

Todd A. Adkins, Ph.D., J.D.

GOVERNMENT AFFAIRS EXECUTIVE

CORE COMPETENCIES

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|--------------------------|----------------------|-----------------------------|
| ◆ Legislation & Advocacy | ◆ Strategic Planning | ◆ Regulatory Affairs |
| ◆ Public Policy | ◆ Media Relations | ◆ Relationship Building |
| ◆ Data & Analytics | ◆ Crisis Management | ◆ Team Coaching & Mentoring |

EXECUTIVE EXPERIENCE

The U.S. Sportsmen's Alliance

2022 – Present

Vice President, Government Affairs

Selected Achievements:

- ▶ Lead government and public affairs activities in all fifty states and the federal government.
- ▶ Manage advocacy activities among membership and supporter network.
- ▶ Direct government affairs staff to achieve key milestones of growth within initial year of placement.
- ▶ Developing new litigation arm, along with concurrent regulatory strategy to complement government and public affairs.

Montcalm Community College

2020 – Present

Social Sciences Faculty

Selected Achievements:

- ▶ Develop and deliver American Government curriculum to students in multiple modalities: in-person, pure online, and “hyflex” classes with in-person and virtual learners attending simultaneously.
- ▶ Student evaluations ranked in upper percentiles across entire curriculum in all modalities.
- ▶ Effectively serve on curriculum, assessment, and civic engagement committees.

NRA-Institute for Legislative Action

2015 – 2020

Managing Director, State & Local Affairs (2019 – 2020)

Selected Achievements:

- ▶ Led team of 25, including lobbyists, legislative assistants, and support staff, overseeing national advocacy efforts while managing eight-figure budget and efficiently deploying available PAC resources.
- ▶ Reduced double-digit attrition rate to zero during tenure, vastly increased morale, and streamlined decision-making with C-suite overhaul of all internal communication processes.

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- ▶ Created matrix approach to project completion by identifying key personnel across divisions while developing the support mechanisms within upper management to foster growth and efficiency.

State Director (2018 – 2019)

Selected Achievements:

- ▶ Led all public policy advocacy in a group of Southeastern states, securing passage of priority legislation within first year of taking on State Director role and ensuring 90%+ winning percentage in elections.
- ▶ Oversaw all external communications to member base of 5 million, key stakeholders, and strategic partners to ensure all media inquiries, publications, and releases were aligned to organizational objectives and utilized best practices.

Senior Policy Advisor (2017-2018)

Selected Achievements:

- ▶ Created crisis management and strategic leadership plans that allowed organization to quickly execute grassroots mobilization, education, and state association partnerships on issues impacting organizational objectives.
- ▶ Acted as primary advisor to the executive team on legislation, regulatory compliance, and upcoming policy-related threats, allowing the organization to anticipate changes and shift resources to achieve goals.

Director of Research & Information (2015-2017)

Selected Achievements:

- ▶ Utilized skillset in research and surveying to overhaul internal processes and procedures, successfully building the organization's first in-house survey platform, leading to successful messaging and fundraising refinement.
- ▶ Oversaw a staff of 10 policy writers, researchers, and communications personnel, ensuring KPI's were met or exceeded with staff retention at 100% through duration of tenure.

EDUCATION & TECHNICAL SKILLS

Bachelor of Arts in Political Science
Western Michigan University

Master of Arts in Political Science
University of Notre Dame

Juris Doctorate
University of Iowa

Ph.D. in Political Science
University of Notre Dame

Technical Skills

Commercial Pilot License, STATA Statistical Software, Qualtrics, Online Learning Platforms