

# Management

# TRACKS



News from the Organization of Wildlife Planners

*An affiliate of the Association of Fish and Wildlife Agencies*

## Succession Planning to Develop the Next Generation of Fish and Wildlife Professionals *Responding to the Perfect Storm of Personnel Issues*

By Steve L. McMullin, Department of Fisheries & Wildlife Sciences, Virginia Tech, [smcmulli@vt.edu](mailto:smcmulli@vt.edu)

In the movie, “The Perfect Storm” (based on the book by Sebastian Junger), a television meteorologist describes the coming together of a hurricane from the south, an Arctic front from the north and a low-pressure system from the west as a set of conditions that would create the perfect storm. When those elements did merge, they resulted in the demise of the sword-fishing boat, the Andrea Gail. I have suggested that the fish and wildlife profession may be facing its own perfect storm of personnel issues as large numbers of Baby Boomer-generation professionals retire from fish and wildlife agencies over the next 10 years. Among the elements of the personnel perfect storm are:

- Large numbers of fish and wildlife professionals were hired by agencies in the 1970s, and those employees now have 30 or more years of service.
- 47% of all state fish and wildlife agency personnel and 77% of agency leaders surveyed in 2004 said they plan to retire by 2015.
- Only about one out of four agency employees said they were interested in moving up to positions of leadership within their agencies and willing to relocate to take those positions.
- The pool of potential future employees is shrinking as fewer of today’s stu-

dents view fish and wildlife management agencies as their employer of choice.

Should fish and wildlife agencies be concerned about succession planning, the recruitment and development of talented employees to replace the large number of Baby Boomers who will be retiring soon? Absolutely yes, said the members of a blue-ribbon panel that opened the 29<sup>th</sup> Annual Meeting of the Organization of Wildlife Planners held on the campus of Virginia Tech in Blacksburg, Va. Recruiting the best and brightest people, cultivating their interest in becoming leaders in the profession, and providing the experiences and training they need to become leaders must become a high priority with a long-term commitment, according to the panelists.

Members of the panel included Gerry Barnhart (recently retired Director, New York Division of Fish, Wildlife and Marine Resources), Dr. Jim Berkson (Leader, NOAA Fisheries Recruitment, Training and Research Unit at Virginia Tech), J. Carleton Courter, III (Director, Virginia Department of Game and Inland Fisheries), Doug Hansen (Director, South Dakota Game, Fish and Parks Department), and Steve Williams (President, Wildlife Management Institute and former Director, U.S. Fish and Wildlife Service). Some

of the specific questions they addressed and their responses follow.

**What is the greatest challenge in succession planning for the profession?** “Preparing and motivating current employees to step up to leadership positions anywhere in the agency,” said Steve Williams. “There are risks—more politics, more time, the money isn’t always commensurate [with the responsibilities] and relocation issues.” Gerry Barnhart noted that agencies face a real challenge in trying to restore the perception of honor in government service that has been tarnished by political rhetoric. Doug Hansen suggested that, “If we do not inspire enough youth in our country to understand and care enough about fish and wildlife to want to make this a career choice, our profession will become less effective in sustaining fish and wildlife resources.” Jim Berkson added that succession planning has to be seen as a high enough priority to gain attention despite the crisis management that agencies deal with.

**How will future fish and wildlife professionals need to differ from those of today?** “They will need to be more politically astute, more technologically prepared, be well-schooled in human dimensions, have greater communication and interpersonal relationship

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# The Prez Sez...

## *A few words from our president*

By Bill Romberg  
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### **Sailing the Good Ship “OWP” into New Waters**

OWP has long had a known course. We have identified our goals, know our key strengths (and weaknesses), and are familiar with the waters we sail. Our highly professional crew is committed to serving our agencies and our fellow OWP members. Yet even with the best intentions and effort, our plans or process recommendations may be thwarted—lost to the winds of new priorities, swept away in the storms of budget crises, or languishing in the doldrums of a leadership vacuum. However, the good ship “OWP” remains the same, and we must continue the work of trying to help our agencies chart a course through the often-turbulent waters of wildlife management in our respective states, provinces, and territories. It is my sincere privilege to take a hand at the tiller for awhile—to give back to an organization that keeps me energized and focused on the “big picture” of wildlife conservation while providing a network of support and a constant pool of good ideas.

I am happy to report that the crew (your Executive Committee, other committee members, Regional Directors) is a good mixture of veteran hands and new folks who have the energy and ideas to carry OWP into new waters in the coming years. Thanks to all of you for your willingness to serve, and to your agencies for letting you do so.

As President, my job is to make sure there are folks on watch, and to bump the tiller now and again by asking the essential questions of good planners: “Where are we now?” “Where do we want to be?” “How do we get there?” and “Are we still on course (Did we make it)?” I appreciate the good examples set by previous OWP presidents and thank those who have provided wise counsel and guidance as I move forward in this new role.

The view from the wheelhouse is that 2006–2007 was another highly productive



year for OWP. We conducted three training courses (one Comprehensive Management Systems course in New York and two Measuring Program Performance courses in Alaska and Virginia), all within one short six-month period! Many thanks to Mark Burch and the OWP instructors who assisted with these courses to make them a success for the agencies involved and for OWP. The Technical Services Committee—through the efforts of Brian Stenquist (MN), Shaun Keeler (NY), and Lisa Holst (NY)—also assisted with the Northeast Regional Monitoring Initiative, a process and framework to integrate wildlife conservation monitoring efforts associated with the State Wildlife Action Plans among the northeastern states.

On the home front, the Bylaws Review Committee—Margo Matthews (MAP Enterprises), Michele Beucler (ID), and Spencer Amend (DSG)—tackled the monumental task of conducting a comprehensive review of the OWP Bylaws and Operational Guidelines to bring these documents up to professional standards. These edits are being reviewed by the Executive Committee and will be presented to the membership in spring 2008 for approval.

The ExCom sailed into new waters by making a commitment to have a mid-year gathering at the AFWA annual meeting in September as a way of strengthening our relationship with AFWA and making OWP more visible to the state directors. At the 2006 mid-year meeting, the Executive Committee explored a variety of strategic issues facing OWP and made commitments

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## Prez Sez

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to take action on several fronts. One commitment was to expand our membership base by developing a bylaws proposal to extend full membership privileges (voting, holding office, etc.) to universities and colleges offering degrees in wildlife-related disciplines (see cover article of the Spring 2007 *Management Tracks*).

Our year culminated with a very successful annual meeting and conference, hosted by the Virginia Tech Department of Fisheries and Wildlife and the Virginia Department of Game and Inland Fisheries, on the beautiful campus of Virginia Tech in Blacksburg. Although the tone of our meeting was tempered by the tragic events on campus in March, at Steve McMullin's urging we forged ahead with the conference we had been planning all year. My sincerest thanks to Steve, Dana Dolsen, Dave Chadwick, and Brian Stenquist, all of whom worked very hard to develop a truly memorable conference program around the theme, "Developing the Next Generation of Fish and Wildlife Agencies." Four key sessions were developed focusing on what might be considered some of the most pressing issues facing wildlife management agencies as we enter the 21st century:

- Demographic change and the need for succession planning within fish and wildlife agencies (see lead article in this newsletter);
- Implementation of the State Wildlife Action Plans, including identifying the key issues/challenges/pitfalls and what OWP can do to ensure that this ground-breaking national conservation effort succeeds;
- Global climate change and the future of planning for fish and wildlife resources; and
- The greening of corporate America and opportunities to partner with cor-

porations with a solid environmental ethic.

For those who had the opportunity to attend the meeting, I think you will agree that the program was truly exceptional. From my standpoint, it helped focus my thinking on these issues and how we, as planners, can help our agencies wrestle with them. From our discussions in Blacksburg, it is my opinion that State Wildlife Action Plans (SWAPs) and planning, global climate change, and a changing business (social) climate represent a nexus of opportunity for OWP. As an organization, we need to engage on these issues and help agencies navigate the new waters of the coming decades (which are most certainly going to be different from those in the past).

With this in mind, we are pursuing a number of goals and initiatives for 2007–2008. First, we are continuing our efforts to reach out and broaden the OWP network and establish working relationships with like-minded people and organizations. Earlier this year, we began negotiations with the National Association of Recreation Resource Planners (NARRP)—an organization with a focus similar to OWP's and a natural tie to wildlife management and planning—to co-host our 2008 annual meeting. Planning for a joint OWP/NARRP meeting (entitled "*Forging a Partnership Between Recreation and Wildlife Planners*") is well underway and will be held in Missoula, Montana, May 12-15 (see back page). Stay tuned for more information on what is shaping up to be an excellent conference. This certainly represents new waters for OWP, and I am excited about the prospect of forging interdisciplinary ties with NARRP members.

In addition, OWP is working through the Technical Services Committee on a proposal by Dave Chadwick of AFWA to

continue our assistance with state wildlife action planning. OWP would help develop a series of "white papers" on significant SWAP implementation issues facing the states. We heard loud and clear in Blacksburg that many states need assistance with SWAP implementation efforts, so this is definitely a need that the OWP can fill.

Like last year, the Executive Committee will meet in person for a work session during the annual AFWA meeting in September. A majority of the ExCom and several other OWP members have made plans to attend, and we'll be tackling a number of strategic issues. In addition to maintaining our relationship with AFWA, state agencies, and other wildlife management organizations, we will use our time together to examine OWP's five-year Strategic Plan (2004–2009) and begin to develop a process for OWP to assess whether it is still on a good course (*vis-à-vis* the objectives in the current plan) to carry OWP into the future.

Thank you to all who work so hard to make OWP the successful organization that it is. I want to especially thank Dana Dolsen for his dedicated service as president during the last year and for his continued leadership and service to the organization.

Here's to a productive and rewarding year with the OWP.

Anchors aweigh!

—Bill



## Got CMS?

OWP instructors do! OWP offers courses on Comprehensive Management Systems (CMS) and Measuring Program Performance. It's easy to host an OWP course at your own agency. For information on course content, visit [www.owpweb.org/TrainingOpps](http://www.owpweb.org/TrainingOpps). To set up a course in your neighborhood, contact Mark Burch at (907) 267-2387 or [mark\\_burch@fishgame.state.ak.us](mailto:mark_burch@fishgame.state.ak.us).



# Field Notes

## Highlights from our Friends Across the Country

### Florida Fish and Wildlife Conservation Commission

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The Florida Fish and Wildlife Conservation Commission (FWC) has contracted with Dan Decker of Cornell University to take us to a higher level of stakeholder engagement. In 2006, Decker and FWC developed a new model for stakeholder engagement that employs a community-based approach to specific management issues, e.g., bears, manatees, and sea turtles. The approach focuses on engaging stakeholders at the local level in the development of a management plan for which they have some responsibility to help implement. FWC is now training eight agency staff to help initially implement the model.

### Kentucky Department of Fish and Wildlife Resources

Lynn Garrison  
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The Kentucky Department of Fish and Wildlife Resources (KDFWR) Commission formally adopted the department's revised Strategic Plan at its June 8, 2007, meeting. This capped a year-long planning process that included input from the commission, hunters, anglers, boaters, and employees. During the planning process, the department sought to renew its vision for the future, evaluate its core values, redefine its mission, and establish goals and objectives.

The planning process included approximately 3 full months of Web site review, 7 public meetings across the state, and 12 employee planning sessions. "Kentucky Afield" Television aired an episode about the purpose and responsibilities of KDFWR and its specific plan to build "A Better Future for Kentucky's Wildlife." The adopted strategic plan is based on input received from all of these venues. Bruce Hawkinson and Tom Wasson with Dynamic Solutions Group assisted with the planning process.

KDFWR staff are now developing action plans to implement the Strategic Plan as well as performance measures to evaluate progress. Progress in implementing the plan will be posted on the KDFWR Web site at <http://fw.ky.gov>.

KDFWR started a marketing program in 2005 and we are now evaluating the effectiveness of various marketing approaches. Direct mail campaigns have been the most effective. We have had only limited, if any, success with television campaigns even when messages were repeated several times over several days and weeks.

### New York Department of Environmental Conservation

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The New York Department of Environmental Conservation (DEC) recently held 10 planning meetings across the state in support of its State Wildlife Grants Program. New York's Comprehensive Wildlife Conservation Strategy (CWCS) was completed at a very broad, strategic scale, and the current effort is aimed at creating more focused five-year work plans for each of the major watersheds across the state. A statewide programmatic work plan is also being drafted. More than 400 individuals attended the meetings, with 60 people attending two or more. Participants represented 162 organizations, including state and federal agencies, local governments, universities, consulting firms, and others. Attendees were asked to provide input on their immediate, mid- and long-term work priorities for the State Wildlife Grant (SWG) program and ways to begin accomplishing the overwhelming number of recommendations for Species of Greatest Conservation Need. Many new partners not previously involved in CWCS planning attended the watershed sessions through the outstanding recruiting efforts of the new SWG biologists in the program. Draft work plans are scheduled to be completed by the end of 2007 and will

be used to further refine spending priorities for New York's SWG allocation.

The director of the Division of Fish, Wildlife and Marine Resources, Gerry Barnhart, has retired after 28 years with the agency. Gerry provided thoughtful insights as a member of the Succession Planning panel at the OWP 2007 Annual Meeting. He has long played a leadership role in the Association of Fish and Wildlife Agencies and the Great Lakes Fishery Commission, among others. A successor has not yet been appointed.

The new executive staff at DEC has shown a keen interest in New York's endangered and threatened species. Work is underway to enhance the state's protection regulations for these and special-concern species. The changes will seek to define "taking" and enhance protection of critical habitats for listed species. Former OWP president Shaun Keeler is part of the work group drafting the new, improved regulations.

### Ohio Division of Wildlife

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The Ohio Division of Wildlife is in the process of conducting a mid-cycle review of its 2001–2010 strategic plan. The review will allow the Division to update any areas of the plan that have changed since it was first initiated in 1999. The findings will most likely be presented as an addendum to the current plan and will provide a starting point for the Division's fourth strategic plan, which will be probably be initiated in 2008.

The review included input from Division employees who communicated with key constituents throughout the state concerning wildlife issues and concerns. In addition, comments regarding Division operations and activities were gathered at various constituent meetings and conferences.

Preliminary findings indicate an increased concern for emerging wildlife diseases and continued concern for nui-

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## Field Notes

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sance and introduced species, captive wildlife, and the future of stable funding for wildlife conservation.

The review will also provide a template for reassessing Ohio's State Wildlife Action Plan when it is examined in a couple of years.

### Oklahoma Department of Wildlife Conservation

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The Oklahoma Department of Wildlife Conservation is taking steps to streamline marketing efforts in the agency. In the past, each division designed marketing campaigns as needed, although not always applying a sound marketing approach (situational analysis, identification of target markets, making sure the "product" meets an identified need, etc.). A multi-divisional marketing committee was formed to centralize these efforts and develop a strategic approach for agency-wide marketing endeavors. Five priorities have been identified for development of full marketing plans, with implementation timelines ranging from fall 2007 to fall 2008. These include (1) the recruitment and retention of hunters and anglers, (2) a new apprentice hunter license, (3) the

Close to Home Fishing Program, (4) agency recognition, and (5) the Lake Record Fish Program.

### Tennessee Wildlife Resources Agency

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All of state government in Tennessee is being shifted to a new enterprise resource planning (ERP) system. Our old computer systems are being replaced with one system to manage payroll, human resources, property, accounting, purchasing, etc. The payroll function will be implemented on January 1, 2008, with other systems to follow. We've invested a lot of time configuring the new system and will soon begin the training phase for thousands of state employees. TWRA is in its 25<sup>th</sup> year of operating under a Comprehensive Management System, and we will have to make our CMS work with the new computer system.

We're in the second year of a marketing project in cooperation with the National Shooting Sports Foundation. So far we've determined that hearing a radio commercial will not cause people to rush out and buy a hunting license. This fall, we're trying direct mail to lapsed hunters.

## Get Involved!

The OWP is only as effective as the commitment of its members. Want to play a helpful role? Look over the committees below and contact the committee chair listed to learn how you can *get involved!*

### Annual Meeting

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**Weikel Award:** Tom Wiggins  
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## Pathways to Success 2008 Conference

*Integrating Human Dimensions into Fisheries and Wildlife Management*

September 28–October 2, 2008  
YMCA of the Rockies  
Estes Park, Colorado

This publicly and privately sponsored conference and training program is designed to address the myriad issues that arise as people and wildlife struggle to coexist in a sustainable and healthy manner. The conference mission is to increase professionalism and effectiveness in the human dimensions arena of fisheries and wildlife management. Primary sponsors include the National Wildlife Federation, the Western Association of Fish and Wildlife Agencies, the National Park Service, Responsive Management, and our very own OWP. Colorado State University's Warner College of Natural Resources is the host.

As a conference partner and sponsor, we at OWP encourage you to attend this critical wildlife conservation effort. For information about the conference or to register, please visit [www.warnercnr.colostate.edu/nrrt/hdfw](http://www.warnercnr.colostate.edu/nrrt/hdfw).

# Succession Planning

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abilities, be skilled negotiators, and have an even greater sense of humor,” according to Hansen. Williams echoed those sentiments, adding that, “Professionals of tomorrow need to be more politically savvy, socially savvy, and legally savvy than in the past.”

**What about the reluctance of employees wanting to relocate and move up in agencies?** Barnhart suggested, “It is very much in our self-interest to get those who have the desire—the fire in their bellies—into leadership positions and not focus so much on the ‘efficiency’ of having headquarters staff all in one location all the time.” Berkson noted that NOAA has a difficult time recruiting employees to leadership positions because the agency’s regional centers are located in high cost-of-living areas. Hansen suggested that a well-planned, inviting career and leadership development program could offset the lack of financial rewards and motivate employees to aspire to leadership positions.

**What are the highest-priority actions for succession planning in the fish and wildlife profession over the next 10 years?** Several panel members indicated that one of these actions should involve leaders providing opportunities for employees to experience leadership through participatory management. As Hansen observed, “The actions we take as supervisors and agency leaders in developing our employees will have the greatest impact on succession planning...a non-autocratic, empowering leader is continually developing employees, and, in a sense, implementing effective succession planning.” Panelists also described a need for agencies and universities to develop even closer relationships to provide the education and work-experience opportunities needed to produce well-qualified future fish and wildlife professionals. Key elements of effective agency/university relationships include (1) agency involvement in university curriculum discussions and (2) agency financial support for in-

ternship and graduate-study opportunities designed to encourage students to view the agencies as their employer of choice.

The OWP can play an important role in assisting agencies in the succession planning arena. The OWP has already begun to reach out to universities to strengthen ties between agency planners and academics. At the 2007 OWP business meeting, the organization changed its bylaws to allow universities with fish and wildlife programs to gain full membership. Presentations at conferences—such as those made by Dr. Frank Howe (Utah Division of Wildlife Resources), Dr. Larry Gigliotti (South Dakota Game, Fish and Parks Department) and Dr. Jim Berkson at the 2007 annual meeting of the OWP—continue the organization’s long tradition of facilitating the sharing of good ideas for planning among agencies.

For more details on information presented at the 2007 OWP Annual Meeting, including conference proceedings, visit [www.owpweb.org/OWPpubs/ConferenceProceedings.php](http://www.owpweb.org/OWPpubs/ConferenceProceedings.php).

## OWP Web Site News

By Suzan Acre, Webmaster  
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In the 4½ months since I was chosen as your OWP Webmaster, I have touched each OWP Web page at least once to familiarize myself with your Web site structure and get an idea of what types of Web pages I could help you develop. I also identified some Web needs or new developments for which I will need your assistance, as follows.

**Missing Links: State Agency Strategic Plans.** We are missing quite a few links to state agency strategic plans ([www.owpweb.org/Resources/Agencystratplans.php](http://www.owpweb.org/Resources/Agencystratplans.php)). Please take a look on OWPWeb to see if we are missing yours. If so, *please e-mail me at the address above with your current link/URL* so I can add it and complete the list.

**State Agency Contacts.** These

change with some regularity and we don’t always find out about it. Please take a moment to *submit the name of the contact person for your state agency* so we can keep this information current on our mailing list.

**Broken Links.** I have checked all site pages for spelling errors and broken links. OWPWeb has many links, not only pointing to other areas within our own site but also pointing to other Web sites. Most of the broken links were to external sites. As other site owners update and redesign their sites by moving, renaming, or adding and deleting pages, our links to those sources begin to fail. *If you notice one of these “dead links” on OWPWeb, or if you become aware that changes are occurring at your agency’s site, please e-mail me at*

your earliest opportunity with a description of the existing problem or the upcoming changes.

**Search Function.** When I first started, the OWP ExCom requested that a search function be added to OWPWeb. At press time, I expect to have the search mechanism fully functional by early fall. *Please watch for it and use it with vigor!* Feedback on its functionality is welcome.

For other updates, problems, or suggestions concerning either OWPWeb or the listserv, which I also manage—including problems joining or updating the listserv, updating pages on the Web site for which you are responsible, or uncertainty about whom to contact with a Web problem you are experiencing—please e-mail me at [suzan.acre@wisconsin.gov](mailto:suzan.acre@wisconsin.gov).

# Outreach Campaign Targets Academic Institutions to Enhance Agency Effectiveness

By Dana Dolsen ([danadolsen@utah.gov](mailto:danadolsen@utah.gov))  
and Shaun Keeler ([sxkeeler@gw.dec.state.ny.us](mailto:sxkeeler@gw.dec.state.ny.us))

To help spread the word about OWP's new "university" membership category and increase our academic institution membership accordingly, we have aggregated Web information on two long-standing professional entities associated with fish and wildlife research and management issues and their solutions. Thanks go to OWP members, who confirmed (by extending full membership to academic institutions) that good management practices and sound scientific research using accepted and proven methods are interdependent. A bright horizon beckons!

**The U.S. Department of the Interior's Cooperative Research Units Program:** Since 1935, this public-private partnership has brought together the Biological Resources Division of the U.S. Geological Survey, state natural resource agencies, host universities, and the Wildlife Management Institute to conduct research on renewable natural resource questions, participate in the education of graduate students destined to become natural resource managers and scientists, provide technical assistance and consultation to parties who have legitimate interests in natural resource issues, and provide continuing education for natural resource professionals. Today, 39 Cooperative Research Units are active in 37 states. This program is staffed by more than 110 Ph.D. scientists who advise up to 600 graduate student researchers per year. Research studies are designed to meet the information needs of unit cooperators, while technical assistance and training is offered to state and federal personnel and other natural resource managers. The expertise of these federally funded scientists, cooperating university faculty, and state natural resource agency biologists is available for solving resource management issues of mutual interest. For more information, visit [www.coopunits.org/cooptor/coopunits.html?a=rth](http://www.coopunits.org/cooptor/coopunits.html?a=rth).

**The National Association of University Fisheries and Wildlife Programs (NAUFWP):** Formed in 1991, NAUFWP represents approximately 55 university programs and their 440 faculty members, scientists, and extension specialists—as well as over 9,200 undergraduate and graduate students—working to enhance the science and management of fisheries and wildlife resources. NAUFWP is a faculty-developed and supported organization formed to (1) increase public understanding of fisheries and wildlife management and conservation issues; (2) strengthen fisheries and wildlife education, research, extension, and international programs at the university level; and (3) advance fisheries and wildlife science and management. NAUFWP represents member institutions in their collective dealings with government entities, natural resources organizations, commodity and industry groups, educational and scientific organizations, and the public. Among other things, NAUFWP functions include facilitating collaboration with federal agencies, natural resource organizations, commodity groups and industry; promoting and fostering natural resource education; and providing for member representation in appropriate educational and scientific organizations and activities (think: "OWP"). For more information, visit [www.ag.iastate.edu/departments/aecl/naufwp/origin.htm](http://www.ag.iastate.edu/departments/aecl/naufwp/origin.htm).

We are hoping to further engage academic institutions by asking you, the OWP membership, to extend personal invitations to academic staff in natural resource management programs through your individual agencies. Please contact us for guidance or further discussion about the potential opportunities of this tremendous collaborative venture. To our academic readers, we say: *Join the OWP and involve your students, too!*

## MAT's Conservation Learning Campus

The Management Assistance Team's Conservation Learning Campus is your virtual place for training, continuing professional development, and learning resources for conservation professionals.

Fish and wildlife personnel have unique perspectives, and these on-line leadership development courses are tailored specifically for conservation professionals. Each course carries a nominal fee that covers technology costs, required textbooks, and copyright-protected materials.

Courses currently being offered each term are *Creative and Critical Thinking*, *Going from Good to Great*, *Power*, *The Adaptive Leader*, *Visionary Leadership*, and *Secrets of Agency Assessment and Development*. Individual courses run from 4 to 6 weeks. Additional courses are in development.

Courses are available to anyone who works for a state fish and wildlife agency, the U.S. Fish and Wildlife Service, or member organizations of the Association of Fish and Wildlife Agencies. State agency personnel may be given priority.

Visit [www.matteam.org](http://www.matteam.org) for a schedule of upcoming classes, important dates, registration forms, and other essential information.

### FALL TERM SCHEDULE

**Aug. 9–Sept. 21:** Registration

**Oct. 1:** Student Orientation  
Tutorial Online

**Oct. 8:** Classes Begin



For more OWP news, visit [www.owpweb.org](http://www.owpweb.org)

## Mark Your Calendars for May 2008

# A New and Different Annual Meeting is Coming!

The next OWP Annual Meeting will have an expanded format! *Forging a Partnership Between Recreation and Wildlife Planners*, a conference co-sponsored by the Organization of Wildlife Planners and National Association of Recreation Resource Planners (NARRP), will convene in Missoula, Montana, at the Doubletree Motel and Conference Center, May 12–15, 2008.

We hope you will join us for a thought-provoking and stimulating conference. This first-ever collaboration will provide sessions for planners from these two organizations that will focus on common planning tools applicable to both the OWP and the NARRP, and will



have a special focus on the main commonality between both organizations—namely, wildlife-related recreation. Specific agenda information will soon be available on each organization's Web site.

The city of Missoula lies along the banks of the Clark Fork River, providing

conference participants with the opportunity to engage in a number of recreational activities right outside the front door of the conference center. Activities range from fishing, hiking, biking, and wildlife viewing to shopping in Missoula's eclectic downtown stores.

Missoula's regional airport is only minutes from the conference venue and offers a complimentary shuttle service.

So remember to mark your calendars and continue to check the OWP Web site for updated information about this exciting opportunity. See you at the rendezvous in Missoula!



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