priority Index: A Proposed Approach to Implementing Fee Policies*. Report to **Boulder Park and Recreation Department**. (

Hochstetler, A., Dillon, J., Haley J., Bransford, J., and Wolter. S. (2014). *Boulder, CO Park and Recreation Master Plan Update*. 10-year, master plan update for **City of Boulder, CO**

Hochstetler, A., and Wolter, S. (2014). *Indiana State Wildlife Action Plan Facilitation Report* for the Indiana Department of Natural Resources.

Cleveland, H, and Wolter, S. (2014). *Iowa State Parks Strategic Plan*. Published by RDG Architects for the IA State Park Foundation.

Hackerd, J, and Wolter. S. (2013). *Research and Documentation of National Park Service Partnership Practices*. Published for the National Park Service sponsored research..

Henderson, N., and Wolter S. (2012). *National Park Service Interpretive Field School Feasibility Study Report. for the National Park Service*.

McClure, L., Hochstetler, A., and Wolter, S. (2011). *The Future of Indiana Dunes National Lakeshore*. Strategic vision publication and long-range plan published by National Park and Conservation Association.

Other publications as author, co-author, principal investigator, or project director in role as Director of the Eppley Institute for Parks and Public Lands.

Facility Manager Leaders Program Course of Study., for the **National Park Service**, Park Facility Management Division, August 2007 (lead author)

Resource Stewardship and Protection Course of Study. for the **National Park Service**, Natural and Cultural Resource Protection Divisions, Training & Development Divisions, May 2005, (lead author)

Facility Manager Job Competencies. for the **National Park Service**, Park Facility Management Division, August 2005 (Co-author)

Facility Condition Assessment Survey Manual. (4th edition) for **National Park Service**, Park Facility Management Division, 2002-2005, (Co-author)

Asset Management Process/Facility Management Software System Manual. (4th edition) for **National Park Service**, Park Facility Management Division,2002-2005. (Co-author)

The Indiana Trail Study: Research and Findings on Trail Users, Trail Management and Trail Neighbors. Sponsored Research for **Indiana Department of Transportation** published September 2001 (primary author).

Facility Management Program Training Course Evaluation. Sponsored by the **National Park Service**, published July 2001.

Bradford Woods Conceptual Use Plan. Sponsored by the **Recreation and Park Administration Department**, published February 2001.

FMP/FMSS Student Manual and Instructor Materials. Sponsored by **National Park Service**, published February 2001 (lead author).

Coastal Recreation Study of the Lake Michigan Watershed, sponsored by the **Indiana Department of Natural Resources**, published October 2000.

1999 Parks and Recreation Needs Assessment, Sponsored by **City of Fairfield, OH**, published January 2000.

Study of Lake Wobegon Trail Survey of Adjacent Property Owners. Sponsored by **Stearns County Park Department**, published October 1999.

Training Needs Assessments for Administration Maintenance and Historic Preservation Employees. Sponsored by **National Park Service**, published September 1999.

Parks and Recreation Master Plan. Sponsored by **City of Wabash, IN** published September 1998.

Parks and Recreation Comprehensive Plan. Sponsored by **St. Joseph County, IN**. June 1998.

Feasibility Analysis for Professional Association Management Services for the Indiana Park and Recreation Association. Sponsored by **Indiana Park and Recreation Association**, published January 1998.

Little 500 Race Officials Development Program. Sponsored by the **Indiana University Student Foundation**, published April 1997.

Workshop Sponsor-Facilitator

An Active Living Design and Planning Initiative. Workshop held on Indiana University Bloomington campus in collaboration with Indiana State Department of Health. 2017.

The 8/80 City: Creating Vibrant and Healthy Communities for All. Marian Godeke Miller Lecture and student workshops at Indiana University, Bloomington. *March 2017*

Sponsored Project Service

Project Director National Park Service Facility Management Program Projects
10/2000 to present

National Park Service Interpretive Training Program Projects
10/2006 to present

USA Softball Long Range Planning and Association Review Projects, 2/2006
to present

Eppley Institute Park Planning and Technical Assistance Projects
07/2001 to present

National Park Service Training & Development Fundamentals Projects
10/2000 to 2010

Amateur Softball Association Long Range Plan, 2/2007 to 02/2011

National Park Service Facility Management Program Course Evaluation and
Benefits Analysis, Advanced Facility Management Practices Course
Development, Web Course Development and CD-ROM Training Course
Development, 1/02 to 10/2006

National Park Service Fundamentals Training Program Evaluation &
Benefits Analysis, Web Based Course Development, Learning Management
System Implementation, and Diversity Course Development, 1/02 to 10/2006

Amateur Softball Association Long Range Plan, 2/02 to 02/06

Anchorage Parks, Natural Open Space and Recreation Master Plan,
Anchorage Park and Recreation Strategic Plan, 1/03 to 10/05

Fulton County Parks and Recreation Master Plan, 10/01-5/02

Bloomington/Monroe County Convention/Visitor Bureau Visitor Profile
Study, November 2001-April 2002

Indiana Trails Study, 4/0000 to 5/2001

Indiana Coastal Recreation Study, 4/2000 – 10/20000

National Park Service Training Needs Assessment, 9/98 to 9/99

Indy Parks Comprehensive Plan, 9/98 to 4/99

Fairfield, Ohio Park and Recreation Needs Assessment, 9/98 to 4/99

St. Joseph County (IN) Regional Parks Comprehensive Plan 1/98 to 6/98

City of Wabash Park and Recreation Master Plan, 1/98 to 8/98

City of Goshen Park, Recreation and Open Space Plan, 9/97 to 6/99

Lead Instructor Online instructor for undergraduate level, yearlong course of study for
National Park Service Facility Manager Leaders Program, 2005 to present

*Workshop/
Engagement Director* City of Boulder, CO Park and Recreation Master Plan Study Sessions,
Pathfinder Workshop, and Public Engagement Sessions, 2012-2015.

City of Anchorage, AK, Pathfinders Series, Public Engagement Workshops,
Park and Recreation Master Plan, 2003-2009

City of Indianapolis Parks Strategic Vision Workshop, 3/99

NPS, Indiana Dunes National Seashore Management Retreat 4/98

St. Joseph County Regional Parks Strategic Vision Workshop, 3/98

Bloomington Parks & Recreation Team Building Workshops, 5/95 to 5/96
Morro Bay Recreation and Parks Team Building Workshops, 1/92 to 7/93

Facilitator

City of Bloomington, IN City Strategic Prioritization Workshops, 2020.
IA State Park Foundation Strategic Plan Workshops 2013-2014
City of Boulder, CO Park and Recreation Master Plan Workshops 2012-2014
National Park Service Partnerships Division Strategic Planning 2012-present
National Park Service Facility Management Program 2000 -present
National Park Service Training Program, 1998- present
Indiana University School of Public Health Transition Plan 2010-11
Indiana University Recreation, Park, and Tourism Studies Department
Strategic Plan 2009-10
Indy Parks Focus Groups and Public Hearings, 12/98 to 4/99
National Park Service Employee Competency Focus Groups, 3/98 - 10/98
St. Joseph County Regional Parks Focus Groups, 1/98

Executive Evaluator

Goshen Park and Recreation Superintendent, by Park Board, June 1999
St. Joseph County Regional Parks Director, by Park Board, April 1998

Academic

Consortium Manager Clemson University, Colorado State University, George Washington University, Indiana University, University of California, Merced, the University of Vermont, and the National Park Service with funding from the National Park and Conservation Association to offer a Graduate Certificate in Leadership for Public Lands and Cultural Heritage. 2011-2013.

Profession and Institute Development Service

Author and Developer

International Federation of Park and Recreation Administrators Competency Framework and Certification Program, 2007-2013

Eppley Institute Competencies and Development Program, 2013

Park and Recreation Facility Management Certificate Competencies and Program 2012-2013

GRANTS, CONTRACTS, AND SPONSORED RESEARCH

Year	Project Name	Amount	Sponsor
2022	Facility Manager Leaders Program Delivery and Management for the National Park Service	\$293,652	BMRA
	Facility Manager Leaders Program Online Application and Rating System Delivery for the National Park Service	\$12,845	BMRA
	Supplemental Facility Management Training Materials for the National Park Service	\$17,550	BMRA
	City of Huntingburg, IN Park and Recreation System Master Plan	\$40,000	Center for Rural Engagement
	Morgantown Township, IN Park and Recreation System Master Plan	\$15,000	Center for Rural Engagement
	Crawford County Outdoor Recreation Opportunities Analysis and Recommendations (pending)	\$19,500	Center for Rural Engagement
	Accessibility Barrier Review for Wright Brothers National Memorial (WRBR)	\$14,368	National Park Service
	City of Aurora PROS System Master Plan as sub-consultant to Sasaki Design	\$58,000	Sasaki Design
	Online Trail Course Development and Hosting for Trails (awarded via American Trails)	\$74,592	Federal Highways Administration
	Enhancing Bureau of Land Management Equity, Messaging, Training and Public Participation Through Online Conservation Education	\$291,969	Bureau of Land Management
	Lincoln Home National Historic Site Accessibility Review	\$28,000	National Park Service
	Accessibility Barrier Preliminary Assessment for Harpers Ferry NHP	\$15,550	National Park Service
	Monroe County Parks & Recreation System Master Plan	\$30,000	Monroe County, IN
	Accessibility Self-Evaluation & Transition Plan Fort Monroe National Monument	\$55,000	National Park Service
	Accessibility Barrier Review for Fort Donelson National Battlefield	\$27,000	National Park Service
2021	Visitor Use and Satisfaction Survey in Europe and Philippines	\$155,821	American Battle Monuments Commission
	Lower Mississippi Delta Initiative Phase II Public Communication Strategy	\$37,999	National Park Service
	Retrospective Outcome Evaluation of AmeriCorps Experiences in Preservation	\$20,000	Preservation Alliance of West Virginia
	Everglades National Park Recreational Boating Safety and Resource Protection Online Courses (continuation)	\$11,133	National Park Service

Year	Project Name	Amount	Sponsor
	Yellowstone National Park Snowmobile Education Safety and Resource Protection Online Courses (continuation)	\$10,823	National Park Service
	Accessibility Barrier Review and Assessment	\$31,300	FARM Sanctuary
	Montgomery County Parks, MD Volunteer Online Learning System and Course Development	\$14,837	Maryland National Capital Park & Planning
	Facility Manager Leaders Program (continuation training)	\$38,109	National Park Service
	Curriculum-Course of Study and Competency Planning for Facility Manager Leaders Program	\$79,867	National Park Service
	National Trainer Development Program	\$82,454	National Park Service
	Acadia National Park Accessibility Assessment	\$42,851	National Park Service
	Integrated Preservation Training for Implementation of the Great American Outdoors Act	\$2225,312	National Park Service
2020	Facility Management Program Training Course Support	\$325,357	National Park Service
	Facility Management Leaders Program	\$283,671	National Park Service
	National Trainer Development Program	\$88,012	National Park Service
	Park and Recreation System Master Plan	\$100,000	City of La Junta, CO
	Park and Recreation System Master Plan	\$39,932	City of Hudson, OH
	Integrated Climate Change Communication Study	\$34,528	Army Corps of Engineers
	Accessibility Study and Barrier Review of Thomas Edison National Historical Park	\$121,000	National Park Service
	Continuation of Online Course and Certificate Training Program	\$331,041	Carhart Center, USFS
2019	Lower Mississippi Delta Initiative (LMDI) Administrative History	\$49,914	National Park Service
	City of Columbus Parks Department Organizational Analysis	\$19,975	Columbus, IN
	Ethnographic Overview and Assessment of Camp Mueller –Cuyahoga Valley National Park	\$94,000	National Park Service
2018	Yellowstone National Park Snowmobile Education Certification Course-Development and Hosting	\$20,780	National Park Service
	Facility Management Training Program and Facility Manager Leaders Program	\$683,629	National Park Service
	Park and Recreation Comprehensive Plan City of Des Moines, Iowa	\$43,000	RDG Architects

Year	Project Name	Amount	Sponsor
	National Conservation Land Online Learning Courses	\$85,000	Bureau of Land Management
	National Trainer Development Program	\$84,945	National Park Service
	Online Boater Education Course for Florida Keys Marine Sanctuary	\$109,394	Environmental Protection Agency
	Montgomery County Parks & Recreation - Task A – Creating a Volunteer Learning Management System	\$27,541	Maryland National Capital Park and Planning
	Montgomery County Parks & Recreation - Task B – Developing Online E-Courses for Volunteers	\$60,070	Maryland National Capital Park and Planning
	Montgomery County (MD) Parks & Recreation Training Gap Analysis	\$9,989	Maryland National Capital Park and Planning
	Montgomery County (MD) Parks & Recreation Training Program Analysis	\$9,820	Maryland National Capital Park and Planning
	Indiana Dunes National Lakeshore Transboundary Management Approaches	\$12,000	National Park & Conservation Association
	Indiana Uplands Park, Recreation, and Protected Lands Inventory and Assessment	\$92,000	IU Center for Rural Engagement and Lilly Endowment.
2017	Jorgenson Family Gift to Eppley Institute, arranged via Indiana University Foundation for the study of land and water conservation non-profit effectiveness	\$25,000	Jorgenson Family Foundation
	Indiana University Heritage Trail Project; a Sustainability Innovation Fund Grant Proposal for the IU Bloomington campus	\$15,000	Indiana University
	Evaluating the Impacts of Private Snowmobile Use in Yellowstone National Park; a Student Internship Proposal for the IU Bloomington campus (\$8,000 proposal)	\$0	Indiana University
	Indiana Trails Study	\$3,500	Cardinal Greenways
	Business Practice Development and Assessment for Life Cycle Based Asset Management System, Phase 1	\$24,278	Carmel/Clay Parks and Recreation
	City of Wabash Parks & Recreation Master Plan	\$25,000	City of Wabash
	Indiana Trails Study	\$5,000	Indiana Greenways Foundation

Year	Project Name	Amount	Sponsor
	Impacts of Indiana Trails on Communities	\$5,000	IU School of Public Health
	Monroe County Parks and Recreation Master Plan	\$16,000	Monroe County, Indiana
	Everglades National Park: Marine Waters Boater Education Program	\$26,169	National Park Service
	Facility Management Program Training and Course Support	\$703,543	National Park Service
	Yellowstone National Park Snowmobile Education Certification Course – Development and Hosting	\$10,390	National Park Service
	Indiana Trails Study	\$25,000	Northwest Indiana Planning Regional Commission
	Pilot Evaluation and Development of a Framework for PlayCore’s National Demonstration Sites	\$20,000	PlayCore, Inc.
	Avondale, AZ Survey Services	\$13,000	Ron Vine & Associates
	Des Moines, WA Survey Services	\$11,500	Ron Vine & Associates
	Doral, FL Survey Services	\$35,923	Ron Vine & Associates
	Jackson, TN Survey Services	\$14,000	Ron Vine & Associates
	Porter County, IN Survey Services	\$16,000	Ron Vine & Associates
	Quincy, IL Survey Services	\$13,000	Ron Vine & Associates
	Arthur Carhart National Wilderness Training Center Online Wilderness Training Courses for Federal Agency Personnel	\$161,000	US Forest Service
2016	Arthur Carhart National Wilderness Training Center	\$160,210	USDA Forest Service
	Facility Management Program Training and Course Support	\$316,620	National Park Service
	Community Grant: Indiana Trails and Health Study	\$5,000	Indiana Greenways Foundation
	Facility Manager Leaders Program	\$291,292	National Park Service
	Design and Development of Online-Mobile Courses for Risk Management: Serious Accident Investigation Team and Board of Review	\$100,000	National Park Service
	Planning, Environment, and Public Comment (PEPC) System E-courses	\$67,426	National Park Service
	National Park Service Condition Assessment Portal for Contractor E-courses	\$39,313	National Park Service

Year	Project Name	Amount	Sponsor
	National Trainer Development Program	\$95,621	National Park Service
	Interpretative Training on the Causes of WWI and U.S. Involvement	\$29,199	American Battle Monuments Commission
	Interpretive Staff Management Course Development and Delivery	\$30,718	American Battle Monuments Commission
	International Travel Grant: Presentation, and Facilitation of Workshop at Institute of Environmental and Recreation Management, Cape Town, South Africa	\$1,500	Indiana University
2015	Everglades National Park Online Boater Education Program	\$75,000	National Park Service
	Planning, Environment and Public Comment (PEPC) System Training	\$30,425	National Park Service
	Arthur Carhart National Wilderness Training Center	\$275,472	USDA Forest Service
	Carmel Clay Parks and Recreation Capital Investment Strategy and Asset Management Plan	\$19,979	Carmel Clay Parks
	Design and Test Mobile Learning for Special Park Use Permits	\$14,981	National Park Service
	Facility Management Program Training and Course Support	\$703,640	National Park Service
	Public Health and You (Liberian Version E-course Suite)	\$20,000	Internal School of Public Health
	Bloomington Parks and Recreation Master Plan	\$30,000	City of Bloomington, IN
	Public Health and You E-course Suite	\$24,000	Internal School of Public Health
	Indiana Trails and Health Study	\$4,000	Center/Institute Committee School of Public Health
	Community Partnership Research Grant: Indiana Trails and Health Study	\$5,000	Internal School of Public Health
	Yellowstone Snowmobile Education Course Hosting and Maintenance	\$9,000	State of Wyoming
	Conversion of O510 Course; Human Health, Quality of Life, and Natural Environments; from Classroom to E-course Grant	\$10,000	Internal RPTS School of Public Health
2014	Arthur Carhart National Wilderness Training Center Online Digital Learning Program for Special Provisions and Learning Management Site	\$26,069	USDA Forest Service
	City of Boulder, CO Parks & Recreation Reports on Organizational Assessment Asset Management, Recreation Priority Index, and Staff Competencies-Training	\$22,000	City of Boulder, CO

Year	Project Name	Amount	Sponsor
	Indiana Local Health Department Public Health Accreditation Strategic Plan for Ripley and Monroe County, IN	\$40,000	IN Dept. of Public Health
	Planning, Environment and Public Comment (PEPC) System Online Learning Courses for National Parks and Contractors	\$29,540	National Park Service
	E-Course: Orientation to Financial Management E-course	\$32,733	National Park Service
	FERC Form 80 Study Identifying Recreational Facilities and Use at Ohio River Dam and Lock Facility.	\$11,000	Alden Research Laboratories
	Arthur Carhart National Wilderness Training Center, Five Year Challenge Cost Share Agreement to Implement Online Digital Wilderness Training Program	\$135,481	USDA Forest Service
	Comprehensive Parks and Recreation Master Plan	\$29,959	Fairfield, Ohio
	National Park Service Condition Assessment Portal for Contractor E-Courses	\$39,313	National Park Service
	Yellowstone National Park Online Snowmobile Education Certification Course - Development and Hosting	\$71,904	State of Wyoming
	Facility Manager Leaders Program Logistics/Curriculum, and Implementation of First Line Supervisor Training Course	\$122,725	National Park Service
	Everglades National Park – Online Marine Waters Boater Education Program Development and Hosting	\$71,000	National Park Service
	City of Boulder, CO General Maintenance and Management Plan	\$90,000	City of Boulder, Colorado
	Design, Develop, and Test Blended Learning (including mobile learning) for Risk Management Training Program, specifically Serious Accident Investigation Team (SAIT) and Board of Review (BOR)	\$100,000	National Park Service
	Facility Management Program Training and Course Support	\$504,644	National Park Service
2013	Eppley Institute Proposal for MOBIS Solutions for Department of Interior for Eligibility to Receive Blanket Purchase Agreements via Indiana University.	n/a	Department of Interior
	Design, Develop, and Test M-Learning for Special Park Use Permits	\$41,713	National Park Service
	Research and Analyze Human Resources Division Competency Gap	\$35,975	National Park Service
	Intermediate Electrical Maintenance Distance Education Training Program	\$11,000	CA State Parks
	Development of E-courses for Wilderness Stewardship Focusing on Special Uses	\$200,415	USFS, Carhart Center
	GSA Blanket Purchase Award: MOBIS-Facility Management Program Training and Technical Assistance including Asset Management Key Skills Webinars, FMP Course Support, Facility Manager Leaders Program, and E-course Support	\$490,000	National Park Service
	Boulder Park and Recreation Department Organizational Analysis	\$48,720	City of Boulder, CO
	E-course Hosting, Maintenance, and Evaluation for Public Environmental Comment and Planning Data System	\$28,675	National Park Service
	Indiana Statewide Wildlife Action Plan Public Engagement and Facilitation	\$48,000	Indiana DNR
	Implementing Park Science for Natural Resource Managers	\$105,000	National Park Service

Year	Project Name	Amount	Sponsor
	Causes of Civil War, Civil War to Civil Rights Interpretive Media and Curriculum	\$45,000	National Park Service
	Interpreting Climate Change Course of Study and Video Development for Kenai Fjords, Sequoia Kings National Parks	\$26,700	National Park Service
	SPH E-Learning Series; Public Health and You	\$28,000	Indiana University
	Iowa Parks Foundation Strategic Planning Initiative	\$45,499	RDG Planning
2012	Advanced Electrical Maintenance Distance Education Training Program	\$11,000	CA State Parks
	CERAland Financial Strategy Analysis and Master Plan	\$30,000	Cummins Employee Rec. Association
	Foundations of Park and Resource Management Training	\$47,890	DNC Parks and Resorts
	Hands on the Land Desk Guide for Site Managers	\$25,000	U.S. Bureau of Land Mangmt.
	Research and Best Practices for Interpreting Civil War to Civil Rights	\$45,000	National Park Service
	Research and Best Practices for Interpreting Climate Change	\$45,000	National Park Service
	Human Resources Career Field Gap Analysis	\$35,975	National Park Service
	Design, Development and Testing of Mobile Learning for Special Park Use Program Curriculum (Cost Recovery)	\$41,713	National Park Service
	Facility Manager Leaders Program and Facility Management Program	\$490,000	National Park Service
	Learning and Development Training Support	\$76,415	National Park Service
	Academic Consortium Course Development	\$19,388	National Park Service
	City of Boulder Parks and Recreation Master Plan Organizational Analysis Additional Scope of Work	\$69,750	Studio Terra
	Development of E-courses, Course of Study Certificate and Cost Recover Feasibility Study for Wilderness E-courses	\$83,425	USDA Carhart National Center for Wilderness Education
2011	City of Boulder Parks & Recreation Master Plan	\$106,458	Studio Terra
	National Park Service, Learning & Development Training Support for E-course Hosting and Revision Control	\$76,415	National Park Service
	Park, Public Land and Sustainability Education Program	\$49,521	Delaware North Companies
	Distributed Education for Advanced Park Maintenance Skills Training	\$11,000	California State Parks
	Leadership for Public Lands and Cultural Heritage Program Distance Learning Platform	\$19,388	National Park Service
	FRSP: Designing Environments for Active Living	\$25,000	Indiana University
	Interpretive Development Program Distance Learning Platform Hosting and Revision Control	\$110,000	National Park Service

Year	Project Name	Amount	Sponsor
	Asset Management E-courses Revisions	\$19,526	National Park Service
	Facility Management Program Training and Course Support	\$486,000	National Park Service
	Researching National Park Service Partnership Training Needs	\$50,000	National Park Service
	NPCA CPM Academic Consortium Leadership Certificate Website Development and Support Hosting	\$12,000	National Park Service
	Distance Education Course Development General Work Plan for Carhart Wilderness Education Courses	\$50,000	USDA Forest Service
	Concessions Prospectus and Introduction to Concessions Management for National Parks	\$86,163	ESW
	Southwest Greenways Master Plan	\$28,400	Gresham Smith and Partners
	Master Plan for City of Oakland, IN	\$8,000	Rundell Ernstberger Associates
	Leadership for Public Lands and Cultural Heritage Learning Platform	\$29,375	National Park Service
2010	Southwest Greenways Master Plan	\$17,400	City of Louisville KY
	Revision Control and Updating E-Course Curriculum Relating to the Project Scoping Tool	\$49,000	National Park Service
	City of Oakland, IN Master Park Plan	\$8,000	Oakland City-REA
	Overall Course of Study Learning Management System for NPS New Superintendents Academy	\$16,500	National Park Service
	Interpretive Development Program Distance Learning Platform E-courses in History of Civil War, and Interpretive Media	\$39,000	National Park Service
	Leadership for Public Lands and Cultural Heritage Graduate Certificate Curriculum Coordination	\$29,375	National Park Service
	NPCA CPM Academic Consortium	\$12,885	Center for Park Management
	Rapid Response Training	\$60,000	National Park Service
	Hendricks County Parks & Recreation Master Plan	\$27,000	Hendricks County, IN
	Civic Engagement of Neighboring Communities	\$17,400	Indiana Dunes National Lakeshore
	Facility Management Training and Course Support	\$76,000	National Park Service
	Facility Management Leadership Program (FMLP) Evaluation and ROI Research	\$26,000	National Park Service
	First Line FMP Supervisor Training	\$75,000	National Park Service
	Facility Management Program (FMP) Asset Management for Managers and Superintendent's Course	\$21,999	National Park Service

Year	Project Name	Amount	Sponsor
	QABECS System Online Training Curriculum	\$60,000	National Park Service
	Distance Education Course Development General Work Plan for Mirror Learning Site of Superintendent Academy Website	\$4,000	National Park Service
	NPS Management Capacity Study	\$39,800	Center for Park Management
	NPS Scorecard Training and Education Project	\$56,000	Center for Park Management
	Update online course Fundamentals of Financial Management	\$16,500	National Park Service
	E-Course Curriculum Relating to the Project Scoping Tool	\$20,000	National Park Service
	Complete Needs Assessment Analysis for Low-Density Career Fields within NPS	\$8,000	National Park Service
	Develop Online PNS Partnership Course	\$30,000	National Park Service
	Wabash City Master Plan Update	\$19,550	Wabash, IN Parks Department
	Montezuma Master Plan	\$8,000	Town of Montezuma, IN
	Fully deploy and maintain course content and currency for NPS Trainer Development Program	\$62,000	National Park Service
	Assateague Island National Seashore Over Sand Vehicle Zone User Survey	\$11,807	National Park Service
	Facility Management Program (FMP) Cost Estimating Training	\$104,000	National Park Service
	Program Evaluation for NPS Fundamentals New Employee Onboarding Program	\$79,960	National Park Service
	Facility Management Program (FMP) Competencies Revision	\$39,000	National Park Service
	Facility management Program (FMP) Lifecycle Management E-course Revision	\$79,000	National Park Service
	Facility Management Program (FMP) Business Practice Documentation & Training	\$38,000	National Park Service
	Facility Management Program (FMP) Utilities Implementation & Training	\$53,000	National Park Service
2009	Civic Engagement of Neighboring Communities	\$24,830	Indiana Dunes National Lakeshore
	Revision Control and Updating E-Course Curriculum Relating to the Project Scoping Tool	\$62,200	National Park Service
	Overall Course of Study Learning Management System for NPS New Superintendents Academy	\$12,000	National Park Service
	Facility Management Program Project Scoping Tool	\$75,000	National Park Service
	FMSS 6.2 Upgrade Training	\$95,000	National Park Service
	Master plan for parks and recreation in Gary, Indiana.	\$58,600	City of Gary,

Year	Project Name	Amount	Sponsor
			IN
	Improved Teaching Efficacy and Standards Attainment in Fundamentals II and V courses via on-site lecturers and coordination.	\$297,366	National Park Service
	Anchorage Park and Recreation Department Asset Management Plan	\$50,000	Anchorage Park Foundation
	Interpretive Development Program Flight 93 National Memorial	\$22,800	National Park Service
	Annual and Longitudinal Benefits Evaluation of Fundamentals Course of Study	\$82,515	National Park Service
	Public Use E-course (NPS History and Operations, Fundamentals) Hosting, Revision Control and Use Research Project	\$67,322	National Park Service
	Distance Education Course Development General Work Plan	\$74,900	National Park Service
	Facility Management Leadership Program	\$160,000	National Park Service
	Interpretive Development Program Distance Learning Platform	\$90,000	National Park Service
	Facility Management Program (FMP) Cost Estimating Training	\$25,000	National Park Service
	PAMP Execution Pilot Implementation and Training	\$130,000	National Park Service
	Facility Management Program (FMP) Project Scoping Tool	\$75,000	National Park Service
	Facility Management Program (FMP) National Trainer Program - Education	\$62,000	National Park Service
	Facility Management Program (FMP) Training Course Support and Maintenance	\$68,000	National Park Service
	Overall Course of Study Learning Management System for NPS New Superintendents Academy	\$18,000	National Park Service
	Rapid Response Training	\$60,000	National Park Service
	Facility Management Program (FMP) Asset Management E-course	\$53,000	National Park Service
	Facility Management Program (FMP) Workforce Development	\$12,000	National Park Service
	Facility Management Leadership Program	\$125,000	National Park Service
	Facility Management Program (FMP) Training and Support	\$65,000	National Park Service
	E-Course Revision Control and Maintenance	\$65,000	National Park Service
	Facility Management Program - Training Support	\$60,000	National Park Service
	Park Account Manager Training	\$35,000	National Park Service
	Rapid Response Training	\$72,000	National Park Service
	Facility Management Leadership Program - Capstone Course	\$53,000	National Park Service

Year	Project Name	Amount	Sponsor
	Wilderness Distance Education Course Development General Work Plan and Course Development	\$74,900	Carhart Wilderness Training Center
	Facility Management Program Trainer Workshop	\$35,000	National Park Service
	Facility Management Software System Training Course	\$67,000	National Park Service
	E-Course Revision Control and Maintenance	\$25,000	National Park Service
	Advanced Facility Management Practices and Facility Manager Leadership Program E-Courses	\$196,000	National Park Service
	Public Access Needs Assessment for the Indiana Coastal Area	\$45,000	National Park Service
	Interpretive Development Program Flight 93 National Memorial	\$10,000	National Park Service
	Update online course Fundamentals of Financial Management	\$16,500	National Park Service
	Complete Needs Assessment Analysis for Low-Density Career Fields within NPS	\$8,300	National Park Service
	Interpretive Development Program Distance Learning Program	\$116,000	National Park Service
	Flight 93 National Memorial	\$30,000	National Park Service
	Fully deploy and maintain course content and currency for NPS Trainer Development Program.	\$83,595	National Park Service
	Revision Control and Updating E-Course Curriculum Relating to the Project Scoping Tool	\$20,000	National Park Service
	New Superintendent Academy Moodle Site	\$18,000	National Park Service
	New Superintendents Academy Study	\$8,022	National Park Service
	Develop Online NPS Partnership Course	\$30,000	National Park Service
	Learning Management System for NPS New Superintendents Academy "Moodle Mirror" Site	\$4,000	National Park Service
	Creation and Maintenance Support for E-Course Curriculum Relating to the Questions and Answers, Briefing, Effects, and Capability Statements (QABECS)	\$60,000	National Park Service
	Facility Management Leadership Program (FMLP)	\$115,825	National Park Service
	Facility Management Program (FMP) Cost Estimating Training	\$104,000	National Park Service
	FMSS 6.2 Upgrade Training	\$95,000	National Park Service
	First Line FMP Supervisor Training	\$75,000	National Park Service
	Facility Management Prog. Project Scoping Tool	\$25,000	National Park Service
	FMP Training Course Support and Maintenance	\$76,000	National Park Service

Year	Project Name	Amount	Sponsor
	FMP National Trainer Program - Education	\$62,000	National Park Service
	Facility Management Program (FMP) Competencies Revision	\$39,000	National Park Service
	Assateague Island National Seashore Over Sand Vehicle Zone User Survey	\$11,087	National Park Service
	Facility Management Program (FMP) Business Practice Documentation and Training	\$38,000	National Park Service
	Facility Management Program Lifecycle Management E-course Revision	\$79,000	National Park Service
	Facility Manager Leader Program (FMLP)	\$130,000	National Park Service
	Facility Management Program (FMP) Utilities Implementation and Training	\$53,000	National Park Service
	Facility Management Leadership Program (FMLP) Evaluation and ROI Research	\$26,000	National Park Service
	Rapid Response Training	\$60,000	National Park Service
	Facility Management Leadership Program	\$39,000	National Park Service
	Facility Management Program (FMP) National Training Strategy	\$8,000	National Park Service
	Improved Teaching Efficacy and Standards Attainment in FUN II & V courses	\$287,310	National Park Service
	Walking the Line: Balancing Riparian Property Owner and Public Trust Rights on the Shoreline (Shoreline Public Access Project)	\$8,000	NW Indiana Regional Plan. Commission
	Gary Parks & Recreation Master Plan	\$5,000	City of Gary Indiana
	Anchorage Parks Fairview Recreation Center Renovation Study	\$10,800	Makers Architecture & Urban Design
	Anchorage Parks Neighborhood Parks Playground Assessment and Design Plan	\$20,800	Makers Architecture & Urban Design
	Montezuma Master Plan	\$8,000	Rundell Ernstberger Associates LLC
	Indiana Dunes Strategic Plan	\$55,000	National Parks Conservation Association
	Master Plan Update	\$18,650	City of Wabash, Indiana
	NPS Scorecard Training and Education Project	\$56,000	National Parks Conservation Association
	NPS Management Capacity	\$39,800	National Parks Conservation

Year	Project Name	Amount	Sponsor
			Association
2008	Park Facility Management Division Housing Training Course Analysis	\$31,000	National Park Service
	Facility Management Program - Training Support	\$60,000	National Park Service
	Park Facility Management Division Housing Training Course Analysis	\$12,000	National Park Service
	Provide technical support, training, strategic planning, and executive briefings necessary to implement Phase III of the NPS LMS	\$120,000	National Park Service
	TEL Distance Learning Instructional Design and Delivery Production	\$15,000	National Park Service
	Hosting of PEPC E-Courses and Revision Maintenance on the PEPC E-Courses	\$10,000	National Park Service
	E-Learning Training Program for Interpretation, Education, partnerships and Recreation and Conservation	\$67,000	National Park Service
	E-Learning Training Program for Interpretation, Education, partnerships and Recreation and Conservation	\$12,000	National Park Service
	Facility Management Leadership Program	\$125,000	National Park Service
	Facility Management Program Workforce Development	\$12,000	National Park Service
	Facility Management Program National Training Strategy	\$8,000	National Park Service
	Facility Management Program Asset Management E-Course	\$53,000	National Park Service
	E-Course Revision Control and Maintenance	\$65,000	National Park Service
	Rapid Response Training	\$60,000	National Park Service
	Facility Management Program Training and Support	\$65,000	National Park Service
	Revision Control and Updates to Fundamentals I, III and IV E-course Web Site	\$65,045	National Park Service
	Improved Teaching Efficacy and Standards Attainment in FUN II and V courses via On-site Lecturers and Coordination	\$287,310	National Park Service
	Annual and Longitudinal Benefits Evaluation of Fundamentals Course of Study	\$79,960	National Park Service
	Inventory of Existing Public Access Sites in the Indiana Coastal Area	\$67,150	Indiana Dept. of Natural Resources
	Overall Course of Study Learning Management system for NPS New Superintendents Academy	\$18,000	National Park Service
	Facility Management Program Cost Estimating Training	\$25,000	National Park Service
	Interpretive Development Program Distance Learning Platform	\$90,000	National Park Service
	Facility Management Leadership Program	\$160,000	National Park Service

Year	Project Name	Amount	Sponsor
2007	Mid-Level Management Development Program Records Management System	\$11,200	National Park Service
	TEL Distance Learning Instructional Design and Delivery Production	\$14,700	National Park Service
	Assateague Island National Seashore Visitor Evaluation Plan	\$27,000	National Park Service
	Facility Management Software System Training Course	\$67,000	National Park Service
	Advanced Facility Management Practices and Facility Manager Leadership Program E-courses	\$196,000	National Park Service
	E-Course Revision Control and Maintenance	\$25,000	National Park Service
	Facility Management Leadership Program	\$50,000	National Park Service
	Facility Management Program Trainer Workshop	\$35,000	National Park Service
	Facility Management Leadership Program - Capstone Course	\$53,000	National Park Service
	Rapid Response Training	\$72,000	National Park Service
	Park Account Manager Training	\$35,000	National Park Service
	Fire Extinguisher Training	\$35,000	National Park Service
	Visiting Lecturer/Trainer for Fundamentals II and I Courses	\$287,310	National Park Service
	Revision Control and Updates to Fundamentals I, III, and IV E-Course Web Site	\$65,045	National Park Service
	Annual and Longitudinal Benefits Evaluation of Fundamentals Course of Study	\$79,960	National Park Service
	TEL Business Process Improvement System; TEL Event Management System	\$10,000	National Park Service
	Instructor Management Database	\$35,000	National Park Service
	Program Manager for Service-wide Fee Collection Point of Sale System	\$223,624	National Park Service
	TEL Distance Learning Instructional Design and Delivery Production	\$32,340	National Park Service
	Phase IV for the NPS Learning Management System Implementation	\$160,000	National Park Service
	Phase IV for the NPS Learning Management System Implementation	\$44,600	National Park Service
	Interdisciplinary Protection Training	\$10,500	National Park Service
	Program Manager for Service-wide Fee Collection Point of Sale System	\$9,391	National Park Service
	Assateague Island National Seashore Visitor Evaluation Plan	\$58,900	National Park Service
	Introduction to the Project Management Information System Practices Course Design & Development	\$38,500	National Park Service

Year	Project Name	Amount	Sponsor
	MOA Parks, Natural Open Space and Recreation Facility Plan Update	\$7,273	City of Anchorage, Alaska
	Griffy Lake Master Plan	\$23,400	Bloomington, Indiana Parks and Recreation
2006	Implementation Training Program for SCREP	\$50,000	National Park Service
	TEL Distance Learning Instructional Design & Delivery Production	\$42,007	National Park Service
	Facility Management Program Support & Training Evaluation	\$26,000	National Park Service
	Mid-Level Managers Development Program	\$25,000	National Park Service
	Performance Measures Implementation and Training	\$48,900	National Park Service
	Asset Operations & Maintenance Modeling	\$48,900	National Park Service
	Sellersburg Economic Revitalization Plan, Estinopal Group	\$21,000	Town of Sellersburg
	Visiting Lecturer/Trainer for FUN I and II Courses	\$228,660	National Park Service
	Annual and Longitudinal Benefits Evaluation	\$47,800	National Park Service
	Revision Control and Updates to FUN I, III, and IV E-Course Web Site	\$70,132	National Park Service
	Provide technical support, training, strategic planning necessary for LMS III	\$100,000	National Park Service
	Facility Management Program Support & Training Evaluation	\$70,000	National Park Service
	Study of Interpretive Development Program Based Practices	\$30,000	National Park Service
	Instructor Training Program	\$30,000	National Park Service
	Introduction to the Project Management Information System	\$40,000	National Park Service
	Business Feasibility Plan for Albright and Mather Training Centers	\$58,000	National Park Service
2005	Provide technical support, training, strategic planning necessary for NPS LMS III	\$124,586	National Park Service
	Develop Strategy for Servicewide Roll-out and Web Based Training for the PEPC System	\$50,000	National Park Service
	AMP/FMSS Course Support	\$32,000	National Park Service
	FMP Trainers & Regional Coordinators Annual Workshop	\$20,000	National Park Service
	Integration & Scalability Migration of FMP E-Courses	\$48,000	National Park Service
	FMP Training Program GAP Analysis	\$35,000	National Park Service

Year	Project Name	Amount	Sponsor
	Video Conferencing Feasibility Study & Implementation	\$20,000	National Park Service
	FCAS Course Support	\$32,000	National Park Service
	Preventive Maintenance Training Curriculum	\$43,000	National Park Service
	PDA for FMSS Users Training Curriculum	\$10,000	National Park Service
	Crystal Reports for FMSS Training Curriculum	\$43,000	National Park Service
	Revision Control and Updates to FUN I, III, and IV E-Course Web Site	\$34,775	National Park Service
	Visiting Lecturer/Trainer for FUN I and II Courses	\$201,076	National Park Service
	Annual and Longitudinal Benefits Evaluation	\$76,800	National Park Service
	Annual and Longitudinal Benefits Evaluation	\$67,000	National Park Service
	Annual and Longitudinal Benefits Evaluation	\$36,000	National Park Service
	Revision Control and Updates to FUN I, III, and IV E-Course Web Site	\$70,000	National Park Service
	Develop Strategy for Servicewide Roll-out and raining for the PEPC System	\$20,000	National Park Service
	Provide technical support, training, strategic planning for LMS III	\$2,700	National Park Service
	Provide technical support, training, strategic planning necessary for LMS III	\$5,760	National Park Service
	Instructor Training Program	\$25,000	National Park Service
	Focus Tutorial Design, Development and Support	\$90,000	National Park Service
	TEL Distance Learning Instructional Design & Delivery Production	\$100,000	National Park Service
	Interpretive Certification Course of Study for Various Modules	\$15,000	National Park Service
	Interpretive Certification Course of Study for Various Modules	\$135,000	National Park Service
	Interdisciplinary Protection Training	\$45,000	National Park Service
	E-Learning Training for Interpretation, Education, Partnerships Recreation. & Conservation	\$100,000	National Park Service
	Provide technical support, training, strategic planning for LMS III	\$105,000	National Park Service
	Introduction to the Project Management Information System	\$36,000	National Park Service
	Develop Strategy for Servicewide Roll-out and Training for the PEPC	\$1,200	National Park Service
	Develop Strategy for Servicewide Roll-out and Training for the PEPC System	\$22,000	National Park Service

Year	Project Name	Amount	Sponsor
	Structural Fire Awareness	\$60,000	National Park Service
	Facility Management Program Support & Training Evaluation	\$64,000	National Park Service
	Advanced Facilities Management Practices Implementation & Training	\$72,000	National Park Service
	Washington, D.C. Park, Recreation and Open Space Plan, Michael Baker Corporation	\$71,262	Michael Baker Corporation
2004	Fundamentals E-Course Integration with NPS LMS	\$67,036	National Park Service
	Revision Control and Updates to FUN I, III, and IV E-Course Web Site	\$31,614	National Park Service
	Visiting Lecturer/Trainer for FUN I and II Courses	\$182,576	National Park Service
	Annual and Longitudinal Benefits Evaluation	\$76,800	National Park Service
	City of Fairfield, OH	\$8,120	Fairfield Parks & Recreation
	Course Development of Trainer Cert. & Course of Study Design Devel. Of FMP	\$38,304	National Park Service
	Course Development of Trainer Cert. & Course of Study Design Devel. Of FMP	\$42,485	National Park Service
	Course Development of Trainer Cert. & Course of Study Design Devel. Of FMP	\$44,400	National Park Service
	Provide technical support, training, strategic planning for NPS LMS	\$70,000	National Park Service
	Introduction to the Facility Management Program	\$43,200	National Park Service
	Provide technical support, training, strategic planning for NPS LMS	\$7,403	National Park Service
	Succession Planning in the Natural Resources Profession	\$26,100	National Park Service
	Provide technical support, training, strategic planning for NPS LMS	\$54,743	National Park Service
	Facility Management Training GAP Analysis & Course Design	\$87,900	National Park Service
	Develop Reference Manual for Medical Standards	\$3,000	National Park Service
	Introduction to the Project Management Information System	\$80,000	National Park Service
	Process Model E-Course	\$36,000	National Park Service
	Needs Assessment of Various NPS Career Fields	\$59,760	National Park Service
	Resource Stewardship and Protection	\$45,500	National Park Service
	Study of Interpretive Development Program Based Practices	\$38,500	National Park Service
	Park, Recreation and Open Space Master Plan Pathfinders Workshop, Municipality of Anchorage	\$29,825	Anchorage, AK

Year	Project Name	Amount	Sponsor
2003	Develop Strategy for Servicewide Roll-out and Training for the PEPC	\$90,000	National Park Service
	Course Development of Trainer Cert. & Course of Study Design Devel. Of FMP	\$71,000	National Park Service
	Course Development of Trainer Cert. & Course of Study Design Devel. Of FMP	\$59,040	National Park Service
	Course Development of Trainer Cert. & Course of Study Design Devel. Of FMP	\$116,000	National Park Service
	Course Development of Trainer Cert. & Course of Study Design Devel. Of FMP	\$3,800	National Park Service
	Course Development of Trainer Cert. & Course of Study Design Devel. Of FMP	\$38,700	National Park Service
	Course Development of Trainer Cert. & Course of Study Design Devel. Of FMP	\$25,400	National Park Service
	Course Development of Trainer Cert. & Course of Study Design Devel. Of FMP	\$32,750	National Park Service
	Develop Reference Manual for Medical Standards	\$15,588	National Park Service
	FY02 FCAS Course Eval. & Design	\$87,840	National Park Service
	Resource Stewardship and Protection	\$15,000	National Park Service
	Course Development of Trainer Cert. & Course of Study Design Devel. Of FMP	\$75,960	National Park Service
	Course Development of Trainer Cert. & Course of Study Design Devel. Of FMP	\$88,920	National Park Service
	Succession Planning in the Natural Resources Profession	\$36,000	National Park Service
	Resource Stewardship and Protection	\$55,000	National Park Service
	Basic Inspection Techniques for Condition Assessment CD-ROM	\$18,000	National Park Service
	Curriculum Design Technology Enhanced Learning for the FMP	\$39,600	National Park Service
	FY02 FCAS Course Eval. & Design	\$30,000	National Park Service
	FY02 FCAS Course Eval. & Design	\$138,000	National Park Service
	FY02 AMP/FMSS Course Evaluation	\$45,000	National Park Service
	Park, Recreation and Open Space Plan for Anchorage Bowl, Land Design North	\$48,000	City of Anchorage, Alaska
	Course Development of Trainer Cert. & Course of Study Design Of FMP	\$238,878	National Park Service
	Curriculum Design Technology Enhanced Learning for the FMP	\$10,000	National Park Service
	Interpretation and Analysis of OPM Data	\$15,400	National Park Service

Year	Project Name	Amount	Sponsor
2002	INDOT/Trail Research	\$9,934	IN Dept. of Transportation
	Resource Stewardship and Protection	\$24,000	National Park Service
	Curriculum Design Technology Enhanced Learning for the FMP	\$24,374	National Park Service
	FMP Asset Management Instructional Design	\$17,400	National Park Service
	AFMP Course Design and Development	\$87,900	National Park Service
	Course Development of Trainer Certification & Course of Study Design for Facility Management Program	\$220,000	National Park Service
	FY02 FCAS Course Eval. & Design	\$36,600	National Park Service
	FY02 AMP/FMSS Course Evaluation	\$31,000	National Park Service
	Basic Inspection Techniques for Condition Assessment CD-ROM	\$80,000	National Park Service
2001	Mid Level Managers Development Program	\$28,750	National Park Service
	FMP and MAXIMO	\$37,458	National Park Service
	Universal Competency Curriculum Enhancement	\$27,720	National Park Service
	INDOT/Trail Research	\$4,111	IN Dept. of Transportation
	Curriculum Design Technology Enhanced Learning for the FMP	\$30,000	National Park Service
	FMP Asset Management Instructional Design	\$86,938	National Park Service
	Leadership Academy Web Site	\$85,675	National Park Service
	FMP & MAXIMO	\$40,318	National Park Service
	Universal Competency Curriculum Enhancement	\$7,201	National Park Service
	FMP/FMSS Course Design	\$54,213	National Park Service
2000	Indianapolis Parks Management	\$58,000	Indianapolis Parks & Recreation
	Distance Learning Implementation Study	\$25,000	National Park Service
	Fundamentals of Financial Management	\$25,000	National Park Service
	Distance Learning	\$21,000	National Park Service
	City of Indianapolis Park Executive Training	\$30,500	Indianapolis Parks &

Year	Project Name	Amount	Sponsor
			Recreation
	Training Needs Assessment	\$15,744	National Park Service
	Career Planning Satellite Broadcast	\$40,000	National Park Service
	Distance Learning Implementation Study	\$36,810	National Park Service
	Service Needs Assessment	\$5,000	National Park Service
	Analysis of the Impacts of Rail to Trail Conversions	\$5,000	National Park Service
	Universal Competency Curriculum Enhancement	\$25,000	National Park Service
	Training Needs Assessment	\$20,000	National Park Service
	IDNR CZM Recreation Study	\$30,000	IN Dept.- Natural Resources
	Curriculum Development & Workshop Facilitation	\$2,960	National Park Service
	INDOT/Trail Research	\$60,000	Indianapolis DNR
1999	City of Fairfield, OH	\$14,833	Fairfield Parks & Recreation
	Indianapolis Comprehensive Plan	\$49,500	Indianapolis Parks & Recreation
	Indianapolis Parks Department	\$58,000	Indianapolis Parks & Recreation
	City of Fairfield, OH	\$1,875	Fairfield Parks & Recreation
	City of Indianapolis Fee 2000 Committee	\$38,000	Indianapolis Parks & Recreation
	Diversity in the National Park Service	\$25,000	National Park Service
	Fundamentals of Financial Management	\$58,300	National Park Service
1998	Training Needs Assessment	\$120,373	National Park Service
	Distance Learning Training Program	\$195,700	National Park Service

INSTITUTION INVOLVEMENTS

Academic Appointments

August 2000 *Assistant Professor (part-time) School of Public Health*, Indiana University

Teach professional degree courses to undergraduate and graduate students including leadership, non-profit management, philanthropy, park and facility planning, and facility design and construction, activity programming, and social impacts of leisure. Named to graduate affiliate status.

September 1981
to July 2000

Lecturer, (adjunct and/or part-time)

- *Recreation Administration*, California Polytechnic State University.
- *City and Regional Planning*, California Polytechnic State University.
- *Health, Physical Education and Recreation*, University of Minnesota

Part-time lecturer positions with four (4) year higher education institutions in Recreation Administration, and City and Regional Planning Majors for one (1) quarter of each academic year (average).

Consulting

Managing Partner, *Visions Consulting Firm*, Bloomington, Indiana
Manager and joint owner of recreation, parks and tourism consulting firm completing long range plans, needs assessments, site master plans, and feasibility plans for government agencies and private business.

Consulting clients include local government and non-profit organizations with a focus on sport governing bodies including the Amateur Softball Association, USA Softball, and others. *July 1987 to present.*

Required Training

CITI Collaborative Institutional Training for IRB Chair in Research, 2022

Federal Information Systems Security Awareness and Privacy and Records Management Training, 2009 to present

Audits

Obtained routine financial audit review approvals for park and recreation functions of City of Morro Bay, CA, City of Bloomington, IN, and Indiana University, Bloomington

Obtained routine internal audit of information technology general controls for Eppley Institute at Indiana University, Bloomington.

Teaching

Teaching activates in multiple higher education institutions including online, and classroom. Responsible for innovations in delivery of online classes including:

- development of an online professional development and training program serving 30,000 individuals annually (2006 to present),
- online experiential learning components for students (2013 to present),

- and a new Master of Science in Parks and Public Lands Management at Indiana University in the School of Public Health (2013).

Instruction, Classes and Programs by Year and Institution

Indiana University, Bloomington

2020

- R520-Organizational Leadership in Parks, Recreation and Public Lands
- R610- Capstone Studies in Parks, Recreation, and Public Lands
- R693- Independent Study in Parks, Recreation, and Tourism Studies

2019

- R524-Strategic Fundraising and Partnerships for Parks, Recreation, and Public Lands
- R531- Planning and Design for Active Living & the Built Environment
- R610- Capstone Studies in Parks, Recreation, and Public Lands
- R693- Independent Study in Parks, Recreation, and Tourism Studies

2018

- R524-Strategic Fundraising and Partnerships for Parks, Recreation, and Public Lands
- R531- Planning and Design for Active Living & the Built Environment
- R610- Capstone Studies in Parks, Recreation, and Public Lands
- R693- Independent Study in Parks, Recreation, and Tourism Studies

2017

- R525-Foundations of Conservation, Parks, and Recreation
- R520-Organizational Leadership in Parks, Recreation and Public Lands
- R524-Strategic Fundraising and Partnerships for Parks, Recreation, and Public Lands (*Overload*)
- R610- Capstone Studies in Parks, Recreation, and Public Lands

2016

- R525-Foundations of Conservation, Parks, and Recreation
- R520-Organizational Leadership in Parks, Recreation and Public Lands
- R524-Strategic Fundraising and Partnerships for Parks, Recreation, and Public Lands
- R610- Capstone Studies in Parks, Recreation, and Public Lands
- R523- Advanced Ecosystems Studies (co-instruct)

2015

- R525-Foundations of Conservation, Parks, and Recreation
- R520-Organizational Leadership in Parks, Recreation and Public Lands
- R524-Strategic Fundraising and Partnerships for Parks, Recreation, and Public Lands

2014

- R511-Organizational Leadership in Parks, Recreation and Public Lands
- R525-Foundations of Conservation, Parks, and Recreation

2013

- R525-Foundations of Conservation, Parks, and Recreation
- R520-Organizational Leadership in Parks, Recreation and Public Lands
- R398-Practicum in Recreation
- R535-Great Lakes Park Training Institute
- Developed Eppley Institute Staff Competency Framework

2012

- S601- Capstone Studies in Public and Environmental Affairs (co-instructor)
- R520-Organizational Leadership in Parks, Recreation and Public Lands
- R398-Practicum in Recreation
- R535-Great Lakes Park Training Institute

2011

- R530-Comprehensive and Site Planning for Parks, Recreation and Public Lands
- *Online Graduate Course*; Cross listed courses at University of Vermont and Indiana University Relevancy and Leadership in the 21st Century, and R520-Organizational Leadership in Parks, Recreation, and Public Land Management.
- R520-Organizational Leadership in Park, Recreation and Public Land Management
- R398-Practicum in Recreation
- R535-Great Lakes Park Training Institute

2010

- R520-Organizational Leadership in Park, Recreation and Public Land Management
- R398-Practicum in Recreation
- R535-Great Lakes Park Training Institute

2009

- R520-Organizational Leadership in Park, Recreation and Public Land Management
- R398-Practicum in Recreation
- R535-Great Lakes Park Training Institute

2008

- R520-Organizational Leadership in Park, Recreation and Public Land Management
- R524- Strategic Philanthropy and Fundraising for Park and Recreation Agencies
- R398-Practicum in Recreation
- R535-Great Lakes Park Training Institute

2007

- R520-Organizational Leadership in Park, Recreation and Public Land Management
- R524- Strategic Philanthropy and Fundraising for Park and Recreation Agencies
- R398-Practicum in Recreation
- R535-Great Lakes Park Training Institute

2006

- R524- Philanthropy and Non-profit Management
- R398-Practicum in Recreation
- R535-Great Lakes Park Training Institute

2005

- R524- Strategic Philanthropy and Fundraising for Park and Recreation Agencies
- R540- Policy Studies in Parks & Public Lands
- R398-Practicum in Recreation
- R535-Great Lakes Park Training Institute

2004

- R524- Philanthropy and Non-profit Management
- R398-Practicum in Recreation
- R535-Great Lakes Park Training Institute

2003

- R524- Philanthropy and Non-profit Management
- R398-Practicum in Recreation
- R535-Great Lakes Park Training Institute

2002

- R468/530- Planning Park and Recreation Facilities
- R398-Practicum in Recreation
- R535-Great Lakes Park Training Institute

2001

- R468/R530- Planning Park and Recreation Facilities
- R398-Practicum in Recreation
- R535-Great Lakes Park Training Institute

2000

- R237 - Computer Applications in Parks, Recreation, Sports, and Tourism
- R468/R530 - Planning Park and Recreation Facilities
- R521 - Computer Systems in Recreation and Park Administration

1999

- R237 - Computer Applications in Parks, Recreation, Sports, and Tourism
- R468/R530 - Planning Park and Recreation Facilities
- R521 - Computer Systems in Recreation and Park Administration

1998

- R468/R530 - Planning Park and Recreation Facilities

1997

- R272 - Leadership and Recreation Activity Methods
- R340 - Leisure in Society
- R468/R530 - Planning Park and Recreation Facilities

1996

- R272 - Leadership and Recreation Activity Methods
- R340 - Leisure in Society
- R468/R530 - Planning Park and Recreation Facilities

1995

- R468/R530 - Planning Park and Recreation Facilities

California Polytechnic State University, San Luis Obispo

1993

- P301 - Introduction to Urban Planning

1992

- P301 - Introduction to Urban Planning

1991

- P301 - Introduction to Urban Planning
- X416- Recreational Facilities and Park Planning
- R260 - Recreational Sports Programming

1990

- R260 - Recreational Sports Programming

University of Minnesota, Duluth

1981

- R100 - Introduction to Recreation and Leisure