

# BRIAN T. MULLIS



## CORE CAPABILITIES

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### **Destination management and sustainable development specialist with 26 years of leadership experience in tourism, conservation, and entrepreneurship**

Career CEO and social entrepreneur with a proven ability to build businesses, develop and sustain high performing teams, create innovative programs, lead successful global and regional projects, and achieve organizational objectives.

Demonstrated ability to understand multi-stakeholder agendas; speak the language of business government, and NGO leaders; bridge communication divides; and achieve tangible social and conservation outcomes through collaboration.

## PROFESSIONAL EXPERIENCE

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September 2002–March 2017

### **Sustainable Travel International** – Seattle, WA

*Founder / Executive Advisor* (October 2016–March 2017), *CEO / Founder* (September 2002–March 2015 and December 2015–September 2016), and *Chairman of the Executive Board / Founder* (April 2015–November 2015)

14 years as Founder and CEO of Sustainable Travel International, a globally recognized nonprofit that exists to improve people's lives and the environments they rely upon. Responsible for raising more than \$10M for CSR and sustainable development projects in over 100 destinations with an emphasis on Asia-Pacific and Latin America and on better-managed travel and tourism that achieves tangible social and conservation outcomes.

- **Sustainable Development.** Extensive work with governments in Asia-Pacific, Africa and Latin America in assessing risks and opportunities; developing multi-sectorial participatory action and investment plans; securing financing for priority projects; implementing tourism development, conservation and educational initiatives and sustainability management and policy frameworks; and measuring, monitoring and reporting on key indicators.
- **Technical Assistance.** Strong track record in providing technical assistance to multinational airlines, cruise lines, hotel chains and tour operators, and to destination authorities worldwide; expertise in performance-based project management and leading activities; and extensive experience implementing sustainable tourism policies and standards and destination management, community development, and conservation initiatives.
- **Project Management.** Effective management of program and organizational budgets up to \$2.2M/year; proven ability to cultivate and secure donations up to \$750,000; design and fund multi-year regional initiatives with budgets up to \$1.2M; and secure and manage multiple donor contracts including the following examples:

*January 2008-December 2015, Program Design, Development, Operations Management, and Oversight of the strategic sustainability partnership with Royal Caribbean Cruises Ltd (RCL).* Assessed and guided the development and implementation of RCL's Environmental Stewardship strategy. Implemented a sustainable supply chain management by institutionalizing baseline best practices and incentivizing compliance. Provision of the tools and solutions RCL required to implement sustainable tourism efforts internally and in its priority destinations, and to make more informed decisions at all levels of the organization. Generated GRI reports, tangible impacts, and story-lines to position RCL as sector and industry leaders in sustainability. Results included 30 destinations supported, 2,000 tours verified for their sustainability practices in more than 400 global ports, 75 environmental officers trained, 19% reduction in both GHG and fuel consumption, 75% increase in recycled waste, and two "Private Destinations" certified to a GSTC-recognized standard.

*January 2009–January 2017, Project Design, Development, and Program Management for Travel Oregon.* Worked with the Travel Oregon Destination Development team. Designed and implemented the Travel Oregon Forever Fund, the first statewide giving-back program of its kind, and raised and allocated more than \$100,000 to priority

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community development and conservation projects. Designed and delivered Rural Tourism Studio programs centered on nature-based tourism development, and supported the development and implementation of the Sustainable Business Challenge and Columbia Gorge Tourism Alliance.

*September 2016–January 2017, Timor-Leste: Scoping of Tourism Activity Options, Project Design, Development, and Management.* Worked with the Ministry of Foreign Affairs and Trade of the Government of New Zealand. Led a rapid assessment of tourism in its current state throughout Timor-Leste. Facilitated formal and informal meetings with more than 50 key stakeholders from the private, public and civil sector. Identified investment opportunities to support sustainable tourism development over up to five years. Completed a NZ\$5.2M activity options budget and an Activity Design Document and Program Activity Authority for a NZ\$250,000 project.

*January 2014–March 2016, Project Design, Development, Operations Management, and Oversight of the Sustainable Destinations Alliance for the Americas,* an innovative public-private partnership to build resilience in local communities, improve the way tourism is managed, and enhance competitiveness in Antigua and Barbuda, Aruba, Bahamas, Barbados, Dominica, Honduras, Jamaica, Nicaragua, Panama, Riviera Maya, and St. Kitts & Nevis. Secured and managed \$1.2M in donor and counterpart funding from the Organization of American States, US Government through its Permanent Mission to the OAS, Royal Caribbean Cruises Ltd, and National Tourism Authorities. Engaged the Tourism Ministries in each destination and more than 700 government, community, private sector, and civil society stakeholders to date with support from the Caribbean Tourism Organization and Central America Tourism Integration System. Main responsibilities included provision of ambitious technical vision to 15 staff, 11 grantees, and multiple subcontractors. Project approaches include integration of strategic diagnostic assessments with tourism action plans to guide national strategies, the preparation and implementation of prioritized projects, a monitoring system to enable the tracking of progress over time, and multi-sectorial Destination Stewardship Councils to oversee project implementation.

*September 2015–September 2016, Project Design, Development, Operations Management, and Oversight for USAID LESTARI,* a five year intervention to improve livelihoods, incentivize biodiversity conservation, and foster climate-smart green growth in the Leuser Landscape in Aceh and the Katingan-Kahayan Landscape in Kalimantan, Indonesia. Main responsibilities included oversight and operations management of a \$750,000 project, provision of technical assistance, and engagement of the Ministry of Tourism and Creative Economy (MoTCE), provincial-level tourism authorities, and other key stakeholders at a national-level. Project approaches included establishing and supporting the implementation of a framework to enhance existing product, garner PPP investment to support new product development based on existing and potential market demand, and strengthen market linkages. Previous work in Indonesia includes the development of a national blueprint for sustainable tourism and destination management for the MoTCE in 2014; and collaboration with WWF-Indonesia, Royal Caribbean Cruises Ltd, and the private sector on piloting sustainable tourism criteria and indicators in Flores and Komodo National Park in 2010.

*August 2012–September 2016, Project Design, Development, Operations Management, and Oversight for the Mesoamerican Reef Tourism Initiative,* a multi-stakeholder NGO-private partnership to protect and restore the health of the Mesoamerican Reef in the State of Quintana Roo, Mexico and in the Bay Islands of Honduras. Secured \$900,000 in donor and counterpart funding from the Summit Foundation, Futouris, and private donors. Engaged destination authorities including the Ministry of Tourism/Honduran Institute of Tourism, hoteliers, cruise lines and marine shore excursion providers to adopt and implement more sustainable practices, established private-public partnerships between hoteliers and artisans, and worked with management from the largest hotels to reduce water pollution and energy consumption. Main responsibilities included administering and leading MARTI activities as the Secretariat from December 2015–September 2016, and managing partner relations and technical oversight of the field work undertaken in partnership with Riviera Maya Hotel Association, Grupo Intersectorial, Amigos de Sian Ka'an, CORAL Reef Alliance, and Rainforest Alliance.

*April 2013–March 2015, Project Design, Development, and Management for Sustainable Tourism Development for Inclusive*

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*Green Growth in Himachal Pradesh.* Secured \$313,000 in funding from the World Bank. Engaged key stakeholders from the Government of Himachal Pradesh, Tibetan Government in Exile including His Holiness, the Dalai Lama, and more than 200 community and private sector leaders. Led the development of the *Himachal Pradesh 2013 Sustainable Tourism Development Policy* and the Dharamshala, Kinnaur, Lahaul & Spiti Sustainable Tourism Action Plans and state-level implementation roadmap, which were approved and adopted by the Government of Himachal Pradesh and are being implemented by the Department of Tourism and Civil Aviation.

*November 2012-January 2015, Project Design, Development, Operations Management, and Oversight of Destination Management and Development in Kenya's Northern Rangelands.* Secured \$171,000 in funding in partnership with the Northern Rangelands Trust, The Nature Conservancy and Kenya Wildlife Service. Engaged key stakeholders at a government, business and community level and completed an assessment of product, marketing/branding, capacity, policy, etc. Led the development and supported the implementation of a community-led tourism development strategy and investment plan and for each community conservancy and the region as a whole.

*October 2010-December 2013, Project Design, Management and Development of the Global Sustainable Tourism Council's Destination Criteria and indicators.* Secured \$330,000 in funding from the United Nations Foundation and National Tourism Authorities. Led the development of global baseline sustainable tourism criteria and performance indicators for tourism destinations and evaluated destination performance against them with support and participation from key stakeholders including the Ministries of Tourism and Tourism Directors from the Samoa Tourism Authority; the State of Quintana Roo; South Sardinia, Italy; United States Virgin Islands Department of Tourism; St Kitts Tourism Authority; SERNATUR, Chile; MINCETUR, Peru; Grupo Ecológico Sierra Gorda, Mexico; Mara Naboisho Conservancy, Kenya; Turismo Lanzarote; Botswana Tourism Organization; Mount Huangshan Scenic Area Administrative Committee; Innovation Norway; and Jackson Hole, Grand Teton & Yellowstone, Wyoming.

1997–August 2002

**The World Outdoors** – Boulder, CO

*President / Owner*

Five years as Owner and President of an international adventure travel and ecotourism company. Responsible for all aspects of the business including strategy development and execution of marketing, sales, and HR and financial management.

- **Business and Program Development.** Doubled revenues and grew to \$1.5M in gross annual revenues with annual profitability. Operated ecotourism and adventure travel programs in 29 countries on all seven continents.
- **General Management.** Managed human resources, facility and information systems during which the company grew to 25 employees.
- **Quality Management and Cost Savings.** Discontinued unprofitable programs, streamlined organizational structure, and refocused strategy to industry leadership programs and sustainable business operations.
- **Group Marketing and Sales.** Actively developed key customer relationships with leading affinity groups and companies such as the American Hiking Society, Cabelas, EMS, and The Smithsonian Institute.
- **Marketing and PR.** Created highly successful, targeted on-line and traditional marketing and PR campaigns.

1995–1996

**Roads Less Traveled** – Boulder, CO

*Director of Operations*

- **Human Resource Management.** Oversaw the selection and hiring of all staff, and managed all operational aspects of a multi-regional, soft adventure travel company.
- **Trip Quality Management and Cost Savings.** Planned budgets, managed expenses, and negotiated directly with vendors, outfitters and guides to ensure error-free trips.
- **General Sales.** Responsible for answering incoming calls, fielding customer questions, and working closely

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with office staff to effectively resolve customer issues. Established and maintained strong network of client relationships resulting in repeat business and referrals.

1994

**New England Outdoor Center** – Caratunk, ME

*Director of Specialty Programs*

- **Director of Customer Service.** Effectively responded to requests, inquiries, suggestions, and/or concerns. Created systems to measure customer satisfaction.
- **Director of Outdoor Instruction.** Established, managed and operated canoe and kayak instructional program and an experiential education program. Both programs profitable in their first year.

1989–1993

## **Related Experience**

- Zoar Outdoor Adventure Resort – Charlemont, MA
- Nantahala Outdoor Center – Wesser, NC
- Arches National Park – Moab, UT
- Glacier National Park – E. Glacier, MT
- Yellowstone National Park – Jackson, WY

## **EDUCATION AND TRAINING EXPERIENCE**

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September 2002–Present

**Sustainable Travel International** – New York, NY / Portland, OR

*Recent Research*

- The Role of Sustainability in Travel & Tourism, 2016
- Traveler Perspectives on Destinations and Sustainability, 2013

*Curriculum Development and Delivery*

- Sustainable Tourism Professionals Certificate Course including Global Tourism – Achieving Goal, Sustainable Tourism Project Development – A Step by Step Approach, Tourism Destination Management – Achieving Sustainable & Competitive Results, Tourism Investment & Finance – Accessing Sustainable Funding & Social Impact Capital, Sustainable Tourism Enterprise Development – A Business Planning Approach, Tourism Workforce Development – A Guide to Program Assessment & Design, Powering Tourism – Electrification & Efficiency Options for Rural Tourism Facilities, & Tourism and Conservation – Sustainable Models & Strategies
- Nature-based Tourism Development workshop for communities
- Festivals and Events Management for communities
- Sustainability Champions workshop for destination authorities
- Sustainable Tourism Standards auditor and consultant workshop
- Sustainable Tourism Best Practice industry training workshop
- Travel Better Certificate Course

2005–2007

**University of Colorado** – Boulder, CO

*Adjunct Professor*

- **LEEDS School of Business**, Courses Taught: Strategies in Sustainable Tourism and Sustainability: Business and the Environment.

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## INDUSTRY LEADERSHIP POSITIONS

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2006–present

### Board Service

- **World Economic Forum.** Travel & Tourism Expert Group (2016–present) and Future of Travel & Tourism Council member (2015–2016)
- **United Nations.** 10YFP Multi-stakeholder Advisory Committee (2014–January 2017)
- **U.S. Department of Commerce.** U.S. Travel and Tourism Advisory Board (2013–2015)
- **MFAT.** Tourism Panel for the New Zealand Ministry of Foreign Affairs and Trade (2014–present)
- **Caribbean Tourism Organization.** Sustainable Tourism Technical Committee (2011–2013)
- **The Travel Corporation.** TreadRight Foundation Advisory Panel (2006–2012)
- **Adventure Travel Trade Association.** Adventure Travel Guide Standard Governance Board (2016–present)
- **Columbia Gorge Tourism Alliance.** Advisory Committee (2016–present)
- **Ecolodges Indonesia.** International Advisory Group (2010–2013)

2005–2011

### World Travel and Tourism Council – Washington, DC

*Destination Awards Judging Panel*

- **Tourism for Tomorrow Awards.** Finalists selected from hundreds of applications from more than 35 countries representing the full spectrum of travel and tourism enterprises and destinations.

2009–2013

### Condé Nast Traveler

*Accommodations, Airlines, and Destinations Judging Panels*

- **World Savers Awards.** Finalists selected from dozens of applications.

2016

### Sustainable Destinations Top 100

*Global Selection Panel Leader*

- **Sustainable Destinations Top 100.** Finalists selected from applications worldwide.

## EDUCATION

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1993–1994

### Springfield College – Springfield, MA

*Master of Education, Recreation Management*

- Teaching Fellowships: East Campus Outdoor Center and the Recreation and Tourism Department

1988–1992

### Auburn University – Auburn, AL

*Bachelor of Liberal Arts*

- Major: Psychology with an emphasis on Industrial/Organizational Psychology and Business

## ADDITIONAL INTERESTS

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Extensive travel and tourism experience throughout the Americas, Asia, Europe, and Sub-Saharan Africa with work

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experience in 58 countries. Leisure interests include kayaking, mountain biking, snow sports, trail running, reading, and spending time with family and friends.

## REFERENCES

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- Todd Davidson, Chief Executive Officer of Travel Oregon; Phone: 503-967-1568, Email: [todd@traveloregon.com](mailto:todd@traveloregon.com)
- Jamie Sweeting, President of Planeterra and VP of Sustainability G Adventures; former Vice President, Environmental Stewardship & Global Chief Environmental Officer at Royal Caribbean Cruises Ltd.; Phone: 413-325-3391, Email: [jamies@planeterra.org](mailto:jamies@planeterra.org)
- Dr. Louise Twining-Ward, Senior Private Sector Specialist Tourism Trade & Competitiveness at the World Bank; former President of Sustainable Travel International; Phone: 917-671-7063, Email: [ltwiningward@worldbank.org](mailto:ltwiningward@worldbank.org)
- Dr. Patrick Long, Professor Emeritus, Leeds School of Business, University of Colorado; Phone: 303-601-8323, Email: [Patrick.Long@colorado.edu](mailto:Patrick.Long@colorado.edu)