

OVERVIEW OF EXPERIENCE AND ACCOMPLISHMENTS

Cynthia has provided leadership and strategic direction to numerous nonprofit and public organizations; managed up to 12 direct reports and discretionary budgets of up to \$16 million; overseen the work of teams as large as 85 advocates, management staff, researchers and early career professionals; and led successful fundraising campaigns that have increased funding for key programs by 100% within the first two years.

Over the course of her professional life, Cynthia has become known and respected for her leadership in developing and implementing cutting-edge food systems, sustainable development and social justice programs and projects in collaboration with civic, nonprofit and private sector partners. In so doing, she has focused upon four dimensions of sustainability in urban, peri-urban and rural areas: 1) the connection between the food system, agriculture and community well-being; 2) the blend of place-based and broader systemic change strategies that enable people to eat, live, work and grow sustainably; 3) ways to overcome physical, social, economic and other access barriers to household and community health and well-being; and 4) approaches to foster resilience in human and natural systems. The common thread that connects Cynthia's work is how to forge strategies that both enable people to meet their basic needs and enhance community resilience.

She has led programs and projects in each of these areas, ranging from community-based and regional infrastructure projects to multidisciplinary university research, outreach and education initiatives to policy development and advocacy. Her partners have included grassroots activists, community organizations, university researchers, students, business associations, foundations, regional, state, national and international NGOs and government agencies.

Cynthia holds BA and MA degrees in Anthropology and an MA in Urban and Environmental Planning from the University of California at Los Angeles. Her work has been featured in *Science*, the *New York Times*, the National Academy of Sciences *Transportation Research Record*, and *Raw Vision*, among other peer reviewed and popular publications. She is a fellow with the international Sustainability Leaders Network, a Donella Meadows Leadership Fellow and a former Policy Fellow with the Humphrey Institute.

PROFESSIONAL EXPERIENCE

Principal Consultant and Chief Executive, Changing Tastes, Gaithersburg, MD (formerly St. Paul, MN). 2005-present Serve as the chief executive for this consulting firm that provides strategic planning, organizational change management, fundraising, and trend identification to nonprofit organizations, foundations, communities and businesses. Key responsibilities and accomplishments include:

- In partnership with the Wallace Center at Winrock International, conducted an assessment of and developed a Roadmap for sustainable food system innovations and investment (including food hubs, urban agriculture, and zero food waste recycling and energy programs) as a catalyst for economic development in North American metropolitan areas. Our clients were the City and County of San Francisco Planning Department, and the cities of Portland, Seattle, Vancouver and Minneapolis. This Roadmap is now in use by cities around the United States.
- For the over 7,000 member National Farm to School Network, the national leader in the farm to

school movement, developed an innovation-based strategic plan with the input of staff, board members, core partners and other members through a variety of forums including interviews, webinars, facilitated conversations and online surveys.

- Served as acting director providing facilitation, strategic planning, fundraising and organizational change management leadership for Green Lands Blue Waters, a multidisciplinary land grant university and NGO initiative to promote sustainable agricultural enterprises as a means for improving freshwater and coastal water quality, and ecosystem health and resilience in the Mississippi River basin and the Gulf of Mexico. Raised \$157,000 in new funding.
- Presented the work of Green Lands Blue Waters to the National Academy of Sciences Board on Agriculture and Natural Resources.
- Provided strategic advocacy planning, message development, and funding prospect research for the National Wildlife Federation in their efforts to prevent a global mining corporation from polluting freshwater sources and despoiling the natural environment and economy of local communities in the Great Lakes.
- Assessed capacity and networking needs of Bay Area grassroots environmental organizations for the Environmental Support Center and New England Grassroots Environmental Fund.

Executive Director, Mississippi River Basin Alliance, Minneapolis, MN (formerly with offices in the St. Louis, MO area and New Orleans, LA). 2004- 2007 Served as the leader of an advocacy, outreach, and educational environmental and social justice organization that connected over 130 local, regional and national organizations to protect and restore the 33 state Mississippi River Basin from the headwaters to the Gulf of Mexico. In 2007 with input from the executive director and other staff, the board of directors decided to close the organization. Key responsibilities and accomplishments included:

- Led public and private stakeholder forums for visioning the connection between freshwater and coastal water quality, ecosystem health and a sustainable agricultural system in the Mississippi River Basin.
- Facilitated and provided strategic planning for Army Corps Reform working group and other outreach and advocacy forums to dovetail water quality improvement, ecosystem restoration and flood control efforts.
- Led change management process for organization, maintaining operations and funding in the face of systemic external challenges due to change of focus of primary donor, which had previously provided 90% of funding.
- Raised over \$500,000 in new foundation and corporate grant funds (including a grant for community reorganizing of the Lower Ninth Ward in New Orleans post-Katrina) and developed successful, first-ever individual donor programs for the organization.
- Secured and co-coordinated a \$450,000 grant for a consortium of national and regional groups to develop a public and legislative outreach communications campaign to promote greater awareness and stewardship of the river.
- Advanced regional and federal policies such as Farm Bill 2007 and Gulf of Mexico Hypoxia Action Plan through basinwide campaigns and meetings with members of Congress.
- Promoted perennial-based sustainable agriculture enterprises and other voluntary and market-based approaches to improve water quality and wildlife habitat, enhance ecosystem restoration, and reduce greenhouse gas emissions.
- Developed the Rivermap basinwide freshwater and coastal water quality information and stakeholder network.

Statewide Coordinator, Regional Sustainable Development Partnerships program, joint Department of Agronomy/Plant Genetics and Extension programs, University of Minnesota, St. Paul, MN. 2002- 2004 Coordinated efforts for this multidisciplinary sustainable development civic engagement, research and

education program across five urban and rural ecoregions in greater Minnesota and within the University of Minnesota system. Key responsibilities and accomplishments included:

- Oversaw all aspects of this \$1.2 million program, including staff supervision for 6 staff, contract negotiation and budget management, and development of communications materials such as logo, web presence and brochure.
- Engaged state legislators in the program's support.
- Collaborated with communities, students and faculty at the University of Minnesota to target seed grants of up to \$20,000 each for improving community health and developing sustainable strategies in the areas of food and energy production, forestry, water quality improvement, agro/ecotourism, ecosystem protection and restoration, land use and community trust bank (patient capital) strategies to strengthen local economic activity.
- Provided planning, implementation, advocacy and fundraising leadership for the statewide Clean Energy Resource Teams (CERTs) program, a partnership with the Minnesota Project and the Minnesota State Department of Commerce to promote renewable energy and energy efficiency in Minnesota communities.
- Served as principal investigator for CERTs multidisciplinary research and education project to that was funded through the University's Initiative on Renewable Energy and the Environment.
- Produced the CERTs community planning and training manual with the Minnesota Project and the Minnesota State Department of Commerce.
- Provided facilitation and strategic planning for Partnership statewide energy and food priorities, including University "buy-local" program.
- Administered a \$1.2 million annual budget and raised about \$100,000 in supplemental grant funds for various regional activities focused upon sustainable enterprise development.

Director, Common Assets Program, Redefining Progress, Oakland, CA. 2000-2002 Directed a new and innovative planning and policy program to encourage civic participation, stewardship and public and private investment in sustainably managing urban and rural common assets. These are natural assets (such as forests, water, parks, public lands, seed banks, pollinators, and biodiversity), and built assets (such as alternative transportation systems) that serve as anchors of community livability, well-being and ecosystem health.

- Oversaw all aspects of this program, including staff and intern supervision and mentoring, strategic planning, policy research, contract and budget management, fundraising and communications strategy development.
- Collaborated with University of Maryland researcher on a study of the class, racial, and policy implications of changing household consumption patterns and expenditures based on BLS data from the past 100 years. The latter project was the subject of a *New York Times* op ed that was published in the Labor Day September 3, 2001 edition.
- Served on steering committee overseeing production of sustainable agriculture assets report and workshop in collaboration with national NGOs, foundations, and local farmers.
- Developed strategic framing pieces and messaging for program.
- Researched and wrote policy briefs on economic and non-economic value of common assets and policy and market-based options for their preservation.
- Researched and wrote policy brief on the potential of sustainable place-based strategies in civic engagement and the preservation of natural, social and economic capital.
- Raised over \$400,000 in grant funds for this program, including \$150,000 to support the development of a nationwide stakeholder coalition on common assets.

Research Manager and Research Fellow, State and Local Policy Program, Humphrey Institute, University of Minnesota. 1998-2000 Managed a sustainable transportation policy research program that addressed transportation, community livability and health, and regional equity issues facing urban and rural areas in the nation and the state.

- Oversaw all aspects of program including applied research management, staff and intern supervision and mentoring, fundraising, budgeting, grants and contract management, organizational development and change management.
- Developed and coordinated a national peer review panel for our transportation research.
- Collaborated with the researchers from Myron Orfield's Metropolitan Area Research Corporation and the University of Minnesota's Design Center for the American Landscape on livable communities and sustainable transportation research and planning projects.
- Coordinated a national congestion pricing demonstration, outreach and education program, listserv and conferences, which was a joint effort with the Federal Highway Administration and the Minnesota Department of Transportation.
- Served as research partner on regional and national applied research projects, such as telecommunications survey and published report with targeted employers in the Twin Cities.
- Reviewed grants for University of Minnesota interdepartmental transportation grant program.
- Led change management process for reorganization of program.
- Raised over \$1.2 million in grant funds to support our program work.

Principal, Cynthia Pansing, Transportation Consultant, Santa Monica, CA. 1994-1998 Provided transportation and air quality planning, policy, evaluation and fundraising assistance to a wide range of clients, including business associations, diverse community organizations, local cities, and regional governments.

- Led all aspects of consultancy including proposal development, marketing, budgeting, contract negotiation and fulfillment, and team recruitment and building.
- Evaluated the effectiveness of regional air quality grant programs in both the Los Angeles and San Diego metropolitan areas.
- Collaborated with staff from the Surface Transportation Policy Project, Community Food Security Coalition and Occidental College to plan a transportation demonstration program aimed at improving food access among low-income communities.
- Provided planning, fundraising and implementation of several alternative fuel transportation projects, such as countywide commuter rail station-based electric charging stations and a shuttle bus service in lower income communities.
- Initiated a nationally-recognized reporting and accounting system for tracking the emissions reductions of a wide range of transportation projects.
- Raised over \$1 million in grant funds for several clients.

Analyst, Project Manager, Program Manager and later Manager, Los Angeles County Transportation Commission (LACTC) later Metropolitan Transportation Authority (MTA), Los Angeles, CA. 1989-1994 At the County Transportation Commission that later became the Transportation Authority, led an innovative, \$16 million federal grant program that was aimed at managing transportation demand (including Smart Growth projects) and improving air quality through effective projects, programs, and policies.

- Managed all aspects of the program including policy development and implementation, staff supervision, budgeting, administration, evaluation, contract negotiation and management, meeting with elected officials as appropriate.

- Co-led interagency Northridge Earthquake emergency transportation response with local, regional, state and federal agency representatives.
- Led team planning, fundraising and development of Metrolink commuter rail stations in Los Angeles and other communities in North Los Angeles County.
- Honored with awards from the City of Los Angeles for my work on station development and connected joint development (e.g., retail, community centers, housing and child care)
- Honored with awards from various regional entities for my leadership in planning and implementing innovative and cost effective transportation projects notable for their air quality benefits.
- Informed and advanced regional, state and federal transportation policy (notably Clean Air Act Amendments of 1977 and ISTEA) and related regional and county transportation funding allocations.
- Co-led change management process for reorganization of LACTC.
- Represented the organization on various regional air quality advisory boards.
- Engaged with local city officials and state legislators on various transportation projects and programs.
- Provided guidance to local Los Angeles County jurisdictions on how to utilize local ½ cent sales tax earmark for transportation uses.
- Managed the revenues and expenditures of the local ½ cent sales tax earmark for transportation uses countywide (87 jurisdictions) and helped inform another ½ cent sales tax earmark program.

Freelance Consultant, Hamilton, Rabinowitz and Altschuler, Los Angeles, CA office. 1989

Conducted a resource mapping assessment of environmental organizations in California, among other tasks.

[Following positions held during undergraduate and graduate school.]

Staff Assistant, Daybreak Shelter, Ocean Park Community Center, Santa Monica, CA. 1989-1990

Provided staff support to residents of shelter for mentally ill homeless women.

Assistant Director, Newsletter Editor and Research Assistant, Saving and Preserving Art and Cultural Environments (SPACES), Hollywood, CA. 1987-1989 Served as co-administrator and chief writer for architecture preservation organization.

Consultant Proposal Reviewer, USA for Africa, Los Angeles, CA. 1985 Reviewed and recommended funding for various development projects in West Africa.

Teaching Assistant and Associate, Department of Anthropology, University of California at Los Angeles, (UCLA). 1984-1987 Provided all forms of teaching support for undergraduate anthropology classes, including curriculum development, lecture preparation, teaching classes, grading exams and papers, and counseling.

Research Assistant and Editorial Assistant, Department of Art History, UCLA. 1983-1984 Served as researcher, editorial assistant and proofreader for UCLA professor specializing in Tibetan Buddhist Art.

Program Assistant and Supervisor, Therapeutic Play Program, Marion Davies Children's Clinic, UCLA Medical Center. 1982-1983 Staffed therapeutic play program for seriously ill outpatients at Children's Clinic.

Researcher, Art and Environment, Los Angeles, CA. 1981 Served as researcher for art consultancy. Conducted art and architectural research for the purpose of business planning and market development.

Photo Librarian/Researcher and Editorial Assistant, The Cousteau Society, West Hollywood, CA. 1979-1980 Managed the expedition photo library of nearly a half million images for the Cousteau Society. Assisted in the production of newsletters, films and several books of Jacques, Philippe and Jean-Michel Cousteaus' worldwide expeditions.

ACADEMIC EXPERIENCE

MA, Department of Urban Planning, School of Architecture and Urban Planning, University of California at Los Angeles (UCLA). 1989 Dual concentration in the Built Environment and Natural Environment and Resources. Our team MA client project focused upon a quality of life and community environmental health assessment of East Los Angeles for the Mothers of East LA, a Goldman award-winning community group. A key point of emphasis was both well water quality and access to clean drinking water in the area. The aim of this project was to help empower the Mothers by drawing together factual information about the health of their community that had been historically gerrymandered and disenfranchised. The assessment our team prepared was used in the Mothers' lawsuit brought by their attorneys from the Western Center on Law and Poverty, later counsel at NRDC, against the siting of an incinerator and other "negative" land uses in their community.

MA, Department of Anthropology, UCLA. 1985 Dual concentration in Cultural Ecology and Economic Anthropology. Completed coursework for PhD program. My MA and preliminary PhD research in Niger, West Africa, focused upon the contribution of human factors (commodity agricultural production for global markets, international development aid agency policies and well drilling projects, tribalism and transportation infrastructure gaps) to desertification, famine and the adaptability of Fulani nomadic herder households and communities. My research focused upon forcibly resettled herders who were compelled to convert from grazing to subsistence and commodity agriculture.

BA, Department of Anthropology, UCLA. 1982 Dual concentration in Cultural Ecology and Economic Anthropology. My research focus was the same as above.

AWARDS, FELLOWSHIPS AND OTHER HONORS

2014- present Fellow, Center for Leadership in Global Sustainability. Focusing on helping grow the Center's capacity in food and sustainable agriculture, and the alignment with existing and planned programs and courses.

2005-present Fellow, Sustainability Leaders Network. An international network of Donella Meadows Leadership and Biomimicry Institute Fellows administered through the Buckminster Fuller Institute.

2003-present Donella Meadows Leadership Fellow, Sustainability Institute, Hartland, VT. One of sixteen fellows selected to participate in this international program in honor of Donella Meadows through the former Sustainability Institute.

1999-2000 **Policy Fellow, Humphrey Institute Policy Forum, University of Minnesota, MN.**
Statewide leadership training program led by two former US Representatives Tim Penny (D) and Vin Weber (R).

1993 **Southern California Association for Commuter Transportation (ACT) Award for Best Special Demonstration Project:** the Route 14 Vanpool/Buspool Incentive Program.

1991 & 1992 **Certificates of Commendation and Appreciation from Councilman Hal Bernson of the City of Los Angeles** for coordinating the community outreach process, funding, planning, design and development of the Chatsworth Metrolink station, joint development and community center.

1989 **Inter-American Cultures Research Fellowship, Chicano Studies Center, University of California at Los Angeles,** for *A Community at Risk: the Quality of Life in East Los Angeles*. This was the topic of my MA project that was presented in English and Spanish to about 250 community members in East Los Angeles.

1987-1989 **Dean's List and Commendation,** Graduate School of Architecture and Urban Planning, University of California at Los Angeles.

1986 **Research Fellowship, Department of Anthropology, University of California at Los Angeles,** for research in Niger, West Africa and England on the contribution of human factors to desertification, famine and the impacts upon the sustainability of Fulani nomadic herder households and communities.

1985 **Research Fellowship** for preliminary dissertation research on the inter-relationship between intensive agriculture, pastoral nomadism and the environment in desertification and seasonal famine, Niger, West Africa. Awarded by Department of Anthropology, University of California at Los Angeles.

1982 **Dean's List,** Department of Anthropology, University of California at Los Angeles.

1976-1977 Elected to **Alpha Lambda Delta National Honor Society,** Department of Classics, Colorado College.

SELECT TEACHING EXPERIENCE AND GUEST LECTURER POSITIONS

2002-2003 **Guest Lecturer and student adviser,** various undergraduate and graduate sustainable rural development seminars, Department of Agronomy, University of Minnesota.

2000 **Guest Lecturer,** transit-oriented development and possibilities for Twin Cities, graduate seminar on state and local economic development, Humphrey Institute of Public Affairs, University of Minnesota.

1997 **Guest Lecturer,** the role of transportation in community food security, graduate seminar on transportation and the environment, School of Public Policy Research, University of California at Los Angeles.

1993 **Guest Lecturer,** sessions on local, state and federal transportation funding at the University of California at Riverside, Transportation and Air Quality Certificate Program.

1993 *Guest Lecturer*, graduate seminar on transportation evaluation methods, Graduate School of Urban Planning, University of California at Los Angeles.

1984-1987 *Teaching Assistant and Associate*, Department of Anthropology, University of California at Los Angeles.

SELECT PUBLICATIONS

Pansing, Cynthia, John Fisk, Michelle Muldoon, Arlin Wasserman, Stacia Kiraly & Tavia Benjamin. 2013. *North American Food Sector, Part One: Program Scan and Literature Review*. Arlington, VA: Wallace Center at Winrock International. <http://www.ngfn.org/resources/ngfn-database/knowledge/Program%20Scan%20and%20Literature%20Review.pdf>

Pansing, Cynthia, Arlin Wasserman, John Fisk, Michelle Muldoon, Stacia Kiraly & Tavia Benjamin. 2013. *North American Food Sector, Part Two: Roadmap for City Food Sector Innovation and Investment*. Arlington, VA: Wallace Center at Winrock International. <http://www.ngfn.org/resources/ngfn-database/knowledge/Roadmap%20for%20City%20Food%20Sector%20Innovation%20and%20Investment.pdf>

N. Jordan, G. Boody, W. Broussard, J.D. Glover, D. Keeney, B.H. McCown, G. McIsaac, M. Muller, H. Murray, J. Neal, C. Pansing, R.E. Turner, K. Warner, and D. Wyse. 2007. "Sustainable Development of the Agricultural Bio-Economy." *Science*, June 15, 2007. This article was a joint effort of researchers from land grant universities and policy analysts from NGOs throughout the Mississippi River basin.

G. Ohland and C. Pansing. 1997. "Highway to Hunger." Appeared in: *Community Food Security News*, Venice, CA. Re-printed in *Surface Transportation Policy Project PROGRESS*, Washington DC. Fall 1997.

C. Pansing. 2002. "Reclaiming and Rebuilding the Commons: Place-based Approaches for Sustaining Common Assets." Policy brief written for Redefining Progress, Oakland, CA. This issue brief outlined the need for the creation of "sustainable empowerment zones" (or districts) that connect market and policy incentives to preserving the multiple benefits of nature's services and the commons.

C. Pansing, E.N. Schreffler, and M. Sillings. 1998. "Comparative Evaluation of the Effectiveness of 58 Transportation Control Measures." *Transportation Research Record: Journal of the Transportation Research Board*, v. 1641. Washington DC. This article outlined a new method for calculating mobile source emissions from a wide range of transportation control measures (as outlined in the Clean Air Act Amendments of 1977).

C. Pansing. 1988. "Ethnic Boundaries, Cultural Pluralism or Class Segmentation: Ethnicity and Voluntary Associations in Guyana," *Anthropology UCLA*, volume 15. Los Angeles, CA.

C. Pansing, H. Rederer and D. Yale. 1989. *A Community at Risk: The Environmental Quality of Life in East Los Angeles*. Graduate School of Architecture and Urban Planning, University of California at Los Angeles. Client Project Report, August 20, 1989. Cited in R. Gottlieb. 2005. *Forcing the Spring: the Transformation of the American Environmental Movement*. Washington, DC: Island Press.

S. Rosen and C. Pansing. 1989. "Saving and Preserving Art and Cultural Environments," co-authored with Seymour Rosen, *Raw Vision*, no.1, May/June. London, England.

J. Segal, C. Pansing and B. Parkinson. 2001. *What We Work for Now: Changing Household Consumption Patterns in the 20th Century*. Publication of Redefining Progress, Oakland, CA. (This study was the basis for the New York Times op ed published in the Labor Day 2001 edition).

SELECT NATIONAL AND REGIONAL PRESENTATIONS

“A Roadmap to Create Healthy, Equitable and Successful Local Food Systems.” Led panel workshop presented at the national Sustainable Agriculture and Food Systems Funders network conference. Denver, CO. June 19, 2014.

“Understanding Your Food System: Best Practices in Data and Assessment.” Workshop for Institute for Sustainable Communities’ Western Adaptation Alliance conference. Santa Fe, NM. May 6, 2014.

“A Roadmap to Create Healthy, Equitable and Successful Local Food Systems.” Clinic on the Roadmap for local governments from Arizona, Colorado, New Mexico and Utah. Institute for Sustainable Communities’ Western Adaptation Alliance conference, “Enhancing the Resilience of Sustainable Food Systems through Adaptive Water Management in the American West.” Santa Fe, NM. May 6, 2014.

“A Roadmap to Create Healthy, Equitable and Successful Local Food Systems.” Keynote presented to the New Partners for Smart Growth national conference Healthy Food Systems Workshop, Denver, CO. February 12, 2014.

“Roadmap for City Food Sector Innovation and Investment: Investment Evaluation and Risk Management Tools.” National webinar presented to Urban Sustainability Directors Network. Washington, DC, December 10, 2013.

“Roadmap for City Food Sector Innovation and Investment.” National webinar presented to over 200 National Good Food Network participants. Washington, DC, August 2, 2013.

“Roadmap for City Food Sector Innovation and Investment: Preliminary Results.” National webinar presented to Urban Sustainability Directors Network. Washington DC, June 19, 2013.

“Green Lands Blue Waters: A New Vision and Roadmap for the Next Generation of Agricultural Systems.” Presentation to the National Academy of Sciences Board on Agricultural and Natural Resources. May 13, 2008.

"Transportation Demand Management [TDM] in the Wake of the Northridge Earthquake: Is It All that It's Cracked Up to Be?," Institute of Transportation Engineers (ITE) International Conference on *Environment: Changing Our Transportation Priorities*, La Jolla, CA. 1994.

"The Los Angeles County Route 14 Vanpool and Buspool Demonstration Project: An Analysis of Its Effectiveness in Reducing Long-Distance Commuter Trips," presented at the Transportation Research Board (TRB) National Conference, Washington, D.C. Accepted for publication. 1994.

"How to Integrate Child Care in TDM Planning," presented at the Alliance for Business and Child Care Development (ABCD) Southern California Conference, Los Angeles, CA. 1993.

"The Commuting Impacts of Dependent Care Commitments: Case Studies from Los Angeles County,"

presented at the Association for Commuter Transportation (ACT) National Conference, World Trade Center, New York, NY. 1992.

"Child Care Feasibility Study of Two San Fernando Valley Commuter Rail Stations," presented at the Transportation Research Board Conference, Washington, D.C. Paper co-authored with Stuart Anderson (formerly of TMS) and Phyllis Stewart-Pires, Burud and Associates. Accepted for publication. 1992.

"A Community at Risk: the Environmental Quality of Life in East Los Angeles," poster session held at the American Public Health Association national conference. 1991.

"A Community at Risk: the Environmental Quality of Life in East Los Angeles," presented in English and Spanish at East Los Angeles community-wide meeting led by Mothers of East Los Angeles and Barrio Planners. 1989.

SELECT UNPUBLISHED WHITE PAPERS AND REPORTS

C. Pansing. 2006. "A Blue Green Revolution: A Vision for Landscape Change and Economic Development in the Mississippi River Basin." Working draft produced for the Hypoxia Stakeholder Network of the Mississippi River Basin Alliance, the Institute for Agriculture and Trade Policy, the Leopold Center for Sustainable Agriculture and the Green Lands Blue Waters Consortium.

C. Pansing, B. Parkinson and M. Gelobter. 2002. "Our Common Assets: How What We Own Together Can Help Us Stay Together." Policy brief. Redefining Progress: Oakland, CA.

C. Pansing and E. Winter. 2002. "What Our Common Assets Are Worth: Accounting for Their Value." Policy brief. Redefining Progress: Oakland, CA.

C. Pansing and E. Winter. 2002. "Parks Do More Than Green Our Cities: The Value of Parks." Policy brief. Redefining Progress: Oakland, CA.

C. Pansing and E. Winter. 2002. "How Educational Inequality Erodes Wealth." Policy brief. Redefining Progress: Oakland, CA.

C. Pansing and R. Smit. 2002. "Reclaiming and Rebuilding the Commons: Place-based Approaches for Sustaining Common Assets." Policy brief. Redefining Progress: Oakland, CA.

C. Pansing and S. Pope. 2002. "Putting the Public back into Public Safety." Policy brief. Redefining Progress: Oakland, CA.

M. Gelobter and C. Pansing. 2002. "The New 'New Deal.'" Policy brief. Redefining Progress: Oakland, CA.

SELECT CONSULTING STUDIES AND PLANS AND OTHER CLIENT REPORTS

DKS Associates (prime contractor), Cynthia Pansing Transportation Consultant, Barrio Planners, TMD, Environmental Science Associates, and Meza Madrid Partners. 1997. *LAC+USC Medical Center Department of Health Services Replacement Facility Multimodal Transportation Study*, prepared for the Los Angeles County Department of Health Services and the Metropolitan Transportation Authority

(MTA).

Cynthia Pansing Transportation Consultant. 1997. *Analysis of Outreach and Provision of Technical Support to All Potential AB 2766 Discretionary Funding Proposers*. An equity/environmental justice assessment prepared for the Mobile Source Reduction Review Committee, South Coast Air Quality Management District.

C. Pansing. 1989. "Child Care Programs in Nickerson Gardens." In: *Nickerson Gardens*, (a South Central Los Angeles/Watts area public housing project) Joint Planning and Architecture Studio Report, Graduate School of Architecture and Urban Planning, UCLA.

C. Pansing. 1985. *Drought, Desertification and Famine among the Fulani Nomads in the Sahel: A Rational Choice Perspective*, report prepared in partial fulfillment of MA requirements for the Department of Anthropology, University of California at Los Angeles.

C. Pansing, H. Rederer and D. Yale. 1989. *A Community at Risk: the Environmental Quality of Life in East Los Angeles*, a client report prepared for the Mothers of East Los Angeles (led by the late Aurora Castillo, who won the Goldman national environmental award for her work with the Mothers). Client report prepared in partial fulfillment of MA requirements for the Graduate School of Architecture and Urban Planning, University of California at Los Angeles.

Eric Schreffler Transportation Consultant, Cynthia Pansing Transportation Consultant, Acurex Environmental, and Katz Okitsu Associates. 1997. *Performance Audit of San Diego-Coronado Bridge Toll Revenue Projects*, prepared for the San Diego Association of Governments (SANDAG).

Eric Schreffler Transportation Consultant, KT Analytics, Dr. Martin Wachs, Dr. Michael Meyer and Dr. Thomas Horan, and Cynthia Pansing Transportation Consultant. 1997. *SB [Senate Bill] 836 Evaluation Methodology: Baseline and Methodology to Measure the Effectiveness of Voluntary Ridesharing and Other Rule 2202 Replacement Measures*, prepared for the California Regional Transportation Agencies' Coalition.

Eric Schreffler Transportation Consultant, Cynthia Pansing Transportation Consultant and MRK Planning. 1997. *Emergency/Contingency Plan for SANDAG RideLink Customer Information Service*, prepared for SANDAG.

Sarah J. Siwek and Associates and Cynthia Pansing Transportation Consultant. 1995. *A Mobile Source Emissions/Transportation Control Measure Strategy Plan for the City of Los Angeles*, prepared for the City of Los Angeles.

State and Local Policy Program. 2000. *Making the Exception the Norm: Innovative Planning and Financing of Transportation and Related Infrastructure*. Hubert H. Humphrey Institute of Public Affairs, University of Minnesota, Minneapolis, MN.

State and Local Policy Program. 2000. *Measuring Our Path to the Future: Using Indicators of Sustainable Development in Transportation Planning*. State and Local Policy Program, Hubert H. Humphrey Institute of Public Affairs, University of Minnesota, Minneapolis, MN.

[List of contributing editorships, newspaper interviews and other publications available upon request.]

SELECT COMMUNITY SERVICE: BOARD AND COMMITTEE MEMBERSHIPS

2012- present Board member, Lakelands Community Association, Gaithersburg, MD.

2012- present Board member, Muddy Branch Alliance, Gaithersburg, MD.

2006- 2008 Board member, Minnesota Environmental Partnership, Minneapolis, MN. Statewide environmental organization comprised of over 80 member organizations.

1999-2002 Member/Friend, Committee on Transportation Demand Management, Transportation Research Board, National Research Council, National Academy of Sciences.

1999-2000 Member, Center for Transportation Studies Research Council on the Economy, University of Minnesota, Minneapolis, MN.

1998-2000 Member, planning committee for annual Center for Transportation Studies Conference, University of Minnesota, Minneapolis, MN.

1998 Co-coordinator, national conference session on "Innovative Transit Solutions," Association for Commuter Transportation (ACT), San Francisco, CA.

1997-1998 Coordinator, Food Access and Transportation Initiative, a partnership of the UCLA/Occidental College Pollution Prevention and Education Resource Center, Community Food Security Coalition and Southern California branch of Surface Transportation Policy Project (STPP), Los Angeles, CA.

1995-1997 Member, Public Policy Committee, Association for Commuter Transportation (ACT), Southern California Chapter.

1984-1987 Co-editor, *Anthropology UCLA*, a graduate student journal, Department of Anthropology, University of California at Los Angeles.

1984-1985 Graduate Students Association Social Science Research Council representative and Forum representative, University of California at Los Angeles.

REFERENCES

Please do not contact my references unless I am a finalist for this position.

Mark Ritchie

Secretary of State, Office of the Minnesota Secretary of State, St. Paul, MN
Former President of the Institute for Agriculture and Trade Policy (IATP)
Phone: 612-701-5632 (cell); *Email:* secretary.state@state.mn.us or
donaldmarkritchie@yahoo.com

Bob Gottlieb

Director, Urban and Environmental Policy Institute, Henry R. Luce Professor, Occidental College,
Los Angeles, CA
Author of numerous books including *Food Justice; A Life of Its Own: The Politics and Power of Water;*
and *Environmentalism Unbound: Exploring New Pathways for Change.*
Phone: 323-259-2712; *Email:* gottlieb@oxy.edu

Lee Munnich

Director, State and Local Policy Program, Humphrey Institute of Public Affairs, University of Minnesota,
Minneapolis, MN
Phone: 612-625-7357; *Email:* lmunnich@umn.edu

Helene Murray

Executive Director, Minnesota Institute of Sustainable Agriculture, Department of Agronomy and Plant
Genetics, University of Minnesota, St. Paul, MN
Co-lead of Green Lands Blue Waters initiative
Phone: 612-625-0220; *Email:* hmurray@umn.edu

Ken Margolis

Development Director, Geos Institute, Ashland, OR
Founder, Conservation International and Ecotrust; former Executive Director, River Network; former
Board member, Geos Institute.
Email: kenmargolis@comcast.net

Susan Heathcote

Water Program Director, Iowa Environmental Council, Des Moines, IA
Governor's appointee to the Iowa State Environmental Protection Commission
Former co-chair of the board for the Mississippi River Basin Alliance (MRBA); Advisory Board
Member, AgRee (national partnership of food and agriculture funders)
Phone: 515-244-1194 ext. 12; *Email:* heathcote@iaenvironment.org

