# PROFILE

With extensive leadership experience across the non-profit, public (State and local government), academic, and private sectors, I'm a mission-driven policy, program, external affairs, and organizational strategist and manager, passionate about creating holistic solutions to climate, community, and economic challenges.

I harness an entrepreneurial style based on listening to, connecting with, and synthesizing the interests of stakeholders of diverse backgrounds from multiple sectors.

My approach integrates expertise across a broad range of policy areas: forest resilience management/wood product development, climate change mitigation and adaptation, active transportation, community development and land use, public health, and racial equity.

## EDUCATION

#### Master of Public Policy

University of California, Berkeley Goldman School of Public Policy *Policy & Research Focus:* Resilient Forest Management/Wood Product Development; Climate Change Adaptation, Resilience, and Mitigation; Human Right to Water and Sanitation for People Experiencing Homelessness

#### Bachelor of Science, Management

University of San Francisco Focus: Organization Behavior & Leadership Award: Dean's Medal of Excellence

# Sandra Lupien, MPP

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### MASS TIMBER/WOOD PRODUCTS

#### Director, MassTimber@MSU (July 2021–Present) Michigan State University Department of Forestry

Mobilize engagement, education, research, policy, and partnerships to understand and remove barriers to sustainable mass timber construction and manufacture in Michigan and the Great Lakes region.

#### Consultant (2019)

#### University of California, Santa Cruz Center for the Study of Force Majeure

Produced white paper titled *Identifying Market Interests and Opportunities for Sierra Nevada Sustainable Forestry Materials* linked at https://bit.ly/3aM5OGG

#### Consultant (2018) E2 Environmental Entrepreneurs

Produced *Removing Barriers to Cross-Laminated Timber Manufacture & Adoption in California: A game-changer for wildfire, forests, and climate change.* The report, linked at http://bit.ly/2J8RWJw: a) analyzes potential for a CLT industry using small-diameter timber and beetle-kill pine to create a revenue stream that supports active, ecological forest management on public forests in California in order to reduce wildfire hazard, increase carbon resilience, and sustain long-term forest health; and b) advances recommendations to maximize opportunities for, and remove barriers to an ecologically sustainable CLT industry.

#### Co-founder/Managing Partner (2016-18) SapphirePine LLC

Co-led all aspects of a climate and sustainability focused furniture company that transformed drought- and beetle-killed trees into furniture. Drafted business plans, funding proposals, budgets; managed brand identity development, sales, marketing, media.

### PUBLIC SECTOR

#### Deputy Director, External Affairs and Communications (2019–21) State of California Governor's Office of Planning and Research California Strategic Growth Council

As part of the leadership team at this cabinet-level organization, designed and led crossprogrammatic and cross-agency communication and external affairs strategies in service of the mission to realize equitable, healthy, thriving, resilient communities in the face of climate change. Liaison to the Governor's office on all communications and external affairs matters.

#### Communications & Outreach Manager (2013-14)

#### County of Sonoma Department of Health Services

As part of the executive management team at Sonoma County Animal Services, developed & implemented a comprehensive, community-driven communications & outreach plan that resulted in a significant increase in overall public awareness of agency's successes and in positive media coverage, and a new, positive brand identity and marketing campaign for a controversial agency; developed and launched individual giving program that grossed \$100K in its first year.

### NOT-FOR-PROFIT

#### Senior Campaign Strategist (2016)

#### Communications Manager, Western Region (2014-16)

#### Food & Water Watch

Developed and launched a national coalition-building campaign on water quality trading policy; developed and implemented comprehensive media communication strategies to support environmental and climate campaign and policy goals. Trained, mentored, and managed the communications and media strategy work of over a dozen community organizers. Earned hundreds of print, online, and broadcast hits in national and international media, as well is in state, regional, and local outlets in California, Colorado, Oregon, Washington, New Mexico, Texas, Maryland, Michigan, and Iowa.

#### Advocacy, Communications, and Outreach Director (2008-13) Sonoma County Bicycle Coalition

Directed and implemented all communications and outreach programs, and co-managed fund development and sustainable transportation policy advocacy, building and leveraging relationships that resulted in: significant positive shift in organization's public image from activist to advocate and partner; defeat of campaign to repeal sales tax funding for the SMART train & pathway project; significant increase in positive media coverage of bicycling issues; passage of new "Vulnerable User Protection Ordinance" in several jurisdictions; significant increase in individual and corporate giving; coordination for U.S. Rep. Mike Thompson of in-district briefing by bicycling stakeholders; co-founding of popular women's cycling program with Sonoma County Supervisor Shirlee Zane.

### POLICY CONSULTING

#### Common Spark Consulting (2019)

Advised clean energy finance clients on governance, policy, and communications matters.

#### Environmental Justice Coalition for Water (2018-19)

Produced and moderated webinar *California's Human Rights Crisis: Inadequate Access to Water and Sanitation by Californians Experiencing Homelessness*, linked at https://bit.ly/39IEd80; Represented client on panel hosted by the State Water Board on solutions to access to water and sanitation by homeless Californians.

#### University of California Berkeley Law School Environmental Law Clinic (2017-18)

Researcher and lead co-author of *Basic & Urgent: Realizing the Human Right to Water & Sanitation for Californians Experiencing Homelessness.* The report, linked at https://bit.ly/2N0JAYW, features case studies, promising practices, and recommended policy and programmatic interventions to help realize the human right to water for the state's most vulnerable residents.

#### Hartford Climate Stewardship Council (2017)

Identified, analyzed, and recommended equitable policies, which the City of Hartford, Connecticut is now using to build community resilience to the impacts of climate change on its most vulnerable communities. Excerpts linked at http://bit.ly/2oJiW8Y.

# University of California Climate Readiness Institute (2016-17)

Under a grant from the State of California to implement AB 2516, assessed barriers to sea-level rise readiness in all coastal regions of the state with an eye toward regional approaches; interviewed dozens of city/county planners, advocates, scientists, and administrators; conducted a literature review; helped develop metrics and methodology to track and rank preparedness.

### MEDIA

#### Anchor/Reporter/Public Affairs Producer (2005-07) Pacifica Radio Network, KPFA 94.1 FM

Researched, wrote, edited, and hosted daily hour-long newscast and headline newscasts; on-air fundraising; managed the work of 12 paid and volunteer news staff; produced weekly public affairs program and special broadcasts, hosted public affairs programs and national special broadcasts; taught news writing participants in Apprenticeship Program, which trains women and people of color in radio production technique.

### TEACHING

Graduate Student Assistant for undergraduate course: "Culture & Natural Resource Management" (2017-18)

University of California, Berkeley, Environmental Science & Policy Management

Led two discussion sections per semester, comprising about 30 students each. Designed lesson plans based on course content focused on the intersection of structural racism with colonization, land use, and California water policy.

# LEADERSHIP

*Forestry Committee Member* California Association of Resource Conservation Districts (2018-19)

*Board of Directors (VP/Sec.)* Women's Environmental Network (2017-18)

*Advisory Board Member* Terra Cultura (2017-19)

*Citizens Advisory Committee* Sonoma County Transportation Authority (2011)

### CERTIFICATES

Understanding Forest Carbon Management – Certificate of Completion Michigan State University

Supervisory Effectiveness – Series 1 Leading People University of California Davis Extension