

T. 'AULANI WILHELM

**SUMMARY**

Accomplished professional with global experience leading and launching complex, mission-driven organizations. Proven ability to design and build organizations, develop high-performance teams, and grow revenue. Skilled negotiator with experience in highly visible roles that have influenced policy and regulation. Consistently led new organizations to become industry leaders known for quality and standard setting. Expertise in evaluation and risk management; strategic planning and program development; communications, public relations and media management.

- 20 years of experience working in natural and cultural resource management
- 15+ years of management and administration experience, hiring and supervising staff
- 10+ years experience in governance and policy-making, including risk management
- 10+ years of financial management experience developing and overseeing program budgets
- 15 years experience in strategic and program planning, including evaluation and monitoring
- 20+ years of experience in public speaking and written communication

**PROFESSIONAL EXPERIENCE**

<p>2014</p> <p>OCEAN INITIATIVES PROGRAM, OFFICE OF NATIONAL MARINE SANCTUARIES, NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION (NOAA)</p>	<p><i>Director</i></p> <ul style="list-style-type: none"> <li>■ Founding Director of new national program aimed at bringing attention to the important role oceans play in global world heritage.</li> <li>■ Provide technical assistance, training and peer-to-peer networking to build global capacity in large-scale MPA management.</li> <li>■ Incubate new strategic initiatives and partnerships to raise the profile of the leadership of islands and role of culture in ocean conservation.</li> <li>■ Develop regional and international approach to extend the reach and expertise of NOAA's Office of National Marine Sanctuaries in the Pacific/Oceania and internationally.</li> </ul>
<p>2006 – 2014</p> <p>PAPAHĀNAUMOKUĀKEA MARINE NATIONAL MONUMENT AND WORLD HERITAGE SITE, NATIONAL OCEANIC AND</p>	<p><i>Superintendent</i></p> <ul style="list-style-type: none"> <li>■ Served as the NOAA Superintendent for the largest public conservation trust in the United States, third largest in the world.</li> <li>■ Served as chief administrator and finance officer for annual operating budget of approximately \$8 million/year; \$1.5 million/year research partnership, offices, vessels and educational facility in Hilo.</li> </ul>

<p>ATMOSPHERIC ADMINISTRATION (NOAA)</p>	<ul style="list-style-type: none"> <li>■ Served as site representative to the United Nations' Education, Science and Cultural Organization (UNESCO) and the United Nations' International Maritime Organization (IMO).</li> <li>■ Led strategic planning and program development; including risk analyses; acquire funds to plan and develop capital improvement projects.</li> <li>■ Designed and implemented program evaluation and continuous improvement strategies across the ten primary program areas of the office.</li> <li>■ Negotiated international bi-lateral agreements nations for regional marine conservation initiatives.</li> </ul>
<p>2010 - Present</p> <p>BIG OCEAN: A NETWORK OF THE WORLD'S LARGE- SCALE MARINE MANGED AREAS</p>	<p><i>Founder</i></p> <ul style="list-style-type: none"> <li>■ Founded international network of large-scale marine managers and professional to build the professional standards of practice for this emerging genre of marine conservation and improve effectiveness of management efforts.</li> <li>■ Co-authoring publication with IUCN-WPCA entitled "Guidelines for the Design and Management of Large-scale Marine Protected Areas." (in press)</li> </ul>
<p>2004 - 2006</p> <p>NORTHWESTERN HAWAIIAN ISLANDS CORAL REEF ECOSYSTEM RESERVE, NOAA</p>	<p><i>Reserve Manager</i></p> <ul style="list-style-type: none"> <li>■ Designed and led highly visible national process that resulted in the establishment of the largest conservation area in the United States and first remote, large-scale marine protected area established in the world.</li> <li>■ Reversed negative public sentiment to garner broad scale support among the public, policy makers and industry leaders to protect unique area and establish the US as a global leader.</li> </ul>
<p>2001 – 2004</p> <p>NORTHWESTERN HAWAIIAN ISLANDS CORAL REEF ECOSYSTEM RESERVE, NOAA</p>	<p><i>Assistant Reserve Manager</i></p> <ul style="list-style-type: none"> <li>■ Forged strategic partnerships with scientific and cultural organizations, private and philanthropic organizations to leverage financial and governmental support.</li> <li>■ Supervised and coordinated the development of annual program budgets and operating plans. Responsible for developing revenue enhancement strategies for outyear budget planning processes.</li> </ul>
<p>1997 – 2000</p> <p>MĀLAMA HAWAI'I</p>	<p><i>Founder &amp; Coordinator</i></p> <ul style="list-style-type: none"> <li>■ Developed partnership of over 75 organizations and community groups organized to address conservation, education and health issues in Hawaii.</li> <li>■ Advanced research-based, integrated strategies to address complex socio-cultural issues using market research and social marketing approaches.</li> </ul>
<p><b>OTHER EXPERIENCE</b></p>	
<p>UNIVERSITY OF HAWAI'I AT MĀNOA</p>	<p><i>Program Coordinator, Secretariat for Conservation Biology</i></p> <ul style="list-style-type: none"> <li>■ Conducted market research on attitudes and barriers regarding the environment and economy.</li> </ul>

<p>STATE OF HAWAI'I, DEPARTMENT OF LAND AND NATURAL RESOURCES</p>	<p><i>Public Information Officer &amp; Special Assistant to the Chairperson</i></p> <ul style="list-style-type: none"> <li>■ Department spokesperson; directed media and public relations; authored policy briefs.</li> </ul>
<p>HAWAI'I COMMISSION FOR NATIONAL AND COMMUNITY SERVICE</p>	<p><i>Executive director</i></p> <ul style="list-style-type: none"> <li>■ First administrator of statewide americorps program. Raised \$1.5M in federal funds.</li> </ul>
<p>FEDERAL CORPORATION FOR NATIONAL AND COMMUNITY SERVICE</p>	<p><i>Program Officer, AmeriCorps (Washington, D.C.)</i></p> <ul style="list-style-type: none"> <li>■ Evaluated and negotiated approximately \$4 million in grant agreements; managed 23 programs across 4 states.</li> </ul>
<p>YOUTH SERVICE AMERICA</p>	<p><i>Project Coordinator (Washington, D.C.)</i></p> <ul style="list-style-type: none"> <li>■ Assisted in advocacy and legislative initiatives and coordinated national policy board.</li> </ul>
<p><b>EDUCATION</b></p>	
	<p><i>Stanford University</i> <span style="float: right;">Stanford, CA</span></p> <ul style="list-style-type: none"> <li>■ Masters of Science in Management, Graduate School of Business</li> <li>■ Certificate in Public Management and Social Innovation</li> <li>■ 2013 Sloan Fellow; 2014 Social Innovation Fellow</li> </ul> <p><i>University of Southern California</i> <span style="float: right;">Los Angeles, CA</span></p> <ul style="list-style-type: none"> <li>■ Bachelor of Arts, Political Science, Honors Seminar Program</li> <li>■ Bachelor of Arts, Social Sciences and Communication</li> <li>■ Minor in Public Policy</li> </ul>
<p><b>PUBLICATIONS</b></p>	
	<ul style="list-style-type: none"> <li>■ Wilhelm, T. Aulani, Sheppard, Charles R.C., Sheppard, Anne L.S., Gaymer, Carlos F., Parks, John, Wagner, Daniel, Lewis, Naia. (in press) "Large marine protected areas – advantages and disadvantages of going big." Aquatic Conservation: Marine and Freshwater Ecosystems.</li> <li>■ Freestone, David, Varmer, Ole, Bennet, Meredith, Wilhelm, T. Aulani, Beuttler, Theodore M., Ardron, Jeff, Maxwell, Sara M., Killerlain Morrison, Kate (2014) "Place-based Dynamic Management of Large-Scale Ocean Places: Papahānaumokuākea and the Sargasso Sea." Stanford Environmental Law Journal Vol. 33:2.</li> <li>■ Toonen, Robert J., Wilhelm, T. Aulani, Maxwell, Sara M., Wager, Daniel, Bowen, Brian W., Sheppard, Charles R.C., Tsei, Sue M., Teroroko, Tukabu, Moffitt, Russell, Gaymer, Carlos F., Morgan, Lance, Lewis, Naia, Sheppard, Anne L.S., Parks, John E., Friedlander, Alan M., the Big Ocean Think Tank. (2013) "One size does not fit all: The emerging frontier in large-scale marine conservation." Marine Pollution Bulletin.</li> <li>■ Jokiel, P.L., Rodgers, K.S., Walsh, W.J., Polhemus, D.A., Wilhelm, T.A. (2011) "Marine Resource Management in the Hawaiian Archipelago: The Traditional Hawaiian System in Relation to the Western Approach." Journal of Marine Biology.</li> <li>■ Leong, Jo-Ann, Wilhelm, T. Aulani (2010) "Coastal and Marine Spatial Planning and the Northwestern Hawaiian Islands." Proceedings of the Fifth International Fishers Forum on Marine Spatial Planning and Bycatch Mitigation.</li> </ul>

**OTHER ROLES & ADVISORY BOARDS***IUCN-WCPA Task Force on Very Large Marine Protected Areas*

- Chair, newly established Task Force on large-scale marine protected area management (2013-present).

*United National Education, Scientific and Cultural Organization (UNESCO) Marine World Heritage Program Steering Committee*

- Served as advisory to the UNESCO Marine World Heritage Programme during its early phase of establishing its 10 year Programme strategy.

*Hawai'i Green Growth Initiative*

- Founding Working Group Member & International Working Group Chair, cooperative of leaders from conservation, clean energy and agricultural sectors focused on ensuring Hawaii's future food, energy and ecosystem security (2011-present).

*Hawai'i Conservation Alliance*

- Past Chair & member, cooperative collaboration of conservation leaders representing nineteen government, education, and non-profit organizations (2010-present).

- *Pacific Islands Climate Change Cooperative*

- Vice Chair (2012-13) & Founding Executive Committee Member (2009-Present), cooperative partnership of federal, state, private and non-governmental organizations to develop and carry out a strategic response to the ecological shifts induced by climate change.

*Hawai'i Monk Seal Recovery Team*

- Member, represent Papahānaumokuākea Marine National Monument on federal advisory committee established to enhance recovery of the critically endangered Hawaiian monk seal (2009-present).

*Hawai'i Tourism Authority, Natural Resources Advisory Group*

- Advisor for the review and recommendations on grantmaking for projects that intersect natural resources management and tourism (2005-Present).

*Hawaiian Islands Humpback Whale National Marine Sanctuary*

- Advisory Council Member, twenty-five member Federal advisory committee to provide advice to the 20+ year-old marine protected area established to enhance the population of Hawaii's threatened marine mammal (2004-present).

*Hawai'i Commission for National and Community Service*

- Commissioner, appointed by the Governor to review and make grantmaking recommendations (2005-2011).

*Outside Hawai'i – Cable Television Show*

- Host & Assistant Writer, outdoor cable television series on culture, environment, ocean sports and recreation across Hawai'i and the Pacific (2000-2001).

*Pacific Islands Land Institute*

- Public Outreach Advisor (2000-2004).

*Hawai'i Youth Conservation Corps*

- Co-founder, program supervisor and trainer (1996-2000).

**HONORS**

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| <ul style="list-style-type: none"><li>■ <i>Phi Beta Kappa</i></li><li>■ <i>Mortar Board Honor Society</i></li><li>■ <i>Pew Charitable Trust</i>, Honolulu Civic Entrepreneur</li><li>■ <i>US Coral Reef Task Force</i>, Special recognition award recipient</li><li>■ <i>US Department of Commerce</i>, NOAA Scientific/Engineering Achievement Gold award</li><li>■ <i>US Department of Commerce</i>, NOAA General Counsel Gold Award</li><li>■ <i>Sunset Magazine</i>, Coastal Heroes Award</li><li>■ <i>Hawai'i Business Magazine</i>, 20 For the Next 20 Award</li></ul> |
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