Chelsea S. Pennick (formerly Chelsea P. McIver), Ph.D.
Research Assistant Professor of Natural Resources Policy & Administration
College of Natural Resources
University of Idaho
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EDUCATION:

2023 Ph.D., University of Idaho, Moscow, Idaho Natural Resources Policy and Administration
2015 M.S., University of Montana, Missoula, Montana, 2015, Forestry
2006 B.A., University of Montana, Missoula, Montana, 2006, Rural Sociology
2001 A.A., South Puget Sound Community College, 2001

EXPERIENCE:

Teaching, Extension and Research Appointments:

2023 – present **Research Assistant Professor**, College of Natural Resources, University of Idaho, Remote
2020-2023 **Research Social Scientist**, Bureau of Business and Economic Research, University of Montana, Missoula, MT
2020-2021 **Lecturer**, College of Natural Resources, University of Idaho, Moscow, Idaho (2020-2021)
2017-2021 **Research Analyst/Graduate Research Assistant**, Policy Analysis Group, University of Idaho, Moscow, Idaho
2011-2018 **Research Specialist**, Bureau of Business and Economic Research, University of Montana, Missoula, MT

Academic Administrative Appointments:

2023-present **Associate Director**, Policy Analysis Group, College of Natural Resources, University of Idaho, Remote

Non-Academic Employment:

2022-2023 **Principal,** Inland Empire Consulting, LLC, Missoula, MT.
2006-2011 **Program Officer**, Collaborative Capacity Grant Programs, National Forest Foundation, Missoula, MT

PUBLICATIONS:

Refereed/Adjudicated

Wollstein, Katherine L.; Davis, Emily Jane; **Pennick, Chelsea S**.; Wardropper, Chloe B.; Becker, Dennis R. (In review). Institutional work in federal rangeland administration: Learning, legitimacy, and institutionalizing adaptive governance. *Socio-Ecological Practice Research*.

Pennick, Chelsea S. 2026. Bureaucrats as agents of stability and change in the governance of national forests: A case study of the US Forest Service in Idaho, USA. *Socio-Ecological Practice Research.* https://doi.org/10.1007/s42532-026-00258-z.

Zajchowski, Chris A.B.; Honsinger, R.; Lee, Katherine, **Pennick, Chelsea S.** 2026. Research Note: Understanding the short-term effect of differential park pricing policy. *Journal of Outdoor Recreation and Tourism* 53(101011). 10.1016/j.jort.2025.101011

Pennick, Chelsea S.; Marcille, Kate C.; Hargrave, Ashton; Morgan, Todd A. 2025. Characterizing the movement and utilization of federal timber at the sub-state level: Method and applications. *Journal of Forestry.* https://doi.org/10.1007/s44392-025-00046-9

Pennick McIver, Chelsea; Cook, Philip S.; Becker, Dennis R. 2021. The Fiscal Burden of Wildfires: State Expenditures and Funding Mechanisms for Wildfire Suppression in the Western U.S. and Implications for Federal Policy. *State and Local Government Review* 53(4): 337-351. 10.1177/0160323x211061353

Pennick McIver, Chelsea; Becker, Dennis. R. 2021. An Empirical Evaluation of the Impact of Collaboration on the Pace and Scale of National Forest Management in Idaho. *Forest Science* 67(1): 49-59. https://doi.org/10.1093/forsci/fxaa040

McIver, Chelsea P.; Metcalf, Alexander L.; Berg, Erik C. 2018. Procurement Contracting and Forest Communities: Factors affecting local business utilization in the Inland Northwest. *Journal of Forestry* 116(5):412-419. https://doi.org/10.5849/jof.14-082

Peer Reviewed/Evaluated

Pennick, Chelsea S. 2025. **"**Revisiting Sustained Yield Units." Policy Brief No. 1. Moscow, ID: Policy Analysis Group, University of Idaho. 8 p.

McIver, Chelsea P. 2021. "10 Years of Restoration: Measuring the Impact of the Collaborative Forest Landscape Restoration Program on local communities in northwest Montana." Missoula, MT: University of Montana, College of Forestry and Conservation, 26 p.

Marcille, Kate C.; Morgan, Todd A.; **McIver, Chelsea P.**; Christensen, Glenn A. 2020. "California's forest products industry and timber harvest, 2016." Gen. Tech. Rep. PNW-GTR-994. Portland, OR: U.S. Department of Agriculture, Forest Service, Pacific Northwest Research Station, 58 p.

McIver, Chelsea P.; Sorenson, Colin B.; Morgan, Todd A. 2018. "Wyoming's Forest Products Industry and Timber Harvest, Part I: Timber harvest, products and flow." RMRS-RB-27-1. Fort Collins, CO: U.S. Department of Agriculture, Forest Service, Rocky Mountain Research Station. Electronic.

McIver, Chelsea P.; Sorenson, Colin B.; Morgan, Todd A. 2018. "Wyoming's Forest Products Industry and Timber Harvest, Part II: Industry sectors, capacity and outputs." RMRS-RB-27-2. Fort Collins, CO: U.S. Department of Agriculture, Forest Service, Rocky Mountain Research Station. Electronic.

McIver, Chelsea P.; Marcille, Kate C.; Morgan, Todd A. 2018. "Wyoming's Forest Products Industry and Timber Harvest, Part III: Sales, employment and economic contribution." RMRS-RB-27-3. Fort Collins, CO: U.S. Department of Agriculture, Forest Service, Rocky Mountain Research Station. Electronic.

McIver, Chelsea P.; Marcille, Kate C.; Morgan, Todd A. 2018. "Wyoming's Forest Products Industry and Timber Harvest, Part IV: Supplemental tables." RMRS-RB-27-4. Fort Collins, CO: U.S. Department of Agriculture, Forest Service, Rocky Mountain Research Station. Electronic.

Kelly, Erin Clover; **McIver, Chelsea P**.; Standiford, Richard B.; Haggerty, Mark. 2017. "Socioeconomics of the Redwood Region." In Proceedings of the Coast Redwood Science Symposium-2016. Gen. Tech. Rep. PSW-GTR-258. Albany, CA: U.S. Department of Agriculture, Forest Service, Pacific Southwest Research Station, 345-356.

McIver, Chelsea P.; Metcalf, Alexander; Dodson, Elizabeth. 2016. "Making Every Dollar Count: Leveraging federal investments in land management to benefit local communities." *Rural Connections* 10(2).

McIver, Chelsea P. 2016. "Measuring the Benefits of the Collaborative Forest Landscape Restoration Program for Local Communities in Northeast Washington." Missoula, MT: University of Montana, Bureau of Business and

Economic Research, 26 p.

McIver, Chelsea P. 2016. "Are Forest Restoration Investments Benefiting Local Communities Most in Need?" Missoula, MT: University of Montana, Bureau of Business and Economic Research, 1 p.

Werstack, Charles E., Jr.; Shaw, John D.; Goeking, Sara A.; Witt, Chris; Menlove, Jim; Thompson, Michael T.; DeRose, R. Justin; Amacher, Michael C.; Jovan, Sarah; Morgan, Todd A.; Sorenson, Colin B.; Hayes, Steven W.; **McIver, Chelsea P.** 2016. "Utah's Forest Resources, 2003-2012." Resour. Bull. RMRS-RB-20. Fort Collins, CO: U.S. Department of Agriculture, Forest Service, Rocky Mountain Research Station, 159 p.

Sorenson, Colin B.; Hayes, Steven W.; Morgan, Todd A.; Simmons, Eric A.; Scudder, Micah G.; **McIver, Chelsea P.**; Thompson, Michael T. 2016. "The Four Corners Timber Harvest and Forest Products Industry, 2012." Fort Collins, CO: U.S. Department of Agriculture, Forest Service, Rocky Mountain Research Station, 62 p.

McIver, Chelsea P.; Meek, Joshua P.; Morgan, Todd A.; Christensen, Glenn A. 2015. "California's forest products industry and timber harvest, 2012." Gen. Tech. Rep. PNW-GTR-908. Portland, OR: U.S. Department of Agriculture, Forest Service, Rocky Mountain Research Station. 49p.

Berg, Erik C.; Gale, Charles B.; Morgan, Todd A.; Brackley, Allen M.; Keegan, Charles E.; Alexander, Susan J.; Christensen, Glenn A.; **McIver, Chelsea P**.; Scudder, Micah G. 2014. "Alaska's timber harvest and forest products industry, 2011." Gen. Tech. Rep. PNW-GTR-903. Portland, OR: U.S. Department of Agriculture, Forest Service, Pacific Northwest Research Station. 39 p.

Goeking, Sara A.; Shaw, John D.; Witt, Chris; Thompson, Mike T.; Werstak, Charles E. Jr.; Amacher, Michael C.; Stuever, Mary; Morgan, Todd A.; Sorenson, Colin B.; Hayes, Steven W**.; McIver, Chelsea P.** 2014. "New Mexico's forest resources, 2008-2012." Resour. Bull. RMRS-RB-18. Fort Collins, CO: U.S. Department of Agriculture, Forest Service, Rocky Mountain Research Station, 144 p.

McIver, Chelsea P. 2013. "An Assessment of Local Contractor Participation in the Southwestern Crown of the Continent CFLRP Project." Missoula, MT: University of Montana, Bureau of Business and Economic Research, 32 p.

McIver, Chelsea P.; Sorenson, Colin B.; Keegan, Charles E.; Morgan, Todd A.; Thompson, Mike T. 2014. "Wyoming's forest products industry and timber harvest, 2010." Resour. Bull. RMRS-RB-17. Fort Collins, CO: U.S. Department of Agriculture, Forest Service, Rocky Mountain Research Station, 29 p.

McIver, Chelsea P.; Sorenson, Colin B.; Keegan, Charles E.; Morgan, Todd A.; Menlove, Jim. 2013. "Montana's forest products industry and timber harvest, 2009." Resour. Bull. RMRS-RB-16. Fort Collins, CO: U.S. Department of Agriculture, Forest Service, Rocky Mountain Research Station, 42 p.

Other Publications

Fisk, Jonathan; Kue, Ryu, Shin Kue; **Pennick, Chelsea P.** 2026. "Linking Wildfire and Climate Change." In *The 2025 Southern California Wildfires: Four Public Administration Perspectives.* PA Times, American Society for Public Administration. Summer 2026, Issue 1: 16-23.

Pennick, Chelsea S. 2026. "Small population public lands county legislation: boost or barking up the wrong tree?" All Things Public (blog). July 28. https://drchelseapennick.substack.com/p/small-population-public-lands-county?r=3omxc7

Pennick, Chelsea S. 2026. "Getting Personal." All Things Public (blog). May 27. https://drchelseapennick.substack.com/p/getting-personal?r=3omxc7

Pennick, Chelsea S. 2025. "Public lands, small businesses and housing." All Things Public (blog). June 20. https://drchelseapennick.substack.com/p/public-lands-small-businesses-and?r=3omxc7

Pennick, Chelsea S. 2025. "My take on the Senate ENR draft reconciliation bill text." All Things Public (blog). June 12. https://drchelseapennick.substack.com/p/my-take-on-the-senate-enr-draft-reconciliation?r=3omxc7

Pennick, Chelsea S. 2025. "Links and Recs – Spring 2025." All Things Public (blog). April 1. https://drchelseapennick.substack.com/p/links-and-recs-spring-25?r=3omxc7

Pennick, Chelsea S. 2025. "Shared Stewardship and the Hazards of Relying on Private Philanthropy." All Things Public (blog). March 25. https://drchelseapennick.substack.com/p/shared-stewardship-and-the-hazards?r=3omxc7

Pennick, Chelsea S. 2024. "From Local Benefit Policies to DOE's Community Benefit Agreements." All Things Public (blog). September 26. https://drchelseapennick.substack.com/p/from-local-benefit-policies-to-does?r=3omxc7

Pennick, Chelsea S. 2024. "Summary of Westerman's Fix Our Forests Act." All Things Public (blog). July 16. https://drchelseapennick.substack.com/p/summary-of-westermans-fix-our-forests?r=3omxc7

Pennick, Chelsea S. 2024. "Some Ideas for Permitting Reform and a Research Agenda." All Things Public (blog). July 16. https://drchelseapennick.substack.com/p/some-ideas-for-permitting-reform?r=3omxc7

Pennick, Chelsea S. 2024. "Growing a Policy Implementation Identity." All Things Public (blog), July 7. https://drchelseapennick.substack.com/p/growing-a-policy-implementation-identity?r=3omxc7

Pennick, Chelsea S. 2024. "Gaslighting, individual agency and adaptation." All Things Public (blog), June 17. https://drchelseapennick.substack.com/p/gaslighting-individual-agency-and?r=3omxc7

Pennick, Chelsea S. 2024. "Introducing the All Things Public Newsletter." All Things Public (blog), June 15. https://drchelseapennick.substack.com/p/introducing-the-all-things-public?r=3omxc7

Pennick McIver, Chelsea; Simmons, Eric A. 2024. "Timber Use, Processing Capacity and Capability of Mills to Utilize Timber by Diameter Size Class Within the Black Hills National Forest Timber-Processing Area." Missoula, MT: University of Montana, Bureau of Business and Economic Research. 25 p.

Pennick McIver, Chelsea; Morgan, Todd A. 2022. "Timber Use, Processing Capacity and Capability of Mills to Utilize Timber by Diameter Size Class Within the Flathead National Forest Timber-Processing Area." Missoula, MT: University of Montana, Bureau of Business and Economic Research. 25 p.

Pennick McIver, Chelsea; Morgan, Todd A. 2022. "Timber Use, Processing Capacity and Capability of Mills to Utilize Timber by Diameter Size Class Within the Helena-Lewis and Clark National Forest Timber-Processing Area." Missoula, MT: University of Montana, Bureau of Business and Economic Research. 23 p.

Pennick McIver, Chelsea; Simmons, Eric A.; Morgan, Todd A. 2022. "Timber Use, Processing Capacity and Capability of Mills to Utilize Timber by Diameter Size Class Within the Lolo and Bitterroot National Forests Timber-Processing Area." Missoula, MT: University of Montana, Bureau of Business and Economic Research. 26 p.

Pennick McIver, Chelsea; Morgan, Todd A. 2022. "Timber Use, Processing Capacity and Capability of Mills to Utilize Timber by Diameter Size Class Within the Custer-Gallatin National Forest Timber-Processing Area." Missoula, MT: University of Montana, Bureau of Business and Economic Research. 22 p.

McIver, Chelsea P. 2021. "10 Years of Restoration: Measuring the impact of the Collaborative Forest Landscape Restoration Program on local communities in northwest Montana." Missoula, MT: University of Montana, College of Forestry and Conservation, 26 p.

McIver, Chelsea P.; Hogg, Jace; Becker, Dennis R.; Cook, Philip S. 2020. "The Impact of Collaboration on the Pace and Scale of Restoration in Idaho." PAG Report No. 41. Moscow, ID: University of Idaho, College of Natural Resources, Policy Analysis Group. 12 p.

McIver, Chelsea P.; Meyer, Karl; Becker, Dennis R.; Cook, Philip S. 2019. "Analysis of a single payment program for public lands counties in Idaho: Scenarios and Implications." PAG Report No. 40. Moscow, ID: University of Idaho, College of Natural Resources, Policy Analysis Group. 78 p.

McIver, Chelsea P.; Marcille, Kate. "White Paper: Characterizing Federal Timber Flow and Utilization for Input-Output Modeling by the US Forest Service." Missoula, MT: University of Montana, Bureau of Business and Economic Research, 2017. Electronic.

McIver, Chelsea P. 2016. "Measuring the Benefits of the Collaborative Forest Landscape Restoration Program for Local Communities in Northeast Washington." Missoula, MT: University of Montana, Bureau of Business and Economic Research, 26 p.

McIver, Chelsea P. 2016. "Are Forest Restoration Investments Benefiting Local Communities Most in Need?" Missoula, MT: University of Montana, Bureau of Business and Economic Research, 1 p.

McIver, Chelsea P. 2013. "An Assessment of Local Contractor Participation in the Southwestern Crown of the Continent CFLRP Project." Missoula, MT: University of Montana, Bureau of Business and Economic Research, 32 p.

McIver, Chelsea P.; Sorenson, Colin B.; Keegan, Charles E. III: Morgan, Todd A. 2013. "Timber Use, Processing Capacity, and Capability to Utilize Small-Diameter Timber Within USDA Forest Service Region One Timber-Processing Area." Missoula, MT: University of Montana, Bureau of Business and Economic Research, 21 p.

McIver, Chelsea P.; Sorenson, Colin B.; Keegan, Charles E.; Gale, Charles B.; Morgan, Todd A. 2012. "Capacity and Capability of Mills in the Clearwater and Nez Perce National Forests Timber Processing Area." Missoula, MT: University of Montana, Bureau of Business and Economic Research, 9 p.

Sorenson, Colin B.; **McIver, Chelsea P.**; Keegan, Charles E.; Morgan, Todd A. 2012. "Capacity and Capability of Mills in the Flathead National Forest Timber-Processing Area." Missoula, MT: University of Montana, Bureau of Business and Economic Research, 10 p.

McIver, Chelsea P.; Sorenson, Colin B.; Keegan, Charles E.; Gale, Charles B.; Morgan, Todd A. 2012. "Capacity and Capability of Mills in the Idaho Panhandle National Forest Impact Zone." Missoula, MT: University of Montana, Bureau of Business and Economic Research, 10 p.

Sorenson, Colin B.; **McIver, Chelsea P.**; Keegan, Charles E.; Gale, Charles B.; Morgan, Todd A. 2012. "Capacity and Capability of Mills in the Kootenai National Forest Impact Zone." Missoula, MT: University of Montana, Bureau of Business and Economic Research, 9 p.

McIver, Chelsea P.; Sorenson, Colin B.; Keegan, Charles B.; Morgan, Todd A. 2012. "Capacity and Capability of Mills in the Lolo National Forest Timber-Processing Area." Missoula, MT: University of Montana, Bureau of Business and Economic Research, 10 p.

Morgan, Todd A.; **McIver, Chelsea P.**; Sorenson, Colin B.; Keegan, Charles E. III; Hayes, Steven W. 2011. "Montana's Forest Economy: A roller coaster ride through the first decade of the 21st century." Montana Business Quarterly Winter 2011: 2-7.

Presentations and Other Creative Activities:

Pennick, Chelsea S., Benedum, Michelle. 2026. "Developing a Policy Agenda for Increasing the Utilization of Biomass in the Interior US West." Presented at the Society of American Foresters Annual Convention, Tacoma, WA. October 7, 2026.

Pennick, Chelsea S. 2026. "Opening up the Black Box: Bureaucrats as agents of stability and change in the governance of national forests". Part of a panel on *What Enables and Constrains Natural Resource Management*. International Association for Society and Natural Resources Conference. Corvallis, OR. June 22, 2026.

Pennick, Chelsea. 2025. "A to Z Stewardship Contracting". Part of a panel on *Current Adaptations and Initiatives to Advance Locally Driven, Cross-Boundary Action.* Presented at the Montana Forest Collaboration Network Conference, Missoula, MT. November 6, 2025.

Pennick, Chelsea. 2025. "Unpacking the Public Lands Burden: Public lands, local governments and tax policy in the American West." Presented at the Western Public Administration Research Group meeting, Las Vegas, NV. February 22, 2025.

Pennick, Chelsea. 2023. "Does Collaboration Make a Difference? Pace, Scale and the Role of Forest Service Staff." Presented to the Human Dimensions Community of Practice, Washington Office, USDA Forest Service. August 16, 2023.

Pennick McIver, Chelsea, Dennis R. Becker. 2020. "Collaboration in the Intermountain West: Impacts on pace, scale and agency decision-making." Presented to the Idaho Forest Restoration Partnership Meeting. Virtual. April 15, 2020.

Pennick McIver, Chelsea, Dennis R. Becker. 2020. "Collaboration in the Intermountain West: A project to understand how collaboration is impacting the pace and scale of restoration on public lands." Presented to the Beaverhead-Deerlodge Working Group. Anaconda, MT. February 2020.

McIver, Chelsea P. 2018. "County Payments: Past, Present and Future." Presented to the Public Lands Committee of the Idaho Association of Counties. Boise, ID, September 25, 2018.

McIver, Chelsea P. 2018. "Collaboration in the Intermountain West: A project to understand how collaboration is impacting the pace and scale of restoration." Presented to the Ecosystem Management and Coordination Group, Washington Office, US Forest Service. Virtual, August 30, 2018.

McIver, Chelsea P. 2018. "Building Wealth in Rural Communities: county payments and beyond." Mineral County Resource Coalition, Superior, MT, May 8, 2018.

McIver, Chelsea P. 2018. Understanding County Payments: A Case Study. Presented at the Montana Forest Counties Summit. Missoula, MT, May 1-2, 2018.

McIver, Chelsea P. 2018. Building Wealth in Rural Communities. Panel on Honing Your Collaboration Skills. Presented at the Idaho/Montana Regional Forest Restoration Workshop. Coeur d'Alene, ID, March 20-21, 2018.

GRANTS AND CONTRACTS AWARDED:

PI *Capacity-building to Enable Shared Stewardship: Resources and Tools* (2026-2027). Investigator: Chelsea S. Pennick. Sponsor: Wallowa Resources. Amount: $75,000

PI *Development of a Resource Guide on A to Z Stewardship Contracting* (2025-2026). Investigator: Chelsea S. Pennick. Sponsor: Rural Voices for Conservation Coalition. Amount: $25,000.

PI *Obtaining Data Science Expertise to Support Evidence-based Policymaking for Public Lands Counties* (2026-2028). Investigator: Chelsea S. Pennick. Sponsor: National Science Foundation. Amount: $178,506.

PI *Exploring the business and policy environment for utilization of climate-smart biomass* (2024-2025). Investigator: Chelsea S. Pennick. Sponsor: Resources Legacy Fund. Amount: $96,077.

Co-PI *Collaborative Governance for Landscape Prioritization: Exploring the Role of Public Managers in Models of Collaborative Governance Outcomes* (2019-2022). Investigators: Dennis Becker and Chelsea Pennick. Sponsor: USDA Forest Service, Pacific Northwest Research Station. Amount: $50,000.

PI *Socioeconomic Direct Effects Monitoring for NEW Forest Vision 2020* (2015-2018). Sponsor: U.S. Forest Service, Colville National Forest. Amount: $27,335.

PI *The First Five Years: Measuring the Impact of the Collaborative Forest Landscape Restoration Program on Local Communities in NW Montana* (2013-2017). Investigators: Todd Morgan and Chelsea Pennick. Sponsor: University of Montana/SW Crown Collaborative (Cory Davis). Amount: $20,300.

PI *Monitoring Subcontracting Trends in the Southwestern Crown of the Continent CFLRP* (2013-2015). Investigators: Todd Morgan and Chelsea Pennick. Sponsor: University of Montana/SW Crown Collaborative (Cory Davis). Amount: $7,310.

SERVICE ACTIVITIES:

Associate Editor, Society and Natural Resources

Reviewer, Journal of Policy Analysis and Management, Forest Science, Journal of Forestry, Discover Geosciences, Climatic Change

Executive Committee, American Society for Public Administration, Section on Environmental and Natural Resources Administration

Grant Reviewer, Collaborative Capacity Program, National Forest Foundation (2025)

Advisory Committee, Collaborative Resource Solutions Program, National Forest Foundation (2023-2024)

Advisory Committee, Advancing Rural Prosperity and Equity Through the New Forest Economy (USDA AFRI Project; PI: Emily Jane Davis, Oregon State University (2022 – present)

Chair, Leadership Team, Rural Voices for Conservation Coalition

AWARDS, MEDIA AND PROFESSIONAL DEVELOPMENT

Awards

Best Dissertation Award, Public Management Research Association, 2023

Best Field Note Award, State and Local Government Review, 2022

Media

"Study: Western state budgets hit hard from wildfire costs." Interview with Rachel Cohen for Idaho State Public Radio. Published December 17, 2021.

"How effective is the Forest Service's public engagement process?" Interview with Carl Segerstrom for feature in High Country News. March 24, 2021.

"The Changing Politics of Woods Work: Cash-strapped agencies use private contractors to the detriment of local communities." Interview with Hal Herring for High Country News. March 2017. Published October 30, 2017.

"Forest Service develops 'sustained yield' aimed at propping up Montana's flagging timber industry". Cites PAG Policy Brief No. 1 on sustained yield units.