

Management

TRACKS



News from the Organization of Wildlife Planners

New Synergies

How OWP and Academic Institutions Can Advance Planning and Ecosystem Management in a Human Context

By C. Cormack Gates, Faculty of Environmental Design, University of Calgary, Alberta, and Dana E. Dolsen, Utah Division of Wildlife Resources

“To design is to plan and organize, to order, to relate and to control. In short, it embraces all means opposing disorder and accident. Therefore, it signifies a human need and qualifies man’s thinking and doing.”

—Josef Albers (1888-1976)

This article addresses the relevance and need for a more robust OWP membership that includes academic institutions with fish and wildlife-related degree programs. The OWP Executive Committee asserts that the future and effectiveness of our agencies would be better served by creation of a membership category for such institutions. OWP must become directly involved and engaged with knowledge transfer, bridging the gap between the research and applied realms of wildlife management. Thus, a bylaw change will be presented for a vote of the membership at our annual business meeting this year. Please watch for and read the position paper that will be posted to the OWP Website (www.owpweb.org) and distributed on the OWP listserv. Please direct comments to Dana Dolsen at danadolsen@utah.gov.

Collapse

Two recent reminders detail the significant role of humans in diminishing the finite biological resources of this planet. Late in 2006, the World Wildlife Fund released figures showing that two of the top five countries in the world ranked for per capita “ecological footprint” (in glo-

bal hectares per person) are the United States (2nd at ~11.8) and Canada (4th at ~7.5). At 2003 rates, North America’s biological capacity was about 5.7 global hectares per person; Canada and the United States together averaged 9.3!

Ecological Footprint

is the area of biologically productive land and sea required to provide the resources we use and to absorb our waste (Living Planet Report 2006).

The United Nations’ 2005 Millennium Assessment asserted that biodiversity changes due to human activities were more rapid in the past 50 years than at any time in human history. It further contended that the drivers of change that cause biodiversity loss and lead to changes in ecosystem services are either steady or are increasing in intensity.

Linking Biodiversity and Culture

It is becoming increasingly clear that biological diversity, ecological goods and services, economies, and human well-being are inextricably linked across all scales. In his 2005 book *Collapse*, Jared

Diamond described the fate of societies unable to anticipate and intervene as natural resources are incrementally depleted. Lessons learned from history, though clearly understandable, are difficult for market-driven governance systems to incorporate into planning for sustainability. Yet this is what is urgently needed. As Buckminster Fuller eloquently stated, “The best way to predict the future is to design it.” Design and planning are synonymous, and this is the realm of “systems thinking” employed by planners. As a synthesis activity, planning directs how data can inform our understanding of system interrelationships and explores how to integrate science, policy, and management.

Biodiversity

benefits people through more than just its contribution to material welfare and livelihoods. Biodiversity contributes to security, resiliency, social relations, health, and freedom of choices and actions (Millenium Ecosystem Assessment 2005).

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The Prez Sez...

A few words from our president

By Dana Dolsen, Utah Division of Wildlife Resources

Get on the Global Conservation Stage by Answering Local Casting Calls!

Are humans a part of the ecosystem or apart from it? The debate could go on for days, but as most of you know, I believe we came from the Earth, so we must be a part of it. Thus, our agency mandates of “protecting wildlife” must also encompass the sister mandates of managing and restoring the human ecosystem for wildlife and human benefits. These three functions are integral in the full stewardship of the diversity of life, both wild and human, throughout the wild places we love and enjoy across the diversity of places we humans reside.

On the biological side, Utah is welcoming the Ho-Ha strain of rainbow trout into its waters. This subspecies is better able to resist whirling disease due to a multi-generational exposure. White-tailed deer, once non-residents, are making inroads here, as are diseases like avian influenza, CWD, and WNV. Anglers quake in fear upon learning of the quagga mussel’s residency in southwestern waters (Lake Mead and others). FACT: We humans are usually the indirect or direct vectors of global changes to many life forms, affecting their cycles, stamina, resilience, and viability.

Here in Utah, local socioeconomic changes are potentially helping the whole ecosystem. Salt Lake City not only hosts the Outdoor Industry Council meeting, held twice yearly to pitch its newest technologically enhanced outdoor recreation gear to national retailers (who in turn sell them to us), but now the big Hunt Expo meets here too, raising close to 10 million bucks (oops, does, er...dollars) for habitat protection. At a recent meeting, a local community official told us how a Demon-



stration Garden-Park is designed to help us city folk be more conscious of and conscientious in our landscaping and household management practices to better sustain our watershed’s viability.

Beyond that, after viewing a Sundance Film Festival flick called *Everything’s Cool* (an insightful look at the evolution of and struggle for global climate change awareness), my wife and I heard our City Mayor, Rocky Anderson, relate how our community has met a city emissions reduction goal and urge us to become “E2” citizens! Afterwards, moviegoers filled out postcards to influential politicians, received energy-saving bulbs (from IKEA!), and learned about how the film production company had offset the CO₂ emissions generated for each *Everything’s Cool* audience member by an estimated 300 miles of travel to Park City, Utah. (They purchased Clif Bar Cool Tags™ where 100% of the funds raised are used to buy renewable energy credits through NativeEnergy, which supports the Alaskan Native Village Wind Projects energy offsets available through windfarm development. See www.everythingscool.org.)

So, our professional lives should mirror our personal commitments as we integrate our being part of the human ecosystem into the way we relate to each other and our planet. Remember to “Think Global—Act Local!” Conservation, no matter its focus or aim, is truly a down-home thing, but only if we make it so!

It’s election time!

Candidate biographies and information on how to vote are available online at www.owpweb.org.

SWAPs and TIPs: Planners Unite!

By Joseph Burns, U.S. Fish and Wildlife Service

As a U.S. Fish and Wildlife Service transportation liaison focused on enhancing environmental stewardship and streamlining the environmental review process for transportation projects, I receive many transportation-related questions that can be boiled down to just two: (1) What and where are the critical resources in the transportation planning area? (2) What can transportation agencies do to design and deliver efficient transportation systems that avoid valuable natural areas and (where possible) blend into the ecological and socioeconomic context, and still meet the needs of the American public?

Of course, the answer to the second question from most biologists I know is, “It depends.” It depends on the project, the project’s scope and scale, and where the project is located. It depends on the physical, chemical, biological, and atmospheric conditions of the planning area, how the transportation project will fit in or influence those characteristics of the planning area, and so much more. If transportation planners had access to such information and a complete understanding of ecological relationships, could they plan better transportation projects?

Transportation planners tell me they prefer to design transportation projects where there are no potential impacts or complicating unknowns, which can delay project delivery or increase costs. A recent Transportation Research Board panel session on performance measurement indicated that one of the noteworthy causes of project delay involves the inherent challenge of addressing unknowns. Considering State Wildlife Action Plans (SWAPs) and statewide Transportation Improvement Plans (TIPs) together, one might expect that it would be easier to identify and address potential conflicts early in the planning stages *before* they become obstacles. Doing so would decrease the likelihood of unknowns, which in turn would increase

predictability, options, and time to study and select the best solution.

“SAFETEA-LU” Section 6001: Exciting New Environmental Provisions

State and regional transportation agencies struggle heroically to plan, design, build, maintain, and upgrade transportation capacity and a level of service that keeps up with growing and evolving transportation needs. The title of the most recent transportation law, “Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users,” underscores a slate of goals that Congress expects highway projects to achieve. With such admirable goals, how can transportation planners even begin to take on additional responsibilities? Further, Section 6001 directs transportation agencies to include “a discussion of mitigation activities” within their statewide and regional transportation plans that could “restore and maintain environmental functions...in consultation with Federal, State, [and] Tribal wildlife, land management and regulatory agencies.”

State Wildlife Action Plans

The State Wildlife Action Plans offer one location where a diverse amount of natural resource information can be accessed and used to guide transportation planning. Merely by overlaying maps of certain resources onto transportation corridors, planners could quickly assess any fatal flaws, better appreciate a transportation project’s impact to an ecological region, and understand the larger ecological context of the state. Transportation planners and resource specialists are better prepared to identify and prioritize resource concerns. With these in mind, they can begin to construct a broad range of transportation or ecological system enhancements that offer the greatest return for limited transportation and environmental dollars.

While federal agencies manage some species such as migratory birds and fed-

erally protected species, it is state natural resource agencies that are charged with managing the wildlife within their state. Therefore, state wildlife plans will likely offer the most definitive guidance for transportation agencies. Since the plans are young, they will likely grow over time to incorporate new information or address emerging resource priorities. As plans and species/resource maps become more qualitatively and quantitatively explicit, they will better assist transportation agencies to anticipate and avoid resource conflicts.

Plan Your Work and Work Your Plan

It really is all about implementation. Now that the State Wildlife Action Plans are completed, can you put those plans on the ground so that their benefits are realized? This is where planners come in, or I should say continue. To get a plan on the ground as quickly as possible, with the least amount of error associated with guesswork, pull together *both* the transportation planners *and* the architects of the State Wildlife Action Plans. Together they can identify a few “low hanging fruit” where transportation and conservation priorities overlap and could be accomplished with a little up-front preparation time. And what is that compared to the months, sometimes years, of planning and coordination that led to their development in the first place? When it comes to “working the plan,” planners, by definition, remain indispensable. Now, whose turn is it to monitor?

NOTE: The Federal Highway Administration’s Website (www.environment.fhwa.dot.gov) supports an “environmental toolkit” that offers a wealth of information to move from planning to implementation, including one called “Eco-Logical: An Ecosystem Approach for Developing Infrastructure Projects.” For more information, contact joseph_burns@fws.gov. 🐾

New Synergies

Continued from page 1

The role of fish and wildlife agency planners is evolving in response to the increasing complexity of managing ecosystems as integrated wholes within which individual systems of species and humans live and interact. Indeed, “ecosystem management” is emerging as an interdisciplinary framework for natural resource management, striving as it does to merge ecology with cultural elements such as economic and socio-political realities.

Ecosystem Management: The New Interdiscipline

First described by Grumbine (1994), the theoretical basis for ecosystem management is advancing, with a rapid increase in the number of projects attempted and evaluated worldwide. Applications of the concept are found in integrated conservation and development projects and in community-based natural resources management programs, all designed to enhance both conservation of natural capital and the welfare of local communities. There is growing recognition of the interdependence between ecosystem and local community viability as well as the potentially disruptive influence of broader-scale social, economic, political, and institutional forces.

Similarly, the tools for ecosystem management are rapidly evolving, challenging planners to develop and apply new skills within new conceptual frameworks. Examples include social landscape, institutional, stakeholder, and conflict analyses; resource economics; and landscape ecology. Already using tools such as scanning, inventory, ecological assessment, and collaboration, planners are refining adaptive management for an ecosystem approach applied in meaningful time and space.

A “Wicked Problem”

Walker and Salt (2006) contend that the ability of fish and wildlife management agencies to strengthen ecosystem resilience and/or enhance biodiversity while sustaining human benefits depends on understanding and accepting this principle: that fish and wildlife man-

agement is part of a complex, multiple-scale, biosocial ecosystem. In the sense defined by Rittel and Webber (1973), wildlife management planning is a “wicked problem”: solutions are not obvious; there is no single right solution; problems exhibit interconnectedness and complexity; and conflict is typical. To be effective, agency planners require knowledge and skills far beyond what is conventionally taught in post-secondary environmental planning, ecology, or conservation biology programs.

Ecosystem management requires interdisciplinary skills and knowledge, coupled with stakeholder participation, to achieve broad-based support for sustainable outcomes. Planners are, by nature, interdisciplinarians. They have always had to assemble and facilitate the work of others who have essential knowledge and skills, and guide stakeholders toward mutual agreement in implementing solutions. Given the complexity of the biosocial systems within which fish, wildlife, and ecosystems are managed, the call to planners to achieve or facilitate broadly supported, sustainable outcomes is enormously challenging.

Tools for ecosystem management are rapidly evolving, challenging planners to develop and apply new skills with a new conceptual framework.

However, it is rare to know someone who has been prepared through post-secondary education for the demanding roles of a fish and wildlife planner; most planners have learned the craft through trial and error and on-the-job professional development. In addition, few practitioners are able to keep abreast of global advancements in theories and practices of ecosystem management.

Planners+Academia=Synergy

The need for synergies between agency planners and academic institutions for the benefit of each is clear. OWP is uniquely positioned to draw on the collective knowledge and experience of its members in training today’s students (and tomorrow’s planners), as they already do for agency personnel when trading advice and teaching planning courses. By contributing to education at the post-second-

ary and particularly the graduate level, practitioners can engage in reciprocal arrangements, exchanging mutually beneficial research and knowledge with faculty members interested in real-world work with agencies and NGOs.

“Sharing knowledge is better than having it.”—Peter J. Bogaards

Despite the benefits of such a liaison, substantial barriers to interdisciplinary research and outreach exist in many university programs. Challenges and opportunities include the following:

- *Research Specialization.* Academic institutions strongly promote research specialization that is counter to interdisciplinary research and learning. National research funding bodies reward narrowly specialized researchers, increasing the difficulty for faculty working on interdisciplinary initiatives to acquire such support. We need to seek out and encourage new national programs that fund research on complex biosocial phenomena that supports designing a sustainable environmental future.
- *“Tinkering with Science.”* There is a stigma that interdisciplinary professionals “tinker with science” but do not do it well. One counteractive approach would be to define an interdiscipline—for example, “ecosystem management”—then corral the support and lobbying of agencies, NGOs, and corporations to demand that university administrators recognize ecosystem management as a credible field of study. If we as planners and interested academicians want to forge effective partnerships demonstrating how interdisciplinary research on environmental problems relate to the economy and the well-being of citizens, we must break down these lingering misperceptions about interdisciplinary science.
- *Ivory Tower Syndrome.* The forces driving specialization in academic institutions provide little opportunity for universities to hire professors who have real-world management experience. Agencies and others could offer incentives to hire experienced instructors to teach student interns who can then conduct interdisciplinary research. Mechanisms could include engaging qualified

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agency planners to teach and/or conduct research in universities through adjunct faculty appointments, seminar series leadership, and guest lectures, or funding term-limited or endowed chairs.

- *Narrow Scope.* Graduate students conducting research in ecology, sociology, policy, or law may be discouraged from broadening the scope of their work into other disciplines such as wildlife biology. This could be dealt with by offering funded internships or preceptorships requiring a residency with an agency, corporation, or NGO, wherein one or more mentors would provide exposure to real-world problem solving. For example, in Canada, the Natural Science and Engineering Research Council offers an Industrial NSERC Studentship at the graduate level whereby an agency or NGO provides about one third of the annual stipend for the student. The rest is augmented by NSERC, and the student is required to spend 20 percent of his or her time doing research in agency facilities.
- *Curricular Specialization.* The solution here first requires achieving recognition and legitimacy of interdisciplinary programs focusing on complex biosocial systems, as described above. This would be followed by research on designing new interdisciplinary methodologies, then developing solutions to real-world problems through cooperative research. Participation by practitioners is essential for redesigning the curriculum and scope of

research in these programs. Despite challenges associated with the broad variety of courses required to teach (and integrate) natural and social sciences, some of this material could be efficiently delivered through practice-based studio

Buckminster Fuller

said, "The best way to predict the future is to design it."

courses, contributions by guest lecturers, and experiential learning on team-based projects.

OWP a "Natural"

With its long tradition of teaching agencies how to develop and implement planning systems and processes, the OWP has an opportunity to help educate future practitioners and advance practical application of theory by working with academic institutions. Engagement with universities would foster bilateral learning and facilitate innovation, improving and formalizing the tool kit available to planners. A wildlife planner's tool kit could be enhanced with biosocial systems models for decision support; advancements in diplomacy, democratic, and collaborative decision processes; survey and polling methods; social landscape analysis; GIS applications in spatial and temporal modeling to support planning; and spatial-temporal conservation designs for managing and mitigating energy and urban development.

Saying What We Want

All too often, forces of the macro-economy define the quality of places and resources that people value, rather than society valuing the interdependent system of nature, culture, and economy. Speaking at the OWP conference in Canmore, Alberta, in May 2006, Ian Dyson admonished, "If we don't say what we want, we just get what we get." Perhaps the next generation of wildlife planners will be even better equipped and informed to deal with the biosocial complexities facing them, with greater success in achieving sustainability and intergenerational equity, because of synergies OWP develops between practitioners and academic institutions today.

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MAT Spring Leadership Courses

The registration deadline is almost here for the 2007 Spring Term of the AFWA-Management Assistance Team's online leadership courses. Fish and wildlife agency personnel have unique perspectives, and MAT's online leadership development courses are tailored specifically to our profession and are much more than computer-based training. These courses use an interactive, instructor-led approach.

Fish and wildlife agency professionals can participate in these courses even with very busy schedules. The courses require that participants have reliable internet access and basic computer skills to visit Websites, create MS

Word documents, and use email. The courses are challenging and require about 5 hours of work each week. To register, go to www.matteam.org.

Registration is open through March 16 or until courses are filled. Courses are limited to 15 participants and are available to anyone who works for a state fish and wildlife agency or the U.S. Fish and Wildlife Service, when space is available. Registration requires completing a short online form, and participants are accepted on a first-come, first-served basis. All participants will receive a Course Certificate upon successful completion (a certificate can be sent for your personnel file on request).

Courses are filling fast! Those still open for Spring 2007 include:

- **Creative and Critical Thinking**
- **Going from Good to Great**
- **Organizations as Ecosystems**
- **Power**
- **Visionary Leadership**

Dates:

- March 16: Registration closes
- April 2: Online Student Tutorial opens
- April 9: Courses begin

Participant fees:

- 4-week courses: \$48 technology fee plus materials
- 6-week courses: \$60 technology fee plus materials

Holding On or Letting Go: Michigan's Land Consolidation Strategy

By Scott Whitcomb, Michigan Department of Natural Resources

Here in Michigan, we are in the middle of a major evaluation of all of our state land holdings. Called the Land Consolidation Strategy, this major undertaking is basically a strategic planning tool for managing state lands. I share here edited excerpts summarizing the process as one example of looking at the big picture to help deal with the parts.

The Michigan Department of Natural Resources (DNR) is committed to the conservation, protection, management, use and enjoyment of the State's natural resources for current and future generations. In keeping with that mission, the DNR currently holds title to approximately 4.5 million acres of Michigan's land surface, almost 6 million acres of state mineral rights, and 25 million acres of Great Lakes Bottomlands. These lands offer natural resource, recreational, ecological, cultural, and historical values that DNR manages for the continued enjoyment of citizens and visitors alike.

A portion of these lands were purchased specifically for their natural resource and outdoor recreation values using state natural-resource revenues, grants from the Michigan Natural Resources Trust Fund, and federal conservation funds. But the majority of DNR lands came into State ownership as a result of tax reversion in the 20th Century. Most of these lands "tax-reverted" after being clearcut, and many did so several times after being resold by the State. Through reforestation and fire protection programs during most of the 20th Century, the DNR gradually restored these cutover lands to be valuable once again for forestry, wildlife habitat, and outdoor recreation.

While most of these tax-reverted lands contribute significantly to meeting the DNR mission, some do not. The costs associated with managing some of the more scattered land holdings can outweigh the conservation and outdoor recreation values those lands provide. In some cases it appears that the DNR's cost of managing marginal land holdings

detracts from achieving the best overall management of more critical lands. Income from the sale of such tracts can provide funds to acquire important private inholdings within the State's more valuable landscapes. Similarly, costs and staff time now directed towards managing those marginal land holdings can be redirected to enhance the management of remaining lands.

Michigan's Natural Resource Commission has adopted a policy (NRC Policy 2627) on land holdings administered by the DNR to help direct the evaluation of current lands, addressing both natural resource conservation and natural resource-related outdoor recreation. Accordingly, the DNR has instituted the Land Consolidation Strategy, a process that includes reviewing and updating DNR project boundaries; reviewing and classifying parcels that fall outside DNR project boundaries; and developing a process by which certain designated parcels may be exchanged or sold. This strategy involves three phases, as follows:

Phase I: DNR Project Boundary Updating

An important first step was reevaluating the dedicated boundaries of DNR land holdings to help identify lands desirable for addition and those most appropriate for disposal in light of today's conservation and outdoor recreation needs. DNR staff and the NRC reviewed and identified dedicated project boundaries for State Forests, State Game and Wildlife Areas, State Parks, and State Recreation Areas. The Director adopted these boundaries in May of 2004.

Phase II: Parcel Review

With Phase I completed, DNR staff are now reviewing holdings lying outside the newly identified project boundaries to determine which are not contributing sufficiently to conservation and outdoor recreation goals to warrant continued DNR ownership. All state-owned, DNR-managed parcels located outside the project

boundaries will be classified as follows:

Class 1: Retain under State ownership and DNR administration due to natural resource values, cultural resource values, and recreational opportunities and/or location.

Class 2: Natural resource values, cultural resource values, and/or recreational values are such that the parcel should remain protected and/or accessible to the public but potentially owned and administered by an alternative conservation entity.

Class 3: Natural resource, cultural resource, and/or recreational values are such that the parcel does not need to remain in DNR or alternative conservation ownership. The parcel can be exchanged or sold, with proceeds used to obtain lands of greater natural resource, cultural resource, or recreational values that would help consolidate existing DNR project areas. Properties may be conveyed with conditions when determined desirable by the DNR.

Public comment will be accepted for each county as the DNR develops parcel recommendations. Each county will then be reviewed by the DNR's Land Exchange Review Committee, who will submit recommendations to the NRC and the Director. This process will be repeated until all 83 counties have been reviewed.

Phase III: Parcel Conveyance

Upon the completion of Phase II for each county, Class 2 or Class 3 parcels will be considered for land exchange or possible sale. Funds generated from land sales will be used to acquire lands of high natural resource or recreation value. Governmental agencies and conservation organizations will be provided the first opportunity to acquire the lands identified for release (see <http://www.michigan.gov/dnrparcels>).

For more information, visit http://www.michigan.gov/dnr/0,1607,7-153-30301_31154_33787---00.html, or contact Scott at whitcosd@michigan.gov. 

2007 OWP ANNUAL MEETING & CONFERENCE: *Developing the Next Generation of Fish and Wildlife Agencies*

The Virginia Tech Department of Fisheries and Wildlife Sciences and the Virginia Department of Game and Inland Fisheries invite you to attend the 29th OWP Annual Meeting & Conference, to be held May 22-25, 2007, on the Virginia Tech campus in Blacksburg.

Please join us for an exciting discussion that will focus on preparing fish and wildlife agencies for a future that differs greatly from what they have experienced in the past. A series of mini-workshops will address issues as diverse as succession planning for dramatic changes in agency personnel, integration of State Wildlife Action Plans into regional and national priorities, anticipating the effects of global warming on fish and wildlife resources, and developing partnerships with corporate partners that seek greener images.

In addition, there will be a one-day pre-conference workshop—*Measuring*

WHEN: May 22-25, 2007
WHERE: The Inn at Virginia Tech
Virginia Tech Campus
Blacksburg, Va.
MORE INFO: www.owpweb.org/AnnualConf/next_conference.php
CONTACTS: Steve McMullin
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Program Performance: Results-Driven Management—that will introduce participants to the various aspects of measuring program and agency performance and how to improve their ability to develop metrics for their strategic plans and program reporting requirements. (See “OWP Training Opportunities,” below. You do

not have to attend the conference to take the training.)

For complete conference details, please visit the OWP 2007 Conference Website at http://www.owpweb.org/AnnualConf/next_conference.php.

We hope you will join us in Blacksburg this May.

OWP Training Opportunities

Two OWP courses are being offered this spring, and soon! Check these out:

Comprehensive Management Systems (CMS) Training (OWP 205/210)

OWP’s classic course on developing a CMS, a mechanism for bringing citizens, fish and wildlife professionals, and policymakers together to jointly determine priorities and future directions of agency programs.

Next CMS Workshop: Syracuse, New York, March 28-30, 2007

Measuring Program Performance: Results-Driven Management (MPP)

A new workshop developed by the OWP Training Committee on the various aspects of measuring program and agency performance.

Next MPP Workshop: Blacksburg, Virginia, May 21, 2007*

*NOTE: The Blacksburg course is being held the day before the OWP Annual Meeting & Conference. Conference registration is *not* a requirement for taking the course, but we highly recommend it!

For information on these courses or to register, please visit www.owpweb.org/TrainingOpps.

To request an OWP training course for your agency or to suggest a new training course, contact Mark Burch, (907) 267-2387, or any OWP Officer or Regional Director (see page 2). Course offerings are often open to others outside the hosting agency on a space-available basis.

For more OWP news, visit www.owpweb.org

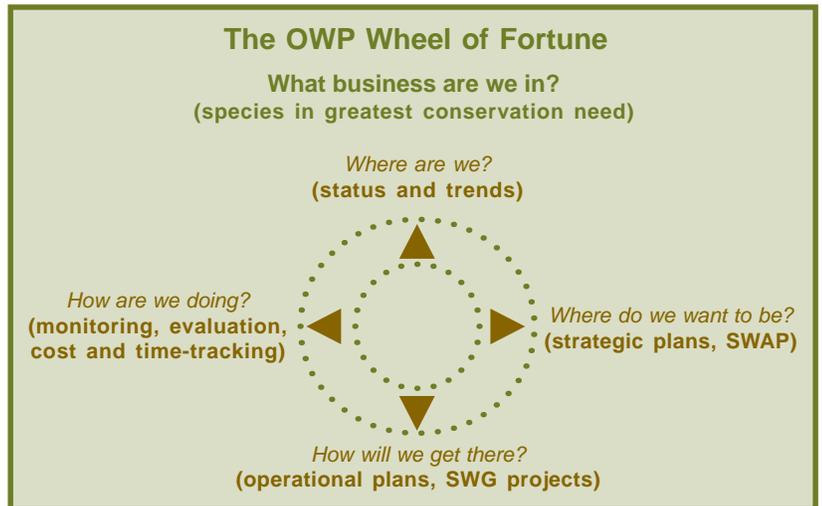
OWP Wheel of Fortune and State Wildlife Action Plans

By Brian Stenquist, Minnesota Department of Natural Resources

“This is the biggest thing to come along in a generation for wildlife planning!” That’s how John Sunderland (OWP; Arkansas Game and Fish Commission) characterized State Wildlife Action Plans back in 2003.

Many of the State Wildlife Action Plans (SWAPs) have active OWP members involved in their development. But some do not. **Active OWP members should get involved in their state’s efforts! Encourage your SWAP team to attend the OWP 2007 Conference.**

It is very useful to keep in mind the “OWP Wheel of Fortune” (the five planning questions arrayed in a clockwise pattern) when implementing your SWAP. These questions clarify the connections between knowledge (planning) and action (conservation projects). They can also link SWAP to other fish and wildlife management planning activities in your agency. ♪



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