

SANDRA LUPIEN

DIRECTOR

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PROFILE

Director with 30 years experience in the non-profit, public, private, and academic sectors. Adept at mobilizing people, knowledge, policy, messaging, and resources to produce results and facilitate change. Entrepreneurial leader and strategist with a passion for holistic climate solutions currently fostering interdisciplinary collaborations to advance sustainable mass timber construction and manufacture in Michigan, the Great Lakes Region, and beyond. Engaging, persuasive, and prolific public speaker.

EXPERIENCE

Director, MassTimber@MSU

Michigan State University Department of Forestry
07/2021 – Present | East Lansing, Michigan

Lead an effective, high-profile, interdisciplinary program that mobilizes engagement, education, research, policy, and partnerships to advance sustainable mass timber construction and manufacture in Michigan, the Great Lakes Region and beyond. In July 2021, Michigan had three mass timber buildings; today, there are more than 50 in various stages of development, construction, and completion. Highlights:

- Mobilize and maintain a diverse network of hundreds of practitioners & stakeholders advancing mass timber construction and production.
- Provided timber building tours to nearly 3,000 people, and mass timber 101 presentations to at least 2,500 people.
- Launched and facilitate the Michigan Mass Timber Community of Practice, a quarterly peer-learning and technical assistance virtual meet-up attended by 50-70 practitioners and stakeholders.
- Founded, produce, and facilitate the annual Michigan Mass Timber Update, an annual event attended by 150-200 people.
- Serve as a frequent speaker at conferences and trainings, as well as in media interviews.
- Raised more than \$1.5MM in research, project, and program support; serve as Principal Investigator (PI) or Co-PI on a diverse project portfolio.
- Co-convene the seven-state Great Lakes Mass Timber Collaborative.

Interim Director, Forest Carbon and Climate Program

Michigan State University Department of Forestry
07/2023 - 02/2024 | East Lansing, Michigan

Provided temporary leadership for this respected program that implements research synthesis, communication, and education to increase the understanding and application of climate-smart forest management.

- Assumed PI/Co-PI-ship of a research/project portfolio valued at \$500K.

- Raised \$170K in new project funding.
- Provided stability and continuity for staff of six and external partners.

Deputy Director

State of California Governor's Office of Planning and Research/California Strategic Growth Council

07/2019 - 07/2021 | Sacramento, California

Appointed by Governor Gavin Newsom

- Designed and led cross-programmatic/cross-agency communication and external affairs strategies to realize equitable, healthy, and resilient communities facing climate change.
- Led transition to virtual engagement with under-served stakeholders early in the COVID-19 pandemic.

Consultant - Sustainable Forestry Materials Strategy

University of California, Santa Cruz

08/2018 - 07/2019 | Santa Cruz, California

- Produced a white paper titled *Identifying Market Interests and Opportunities for Sierra Nevada Sustainable Forestry Materials*.

Consultant - Clean Energy Communications & Policy

Common Spark Consulting

06/2018 - 06/2019 | Berkeley, California

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

Consultant - Water as a Human Right

Environmental Justice Coalition for Water

07/2018 - 11/2018 | Sacramento, California

- Produced/moderated webinar: California's Human Rights Crisis: Inadequate Access to Water and Sanitation by Californians Experiencing Homelessness: Represented client on panel hosted by the State Water Board on solutions for water/sanitation access.

Co-founder/Managing Partner

Sapphire Pine LLC

10/2016 - 12/2018 | Oakland, California

- Co-led all aspects of a climate and sustainability-focused furniture company, transforming drought- and beetle-killed trees into furniture.
- Developed/implemented business plans, funding proposals, budgets; managed brand identity development, sales, marketing, and media.
- Developed business plan for potential pivot to mass timber manufacture; although the company did not pursue this, the exploration led to Master's capstone/thesis and to mass timber career trajectory.

Graduate Student Instructor - Culture and Natural Resource Management

University of California, Berkeley

08/2017 - 05/2018 | Berkeley, California

- 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.

Graduate Student Researcher

University of California Berkeley, Climate Readiness Institute

08/2016 - 05/2017 | Berkeley, California

- Assessed barriers to sea-level rise readiness and developed metrics to track and rank preparedness under AB 2516.

Senior Campaign Strategist/Western Region Communications Manager

Food & Water Watch

07/2014 - 07/2016 | Oakland, California

- Developed and launched a national coalition-building campaign on water quality trading policy.
- Designed/implemented media communication strategies supporting environmental and climate campaign goals.
- Trained and managed communications and media strategy for community organizers, earning significant media coverage.

Communications & Outreach Manager

County of Sonoma, Department of Health Services

02/2013 - 07/2014 | Santa Rosa, California

- Developed and implemented a comprehensive, community-driven communications and outreach plan, resulting in increased public awareness and positive media coverage.
- Launched an individual giving program that raised \$100K in its first year.

Advocacy, Communications, and Outreach Director

Sonoma County Bicycle Coalition

02/2008 - 02/2013 | Santa Rosa, California

- Directed communications and outreach programs and co-managed fund development and transportation policy advocacy.
- Achievements included significant positive shifts in public image, successful advocacy campaigns, and significantly increased media coverage and donations.

Anchor/News Reporter/Producer

Pacifica Radio Network

01/2003 - 06/2007 | Berkeley, California

- Researched, wrote, edited, and hosted newscasts and public affairs programs.
- Managed 12 news staff and taught news writing in the Apprenticeship Program.

Operations Director

Public Interest Law Office

03/2002 - 07/2006 | Oakland, California

- Managed all aspects of administration and operations - bookkeeping, human resources, tax filing, billing, vendors - for two non-profit law offices (environmental and free speech) and a solo legal practice.

Pursuing Performing Arts Career

Various

11/1998 - 09/2001 | New York

- While auditioning and occasionally working as an actor and director, held a variety of temporary administrative and service positions. During this time, decided to shift career focus to environment and climate issues.

Actor, Director, Producer, Business Administrator

Actors & Playwrights Initiative Theatre

12/1993 - 11/1998 | Kalamazoo, Michigan

- Acted in, directed, or produced more than 70 productions. Managed marketing, accounts, fundraising, memberships, and other administrative matters for this non-profit theatre.

EDUCATION

Master of Public Policy

University of California, Berkeley, Goldman School of Public Policy

2018 | Berkeley, California

Client Projects:

- **Capstone (Thesis) For E2 Environmental Entrepreneurs:** *Removing Barriers to Cross-Laminated Timber Manufacture & Adoption in California: A Game Changer for Wildfire, Forests, and Climate Change.*
- **Hartford (Connecticut) Climate Stewardship Council:** Produced report recommending equitable policies for the City of Hartford to build community resilience to climate change impacts.
- **Environmental Justice Coalition for Water:** As a member of the UC Berkeley Environmental Law Clinic, served as researcher and lead author of *Basic & Urgent: Realizing the Human Right to Water & Sanitation for Californians Experiencing Homelessness.*

Bachelor of Science, Management

University of San Francisco

2015 | San Francisco, California

- Focus: Organization Behavior & Leadership
- Award: Dean's Medal of Excellence

CERTIFICATES OF COMPLETION

Understanding Forest Carbon Management

Michigan State University, 2019

Supervisory Effectiveness – Series 1 Leading People

University of California Davis Ext., 2014

PRESENTATIONS, PANELS, WORKSHOPS (RECENT, SELECTED)

Timber Matters: Regional Approaches to Mass Timber Ecosystems

NYC Climate Week (Panelist;
Co-Organizer)
09/2024 | New York, New York

Building With Wood: Nature's Climate Solution

NYC Climate Week (Panelist)
09/2024 | New York, New York
Hosted by American Wood Council

Driving Innovation & Accessibility of Mass Timber as a Building Product

Advancing Mass Timber Construction
Conference (Panelist)
09/2024 | Atlanta, Georgia

How Mass Timber Momentum is Growing in Michigan

Mass Timber Symposium
09/2024 | Detroit, Michigan
Produced by Lawrence
Technological University

Policy, Outreach & Stakeholder Engagement to Advance Mass Timber Ecosystems

Business Finland & Luke (Natural
Resources Institute of Finland)
(Workshop Organizer and Facilitator)
06/2024 | Helsinki, Finland

Leveraging Mass Timber's Benefits in Michigan: Higher Ed and Beyond

Michigan Association of Physical Plant
Admins. Spring Conference (Panelist)
06/2024 | Harbor Springs, Michigan

Clean Innovation in Industry

MI Healthy Climate
Conference (Panelist)
05/2024 | Lansing, Michigan
Hosted by Michigan Dept. of
Environment, Great Lakes, and Energy

Mass Timber Momentum in Michigan: Demand, Supply, Policy & Engagement

Hanover Lecture Series (Speaker)
04/2024 | East Lansing, Michigan
Produced by Michigan State University
Department of Forestry

Mass Timber Momentum in Michigan: Demand, Supply, Policy & Engagement

Karelia Symposium (Keynote Speaker)
04/2024 | Kuopio, Finland
Hosted by University of Eastern Finland

Incentives, Policy, and Programs to Advance Mass Timber Construction

International Mass Timber
Conference (Panelist)
03/2024 | Portland, Oregon

Mass Timber: Life Cycle and Next-Life Strategies to Optimize Climate Benefits

Co-facilitator/Organizer
05/2023 | Helsinki Finland
Hosted by Business Finland & Luke
(Natural Resources Institute of Finland)

Mass Timber: What is it and why is it in the MI Healthy Climate Plan?

MI Healthy Climate
Conference (Speaker)
04/2023 | Detroit, MI
Hosted by Michigan Dept. of
Environment, Great Lakes, and Energy

Policy, Incentives, Finance, and Market Development: How to Stimulate Mass Timber's Growth

International Mass Timber Conference
(Moderator/Organizer)
03/2023 | Portland, Oregon

Leveraging Engagement, Research, and Policy to Advance Mass Timber

New York State Mass Timber
Symposium (Presenter)
02/2023 | Virtual | Hosted by SUNY ESF

GRANTS AND FUNDING (SELECTED)

City of Lansing Urban Forests, 2024

- \$271K, Subaward on US Forest Service Community & Urban Forestry.
- Lead the first nail-laminated timber demonstration project in Lansing.
- Implement forest carbon & climate education.

Michigan Department of Natural Resources, 2024

- \$507K over five years.
- Design and implement activities and initiatives to advance mass timber manufacture and construction.

US Forest Service Wood Innovation Grant, 2023

- \$292K Expand outreach and engagement activities to advance mass timber manufacture and construction.

Bedrock Detroit, 2023

- \$50K Co-design and convene the Great Lakes Mass Timber Collaborative.

US Forest Service Wood Innovations Grant, 2022

- \$253K Pilot Michigan-sourced nail-laminated timber in two projects in Michigan's Upper Peninsula.

Michigan Department of Natural Resources, 2022

- \$160K Conduct a Michigan mass timber supply chain analysis and demand survey; develop online Michigan Mass Timber Resource Guide.

TEACHING

Business Innovation Toward a Sustainable Bioeconomy

Michigan State University Department of Forestry (Co-Instructor)

08/2024 - Present

Upper-division undergraduate course focused on business solutions to tackling climate change; students learn about fossil fuel alternatives and, in teams, develop and pitch a sustainable bioproduct business.

BOARDS & COMMITTEES (CURRENT/RECENT)

9th American Forest Congress Steering Committee Member

American Forests | 03/2024 - Present

Board of Directors, Treasurer

Michigan Forest Biomaterials Institute

04/2024 - Present

Member, Board of Directors (Appointee)

Lansing Economic Development Corp.

02/2023 - Present

Member, Steering Committee

International Mass Timber Conference

2023 - 2024

Member (Appointee)

Lansing Mayor's Sustainability

Advisory Committee

09/2022 - Present