

Management

TRACKS



News from the Organization of Wildlife Planners

An affiliate of the Association of Fish and Wildlife Agencies

The Planners' Rendezvous 2008

OWP and NARRP: A "Natural" Collaborative Planning Venture

By Dana Dolsen, Utah Wildlife Resources, and Mike Lewis, Montana Fish, Wildlife and Parks

The upcoming *Planners' Rendezvous 2008—Forging a Partnership Between Recreation and Wildlife Planners Conference* is the result of collaboration among distinguished members of both the OWP and the National Association of Recreation Resource Planners (NARRP) including Larry Gigliotti (Past President, OWP), Jim Eychaner (Past President, NARRP), Mike Lewis (former Mid-Continent Regional Representative, NARRP), Brenda Adams-Weyant (Past President, NARRP), Dana Dolsen (Past President, OWP), Glenn Haas (President, NARRP), and Bill Romberg (President, OWP).

How did this conference come about? In 2005, Mike Lewis attended an OWP conference for the first time. While there, he realized how much OWP and NARRP have in common. Both address natural resource planning issues, including statewide recreation and wildlife planning efforts; i.e., the Statewide Comprehensive Outdoor Recreation Plans (SCORPs) and State Wildlife Action Plans (SWAPs). Mike contacted Jim Eychaner and Larry Gigliotti, respective presidents of NARRP and OWP at the time, to discuss potential partnership opportunities.

Over the next year, Jim and Larry exchanged ideas about how both organizations might benefit from becoming partners. An innovative idea emerged from that conversation: a joint conference! To officially make this idea a reality, Adams-Weyant and Dolsen, respective Presidents of NARRP and OWP in the latter part of 2006, oversaw the development of a memorandum of understanding that spells out the details for holding a joint conference.

The initial planning process for this conference began in January 2007, and a conference planning committee was formed comprising three members each from NARRP and OWP. To date, the planning process has been a shining example of partnership at its best, resulting in our upcoming joint conference in Missoula, Montana, May 13–15.

Individually, NARRP and OWP have much to offer this partnership. According to its Web site, NARRP has two basic functions: (1) to "... provide the public an opportunity for the enjoyment and benefits of quality outdoor recreation in balance with the protection of natural, cultural, historic, and scenic resources..." and (2) "...provide its members with the opportunity to see across the national landscape of the many recreation re-

source stewards in order to advance professional educational development, interagency networking, information and technology exchange, and the nurturing of working relationships and long-term friendships." In like manner, the OWP mission involves "improving the management of fish and wildlife agencies and...supporting the professional lives of the people that participate in our organization."

Both OWP and NARRP recognize that success lies in nurturing those professionals who align themselves with each respective mission, providing them with growth and learning opportunities so as to better serve the people and the resources to which both organizations dedicate themselves. As well, both organizations collectively understand that managing natural resources is a balancing act between the human (i.e., social) and the natural (i.e., ecological). This means there is a need to facilitate and ensure that the compatible and ethical stewardship of such resources is communicated and practiced, both individually and collectively.

By collaboratively learning from one another, NARRP and OWP will grow

Continued on page 7



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The Prez Sez...

A few words from our president

By Bill Romberg
Alaska Department of Fish and Game

Since I took over the helm last May as your President, time has been flying by as I've attempted to keep the sails full and the organization moving forward. It's been a very exciting and rewarding ride for me personally, and I appreciate all of the hard work by the Executive Committee members, committee chairs, and regional directors who keep OWP afloat.

Over the past several months, your Executive Committee has been very busy. During the annual AFWA meeting last September, the committee met to work on bylaws and operational guidelines and to discuss a variety of strategic issues that have shaped our basic workplan for the year. Several OWP ExCom officers and other OWP members were in attendance at the AFWA meeting and were able to engage with a variety of AFWA committees. I had the opportunity to address all of the state directors at the Business Meeting to briefly describe OWP and the services we provide. An OWP information packet was provided to every agency director present as well.

It is important for OWP to continue having this mid-year meeting and to maintain a strong presence at the AFWA annual meeting (as well as regional meetings) in order to stay engaged in the conservation issues of the day, maintain our relationship with key committees and state agency directors, and provide assistance to important conservation planning efforts.

Since the September AFWA meeting, the ExCom has been making progress on a number of fronts. Rob Brooks and I have been reviewing OWP's 5-year Strategic Plan (2004–2009) and are developing a process for updating and revising the plan over the next 12–18 months to carry OWP into the future. Stay tuned for announcements over the next



few months about the strategic planning process, and please plan to participate in the discussion and in future work sessions. The first of these will occur at our annual meeting this May.

The ExCom also completed its review of the recommended housekeeping changes to the OWP Bylaws and Operational Guidelines suggested by the Bylaws Review Committee (Margo Matthews, Michele Beucler, and Spencer Amend). A packet outlining those changes will be provided to the membership in late spring for review and approval at the annual business meeting.

In addition to improving these guiding documents, the ExCom will soon be developing a revised Recommended Procedures document that will outline the key tasks and annual timeline of work for each officer and committee. It is my intent that collecting all of this information in a single written document will help improve our organizational effectiveness by making it clear what must be done, and when, on an annual basis. This document should make it easier for OWP members to know what is involved in taking on certain leadership roles, and in the process improve the leadership transitions that occur from year to year.

Fiscally, OWP is in very good shape, ending 2007 with just over \$42,000 in the bank (up from \$24K at the end of 2006). Our current fiscal health is due largely to the very successful annual

Continued on next page

Prez Sez

Continued from page 2

conferences held in 2006 and 2007 as well as the hard work of the Education Committee, which held 3 training courses in 2007 and conducted a customized CMS course in Utah in January 2008. Our membership base remains strong, and I expect our fiscal situation to stay healthy given the prospect of future successful conferences and good fiscal management.

Along these lines, the ExCom has established a 2008 budget that will keep us in the black but that also looks to expand OWP activities, services, and support to its members.

A good example is our effort to continue improving and adding value to our Web site. Last year, we established a Web site coordinator/Webmaster position and hired Sue Acre to fill that position. Sue has been doing a great job of managing our Web site, and the ExCom recently signed a contract for Sue to continue managing and making improvements to the site in 2008.

Another idea the ExCom is considering to improve OWP services to members and members agencies is the possibility of funding a part-time OWP executive director position. Having a part-time director would take some of the administrative and fiscal burden off the shoulders of the Ex-

ecutive Committee members, provide more year-to-year consistency in organizational management, and possibly allow OWP to expand and improve services to individual and agency members in the future if the position could become self-sustaining. A number of models for such arrangements exist with professional associations, and the ExCom will be establishing a committee to explore this idea as part of its strategic planning.

Externally, we continue to be engaged in discussions with AFWA regarding how OWP can assist with State Wildlife Action Plan implementation and ongoing efforts, thanks to Dave Chadwick, Brian Stenquist, Lisa Holst, and others. We also have made a commitment to assist the AFWA Strategic Issues Committee with development of a revised strategic plan for the Association. In addition, the Education Committee will soon be working on conducting a training needs assessment with folks from the Management Assistance Team.

OWP continues to focus on increasing and expanding its network by establishing working relationships with like-minded professionals who are committed to effective planning for wildlife management. Currently, the most visible step in this di-

rection is our ground-breaking national planning conference, which OWP is co-hosting with the National Association of Recreation Resource Planners (NARRP), in Missoula, Montana, this May (see articles in this newsletter). This conference—*Planner's Rendezvous 2008: Forging a Partnership between Recreation and Wildlife Planners*—represents an incredible opportunity for OWP to expand relationships and bridge gaps at the individual and organizational levels. Larry Gigliotti, Rob Brooks, Mike Lewis, Dana Dolsen and others within OWP and NARRP are to be commended for all of their hard work in making this conference happen. I hope most OWP members will be able to attend this exciting new conference.

In a few short months, I'll be turning the helm over to Rob Brooks of Montana, and we'll be having an election to identify both a President-Elect and a new Treasurer to serve a 3-year term. Thanks to all who supported my efforts this year as President and who work so hard to make OWP the successful organization that it is, past and present. I hope to see all of you at our annual meeting in Missoula in May!

Dashboard Information: Critical Assessments and Decisions

By Brian Stenquist, Minnesota Department of Natural Resources

Imagine: It's late at night, raining, foggy, dark. You're driving on unfamiliar roads, with your dashboard casting a comforting glow. You check your gas gauge; it's okay. You watch your speedometer; you're within the limits. Engine temp's okay. Suddenly, your oil warning light flashes red! Critical problem! Lucky for you, just over the next rise is a gas station with its "open" sign glowing. You pull in.

We're all familiar with automobile dashboards and the information they convey. Not all dashboards are alike. Some are easy to understand; others are more complicated. All of them provide information that helps us make critical assessments and decisions.

The same notion has inspired the cre-

ative team of Tracey Tomajer (New York Department of Environmental Conservation), Jon Kart (Vermont Fish and Wildlife Department), and Nick Salafsky (Foundations of Success). These three, along with the Wildlife Diversity Technical Committee of the Northeast Association of Fish and Wildlife (NAFWA), organized a larger collaboration among state fish and wildlife agencies in the Northeast to create a dashboard of information for managers, leaders, and sponsors of State Wildlife Action Plans.

How will wildlife planners, managers, and citizens monitor the status of populations, habitats, and ecosystems critical to the survival of species in greatest conservation need? How will legislative and congressional leaders evaluate the perfor-

mance of agencies receiving State Wildlife Grants? These were questions motivating Tracey, Jon, Nick, and their Northeast collaborative team over the past year.

Their answers are found in a document just being completed (working title: "Monitoring the Conservation of Fish and Wildlife in the Northeast"). The document was out for final review in February and should be ready for presentation to the NAFWA this spring.

Stay tuned. It's a wonderfully creative product and will be a great addition to our collective fish and wildlife planning repertoire. For information, contact tmtomajer@gw.dec.state.ny.us or jon.kart@state.vt.us.

By the way, how's your oil?

OWP Bylaws Overhaul in the Works

By Margo Matthews, MAP Enterprises; Chair, Bylaws Committee

Good governance—isn't that what OWP is all about? We advocate good governance for the agencies that manage our fish and wildlife resources so that they can do a better job of managing those precious resources. It only makes sense that if we are to advocate for good governance of our fish and wildlife agencies, we should also practice good governance of OWP.

The foundation of OWP's governance is in our Bylaws and Operational Guidelines. The Bylaws outline the structure of OWP, addressing the organization's purpose, membership, leadership, election of officers, and annual meetings. The Operational Guidelines provide more governance information about financial management, ethics, annual meeting and training policies, committees, recognition (awards), and OWP organizational effectiveness. From this foundation springs our Recommended Procedures, which provide more detail about how to run OWP; our Organizational Structure matrix that outlines OWP positions and functions; and our Strategic Plan, which sets specific goals for OWP for a 4-year period. Taken together, these documents provide structure, direction, and process functions for OWP. This makes our organization more effective, strategic, and relevant. It also makes the Executive Committee's job of running OWP easier.

Several years ago when I was President of OWP, I noticed that the Bylaws and Operational Guidelines had not been reviewed in quite some time, and many had become outdated or disorganized due to the insertion of cumulative, small revisions absent an overall review. During my tenure on the Executive Committee, there were many instances when we could have benefitted from updated Bylaws and Operational Guidelines.

To address the need to update our Bylaws and Operational Guidelines, I volunteered to form a Bylaws Committee to do a comprehensive review and

make recommendations to the Executive Committee for changes. I thought the Bylaws Committee would benefit from having the perspective of someone who was currently on the Executive Committee and using the Bylaws, and someone



who was involved in establishing OWP and had an extensive history of involvement in OWP over many years. To provide these valuable perspectives, I was fortunate to recruit Michele Beucler and Spencer Amend to the Bylaws Committee. Michele was President of OWP in 2003–2004, and Spencer was President in 1988–1989.

We started our work by reading a wonderful book about governance of nonprofits, *Roberta's Rules of Order*, by Alice Collier Cochran (2004, Jossey-Bass; ISBN 0-7879-6423-9). The subtitles on the front cover really caught my eye: "Sail Through Meetings for Stellar Results Without the Gavel: A Guide for Nonprofits and Other Teams," and "Who is Robert and Why Do We Still Follow His Rules Anyway?" This sounded like just the kind of book OWPers would relish.

In reviewing the content of the Bylaws and Operational Guidelines within the frame of reference of the book, we quickly realized that there was some of each of the following:

- duplication between the Bylaws and the Operational Guidelines,
- subjects in the latter that properly be-

- longed in the former and vice versa,
- subjects not found in either one that should be addressed, and
- material that was simply outdated and needed to be revised or deleted.

At first, it seemed like an overwhelming task. To get it organized, we decided to use templates provided in the book to guide us through the process and make sense of all the material. The templates take the form of "Thirty Simple Questions for Creating Bare-Bones Bylaws" to structure streamlined, yet effective, bylaws. We decided that each of us would review each question and make a note of what we thought the answer was. We did the same thing with the book's "Twenty Questions for Determining Operating Policies." We then compared notes and found that in most cases, we agreed on the answer and what needed to be done to the Bylaws or Operational Guidelines to align them with our selected templates.

Then came the hard part: crafting new language, revising old language, and reorganizing to bring everything into alignment. We decided to divide this work by having each of us tackle every third question. Because the results required so many whole-scale changes to the Bylaws and Operational Guidelines, it became very complicated. But thank goodness for modern-day computers and e-mail: once we completed our individual work, we put it all together into massive tables and sent them to each other for review. We ironed out differences through discussion until we had a product that we all agreed was ready to go to the Executive Committee.

I met with the Executive Committee in person at the 2007 Annual Meeting last May in Virginia to explain the Bylaws Committee's thinking on all the changes we were proposing. Since then, the Executive Committee has worked hard to review our work and suggest further revisions, which the Bylaws

Continued next page

Bylaws

Continued from page 4

Committee reviewed and commented on. The proposed changes will be sent to the OWP membership for review this spring, and will be voted on at the OWP Business Meeting in Montana this May.

We all owe a debt of gratitude to Michele Beucler and Spencer Amend for volunteering so much of their time for this enormous task, and to the Executive Committee for the considerable time they spent reviewing our work and suggesting revisions. We urge all members to review the proposals when you receive them, provide your comments to the Executive Committee, and vote on the proposals in May.

I would also like to commend the Executive Committee for engaging in revising the OWP Strategic Plan to ensure its relevance for the present day, further developing the Recommended Procedures, and annually updating the Organizational Structure matrix. It is gratifying to see the improvements in OWP governance that all of this work has produced, which benefits the entire membership. As with our agencies, good governance allows us to be that much more effective as an organization in meeting our mission and serving our membership, colleagues, and customers.

ELECTIONS ARE COMING!

Check the OWP Web site (www.owpweb.org) for details soon to be available. We'll be choosing a new President-elect and Treasurer. Watch for voting instructions and be sure to vote!

Book NOW for the Planners' Rendezvous 2008!

The OWP Annual Meeting and Conference, in the form of the *Planners' Rendezvous 2008*, is fast approaching! This first-ever joint conference—set for May 13–15 in Missoula, Montana—is co-sponsored by the Organization of Wildlife Planners and the National Association of Recreation Resource Planners.

The theme of the conference, “Forging a Partnership Between Recreation and Wildlife Planners,” provides a forum for planners in both fields to learn from each other, generate new ideas for collaborative approaches to planning, and foster camaraderie among recreation and wildlife professionals.

Two workshops are being offered on Monday, May 12, the day before the start of the conference. The two workshops—“Communications that Stick” and “Leave Your Mark: Meaningful Natural Resources Careers”—are great opportunities. Each requires a minimum of 20 participants registered by April 25 for the courses to be offered. If you are interested, please register as soon as possible to ensure that these valuable workshops take place!

The Monday evening social will provide an opportunity to reconnect with old friends and make new acquaintances. Tuesday morning you will be welcomed to Montana by Montana Fish, Wildlife and Parks Director Jeff Hagener and hear from the conference keynote speakers. These include Lyle Laverty, Assistant Secretary for Fish, Wildlife and Parks, U.S. Department of the Interior; and Perry Brown, College of Forestry and Conservation at the Uni-

versity of Montana. The plenary and concurrent sessions will stimulate your thinking about potential collaborations and partnerships. Visit www.Planners08.com to view the full conference program.

The planning committee encourages you to register early since the number of participants will be capped at 175. Early registration for the conference is \$325. After April 1, registration increases to \$400. All the more reason to register right now!

This year, **online registration is being offered and is strongly encouraged.** The conference will be held at the Doubletree Hotel in downtown Missoula, on the banks of

WHEN: May 13-15

WHERE: Missoula, Montana

PRE-CONFERENCE WORKSHOPS: May 12

REGISTRATION BY APRIL 1: \$325

REGISTRATION AFTER APRIL 1: \$400

INFO AND TO REGISTER: www.Planners08.com

the Clarkfork River. To register for the conference and reserve your room, go to www.Planners08.com.

To get to the hotel Web site, click on the “Travel Information” button. A block of rooms has been set aside for the conference at special conference rates. You must book **by May 3 or until the rooms sell out**, whichever comes first, to get this rate, so **BOOK SOON** to hold your room.

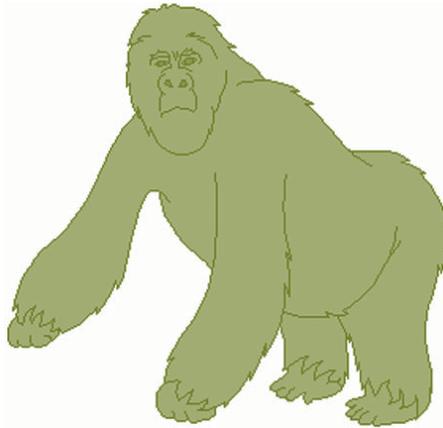
The conference planning committee has worked hard to produce this joint conference, and we are committed to a successful and valuable meeting for all.

We look forward to seeing you in Missoula!

Workforce Planning Workshop for State Fish and Wildlife Agencies

What is Workforce Planning?

Workforce Planning is about how to deal with that ugly 500-pound gorilla that sits slumped over in a corner of your agency's front hall! That gorilla embodies all the feelings and concerns that typically emerge when an agency faces the daunting challenge of losing 50 to 80 percent of its senior management and significant institutional memory, as well as the resulting recruitment challenges and figuring out how to develop and prepare the existing staff. It's about generating solutions and actions that make sense in your particular agency at this particular time. It's about helping each other.



The Workforce Planning workshop will feature instruction from outside experts as well as experienced state folks on what steps to take and how to implement them well. Participants will learn workforce planning principles in combination with breakout group work that will enable each state team to develop its custom plan. Rather than just a training opportunity, this is a learning workshop to help you produce an output for your agency.

WHAT: Workforce Planning 2-Day Workshop

WHERE: National Conservation Training Center, Shepherdstown, WV

WHEN: July 23-24, 2008

OFFERED BY: The Management Assistance Team

COST: Free registration. State pays only travel and lodging (includes meals) for participants.

REQUIREMENTS: Each state agency sends a team of two to five individuals. Suggested areas for team composition include staff from the Director's office, human resources, training, and financial administration.

TO REGISTER: Call Sally Ann Hardy at (304) 876-7797 at MAT today to register and reserve your team's space. Spaces are limited and will be filled on a first-come, first-served basis. This workshop is being kept small to allow for the individual work each team will accomplish in the sessions.

REGISTRATION DEADLINE: April 30, 2008

The Climate for Planning is Changing

**By Brian Stenquist, Minnesota
Department of Natural Resources**

"Planning for climate change will require a new set of tools including state-wide and regional assessments to determine which species and lands are most vulnerable to climate change and which lands are most isolated; synthetic analyses of regional climate and climate-impact projections; and regional cooperation among state, federal, and private landowners. Despite the challenges inherent in addressing climate change in the conservation-planning process, it may not be possible to protect biodiversity in the coming century unless we do."

—Lawler J.J. and M. Mathias. 2007.
Climate Change and the Future of
Biodiversity in Washington. Report
prepared for the Washington Biodiver-
sity Council.

The above excerpt suggests that the "climate for planning about climate change" is changing. Urgency and importance are coalescing in the challenges facing fish, wildlife, and ecological resource management agencies. Changing climates are changing habitats, which will eventually change fish and wildlife populations.

The Association of Fish and Wildlife Agencies (AFWA) has formed a Climate Change Working Group to host discussions among directors about this critical issue. Currently chaired by Dave Schad (Minnesota Department of Natural Resources), the working group has created a "climate change think tank" comprising directors and staff from several agencies around the country. The think tank will be generating ideas and frameworks that the Working Group will discuss at the North American and the AFWA annual conferences. Director Schad is looking to the OWP to continue to help support the think tank and the Working Group in this important effort. For more information on the climate change think tank, contact kathy.doncarlos@dnr.state.mn.us or brian.stenquist@dnr.state.mn.us.

OWP and NARRP

Continued from page 1

their networks, broaden capacities, and pursue interdisciplinary endeavors that will produce greater outcomes because of the synergy developed in the community and across the nation. It is hoped that this partnership might be expanded in the future to include other organizations (e.g., the River Management Society, the Society of Conservation Biology's Social Science Working Group, and the International Association of Society and Natural Resources) in bringing together interdisciplinary practitioners, academia, public agencies, and NGOs to focus their combined power on global climate change, nature deficit disorder, and other pressing natural resources quandaries of this millennium.

By jointly venturing forth in 2008, OWP and NARRP hope to create a broader, conservation-minded, committed community that impacts the public at both the individual and collective levels throughout the country. We would all be wise to realize, as Brenda Adams-Weyant has said, "You can't plan in a vacuum." So, let's all get out there and do something about it together! Planners' Rendezvous '08 is just that—a window opened wide enough to let our passion and our dedication flow both ways. Come join us!

The Planners' Rendezvous 2008 will provide a forum for wildlife and recreation planners/professionals to share similar experiences by discussing the many common goals and issues faced by both professions, expand horizons by exploring ways in which these two highly specialized professionals can benefit from working more closely together in the future, and forge new professional relationships. Ultimately, the goal of the conference is to generate new ideas for collaborative approaches to wildlife and recreation planning, while fostering an increased sense of camaraderie among recreation and wildlife professionals.

Check out the conference Web site at www.planners08.com for details.



OWP Web Site News

Suzan Acre, Webmaster, Wisconsin Department of Natural Resources

What we've been up to

Changes since August 2007. Things have been busy at OWPWeb HQ! We put a new search function on our OWP Web page; added the OWP-NARRP "Planners' Rendezvous 2008" site (see page 5 for more on the conference); put current training opportunities on the Web site and removed them once they were complete; served all post-conference information related to the OWP 2007 conference held in Blacksburg, Virginia; and made many small changes and fixed broken links. Throughout the year, OWP Treasurer Andrea Crews and I added all new members to both our listserv and the online Membership Directory.

Future Changes. As OWP looks to the 2008 calendar year, some of the things we intend to accomplish include:

- participating in a newly established Information and Education subgroup, whose members will review and recommend new content and identify where current content needs updating;
- removing pages that are not developed and likely won't be in the near future (e.g., the software and humor pages);
- publicizing upcoming conferences of possible interest to OWP members; and
- posting book reviews from previous newsletters to the public side of the site, and requesting from the membership new reviews of relevant books.

Members Section. We will continue to work with committee chairs to post their important documents—such as minutes and announcements—on their respective committee work pages; maintain the current list of permissions on the OWP Web site; remove any undeveloped pages in the Members Section; and update pages with information from 2006 and 2007.

Where we need you!

State Agency Contacts. It is critical to our effective functioning as an organization that our state agency contacts are up-to-date for sending membership renewals and other important correspondence. *If you believe your agency contact has changed, please take a moment to email me the information on your current contact.*

State Agency Strategic Plans. A big thanks to those of you who have sent me new links to your state's Strategic Plan. We are still missing links to many of these plans and would like to have all states represented. Please look on the OWP Web site to see if we are missing your state's link to its Strategic Plan. If so, email me your strategic plan's URL so I can add the link.

To supply the requested information, submit changes, or get help with any problems involving the OWP Web site (including how to gain member access, update your contact information in the Membership Directory or listserv, or update pages on the Web site for which you are responsible) please contact me directly at suzan.acre@wisconsin.gov.

For more OWP news, visit www.owpweb.org

Sign Up by March 21 for MAT's Online Leadership Courses

The Management Assistance Team's online leadership development courses continue to be popular and very successful. If you have not yet taken a course, please consider doing so this spring. And feel free to distribute this information among your colleagues.

The courses are designed by fish and wildlife agency professionals for fish and wildlife agency professionals and use a state-of-the-art, instructor-led approach. Even with a busy schedule, you can participate in these courses. Participants must have reliable internet access and basic computer skills to visit Web sites, create MS Word documents, and use email. The courses are chal-

Courses Offered This Spring

- Creative and Critical Thinking
- Going from Good to Great
- Secrets of Agency Assessment and Development
- Power
- Visionary Leadership
- The Adaptive Leader

lenging and require about five hours of work each week.

Courses are available to employees of state fish and wildlife agencies and the U.S. Fish and Wildlife Service, as well as other AFWA member organiza-

tions when space is available. Registration is limited to 15 participants per course and is offered on a first-come, first-served basis. All participants receive a Course Certificate upon successful completion.

We look forward to seeing you in our online classroom!

The Details

- Registration deadline: March 21
- Courses begin: April 14
- Student online tutorial: April 7
- Course descriptions and registration: www.matteam.org
- Questions: (304) 876-7988



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