

BACKGROUND INFORMATION ON THE SCHOOL OF NATURAL RESOURCES & ENVIRONMENT ECOSYSTEM MANAGEMENT INITIATIVE

Instructional design and coordination for the course were provided by the Ecosystem Management Initiative (EMI), a center of research, teaching and outreach at the University of Michigan's School of Natural Resources and Environment. The EMI focuses on imagining, evaluating and promoting sustainable approaches to the management of natural resources. Its current agenda focuses heavily on landscape-scale, ecoregional planning and decision making, involving cross-boundary collaboration, the development and use of an effective science base, and an adaptive management approach.

The EMI seeks to change the practice of natural resource management through a variety of strategies. We are working to change the skills and outlooks of practitioners in all sectors through programs of pre-professional graduate education and in-service, midcareer training. We identify and evaluate new ideas for sustainable management through a wide-ranging research program including such topics as techniques for prairie and river restoration, ecologically-sensitive design in urbanizing landscapes and new collaborative decision making approaches for more effective federal land management. The EMI also provides a case study program that catalogs models of successful sustainable management that can be used as teaching tools and images to motivate practitioners. The program includes a series of natural resource-based simulated role playing exercises. We also provide a place for interaction of scientists, practitioners and policy makers through periodic workshops and dialogues and a website. For more information about the EMI, see <http://www.snre.umich.edu/emi/> or contact Althea Dotzour at (734) 615-6512.

TRAINING TEAM BIOGRAPHIC INFORMATION

Steven Yaffee, Theodore Roosevelt Professor of Ecosystem Management and Professor of Natural Resource and Environmental Policy, University of Michigan, Ann Arbor MI

Dr. Steven Yaffee is on the faculty of the School of Natural Resources and Environment at the University of Michigan where he teaches courses in resource policy and administration, negotiation skills, ecoregional and public lands planning and biodiversity and public policy. Steve has worked for more than twenty-five years on federal endangered species, public lands and ecosystem management policy and is the author of *Prohibitive Policy: Implementing the Federal Endangered Species Act* (Cambridge, MA: MIT Press, 1982) and *The Wisdom of the Spotted Owl: Policy Lessons for a New Century* (Washington, D.C.: Island Press, 1994). He is the senior author of *Ecosystem Management in the United States: An Assessment of Current Experience* (Washington, D.C.: Island Press, 1996). His most recent work explores multi-party, collaborative problem-solving as a necessary element of an ecosystem-based approach to resource management, and he is the co-author of *Making Collaboration Work: Lessons from Innovation in Resource Management* (Washington, D.C.: Island Press, 2000). Steve

directs the School of Natural Resources and Environment's Ecosystem Management Initiative, a center for promoting landscape-scale conservation and sustainable resource management. In this capacity, he has developed and offered numerous short courses for mid-career audiences, including training on collaborative adaptive management for the City of Seattle and the CALFED Bay Delta Restoration program. He has also led EMI's program on evaluation of ongoing collaborative processes in the United States, including developing tools that assist community-based collaborations at developing outcome-oriented evaluation programs. Steve received his Ph.D. in 1979 from the Massachusetts Institute of Technology in environmental policy and planning. He holds M.S. and B.S. degrees in conservation and natural resources from the University of Michigan. He has been a member of the faculty at the Kennedy School of Government at Harvard University, and a researcher at the Oak Ridge National Laboratory and the World Wildlife Fund.

Todd Bryan, EMI Senior Associate and Principal, ASSENT, Boulder CO

Todd Bryan has worked in the environmental and natural resources field for 25 years and has spent the last 12 years as a mediator, trainer and organizational consultant. Todd works with federal, state, and local agencies, tribal governments, non-profit organizations, and communities throughout the West. He specializes in developing collaborative approaches to natural resource and environmental management. He is part of an innovative training team that is helping BLM develop collaborative partnerships that integrate ecosystem management and community-based land stewardship. Todd is an adjunct assistant professor in the Graduate School of Public Affairs at the University of Colorado-Denver where he teaches popular courses in negotiation and conflict resolution and managing conflict and change. He has also taught negotiation and mediation courses in the School of Natural Resources & Environment at the University of Michigan, where he is a doctoral candidate. Todd's dissertation research focuses on identity-based natural resource conflict. He received a Ford Foundation Community Forestry Research Fellowship to live and conduct research in Quincy, CA, where he is studying the Quincy Library Group. Todd has a Master of Public Administration degree from the Kennedy School of Government at Harvard University and MS degrees in landscape architecture and water resources management from the University of Wisconsin. Todd is a senior fellow with the Ecosystem Management Initiative at the University of Michigan, and is principal of ASSENT, a small mediation, training and consulting firm in Boulder, CO. He grew up in the Sangamon River basin, a tributary of the Illinois River, where he swam competitively and rode ponies.

Sarah McKearnan, EMI Senior Associate and Strategic Policy Advisor, Seattle Public Utilities, Seattle WA

Sarah McKearnan has been in the environmental and natural resources field for 15 years, and has extensive experience as a facilitator of multi-party environmental dialogues and a trainer of negotiation and consensus building skills. Currently, Sarah is a Senior Associate at the Ecosystem Management Initiative at the University of Michigan and a Strategic Policy Advisor to the Director of Seattle Public Utilities (SPU) in Washington. At SPU, she advises a city-wide team responsible for Seattle's salmon recovery program, and represents Seattle in

a collaborative regional watershed planning process for the Lake Washington, Cedar/Sammamish River Basin. Sarah recently led an organizational assessment of the utility's use of science to inform policy decisions, and is now assisting SPU to increase its use of adaptive management. Previously, Sarah spent six years as a Senior Associate at the Consensus Building Institute, a non-profit organization in Massachusetts that provides facilitation services to federal and state agencies, non-profit and community organizations, and private companies throughout the United States. While at CBI, Sarah facilitated multi-party dialogues on land use, facility siting, pollution and public health, and other environmental and public policy issues. She was a faculty member at the International Programme on the Management of Sustainability, a collaboration course, for five years, and designed and taught negotiation training programs for numerous public agencies and non-profit organizations. Sarah was the editor of *Consensus* magazine; and is co-author (with Lawrence Susskind and Jennifer Thomas-Larmer) of the *Consensus Building Handbook: A Comprehensive Guide to Reaching Agreement* (Sage Publications, 1999). Sarah holds a B.A. in political science from Harvard University, and a Master of Public Administration from the University of Michigan.

Chris Moore, Partner, CDR Associates, Boulder CO

Dr. Chris Moore, an internationally-recognized consultant and trainer in conflict management procedures and skills, designed and conducted hundreds of seminars for organizations, and trained over 15,000 individuals to prepare them to be either more effective advocates or intermediaries. A major focus of his training work focuses on customized capacity-building programs to prepare individuals and organizations to manage and resolve specific kinds of problems. Chris has had a highly diverse training clientele including: Levi Strauss & Co.; Canadian National Railroad; U.S. Forest Service, U.S. Environmental Protection Agency, and U.S. Bureau of Land Management; the United Nations; the Canadian Treasury Board; Solidarity (Poland); the Ministry of Justice (Haiti); the Hong Kong International Arbitration Centre; the former Soviet Academy of Sciences (Russia); and legal and conflict management associations in Argentina, Australia, Canada, Malaysia, New Zealand, Spain, Turkey and Sri Lanka and the United States. Numerous reviewers and universities have recognized Chris's book, *The Mediation Process: Practical Strategies for Resolving Conflict* (Jossey-Bass, 1996) as the standard text on mediation. Some of his most recent articles and book chapters include: "Have Process Will Travel: Reflections on Democratic Decision Making and Conflict Management Practice Abroad," in *Forum* (National Institute for Dispute Resolution), Winter 1993, and "Developing Appropriate Environmental Conflict Management Procedures in Indonesia," *Cultural Survival Quarterly*, Fall 1995. Chris earned his Ph.D. in Political Sociology and Development at Rutgers University, in New Brunswick, New Jersey. He holds a B.A. in history from Juanita College, and an M.A. in teaching from Antioch-Putney Graduate School. Chris has been trained by the Federal Mediation and Conciliation Service (1979) and the American Arbitration Association (1976) as a mediator and conflict manager.

Barry Gold, Program Officer, The David and Lucile Packard Foundation, Los Altos CA

Dr. Barry Gold leads the Packard Foundation's efforts intended to foster the development of the emerging field of sustainability science. Before joining the Foundation, Barry led an effort to understand and protect some of the most highly prized scenic and natural resources in the United States while balancing potentially conflicting social and political interests and demands upon the resource. As the Chief of the Grand Canyon Monitoring and Research Center (GCMRC), he led the development of science and adaptive management programs in support of the Glen Canyon Dam adaptive management program. GCMRC and the Glen Canyon Dam adaptive management program pioneered the use of flooding for ecological restoration and have led the way in the development of collaborative, science-based approaches to complex natural resource issues. The National Academy of Sciences called this program "...a science-policy experiment of local, regional, national, and international importance." Barry has dedicated his career to working at the environmental science and policy interface. In this role he has advised senior officials in Congress, federal and state agencies, the White House, non-governmental organizations and civic groups. He joined GCMRC from the National Biological Service (NBS) where he was Chief of Scientific Planning and Coordination. He led the team that guided the merger of the NBS and the USGS. Prior to that, Barry was the Senior Environmental Staff member for the Committee on Science in the U.S. House of Representatives where advised members on issues ranging from risk assessment to the human dimensions of global change to oversight of EPA's R&D activities. He has been a Senior Staff Officer with the National Academy of Sciences and before that he was a Senior Program Officer at the American Association for the Advancement of Science. Barry holds a D.Sc. from Washington University, an M.A. from George Washington University, an M.S. from the University of Connecticut, and a B.S. from the University of Miami.

Angela Kantola, Assistant Director, Upper Colorado River Endangered Fish Recovery Program, Lakewood CO

Angela Kantola has been the assistant director of the Upper Colorado River Endangered Fish Recovery Program since 1989. This recovery program is a multi-state, multi-agency partnership whose goal is to re-establish self-sustaining populations of the endangered humpback chub, bonytail, Colorado pikeminnow, and razorback sucker while water development proceeds in compliance with the Endangered Species Act, state water law, and interstate compacts. Many consider the Colorado River program a national model for recovering endangered species in the face of development pressures. Angela began her career with the U.S. Fish and Wildlife Service as a graduate student in 1984, working with West Indian manatees in Florida. From 1986 to 1989, Angela worked from the Service's regional office in Atlanta on endangered species recovery throughout the southeastern United States. She holds bachelor's and master's degrees in wildlife ecology from Oklahoma State University and the University of Florida.

David Troutt, Director, Natural Resources for the Nisqually Indian Tribe and Chair, Nisqually River Council, Olympia WA

David Troutt has been the Director of Natural Resources for the Nisqually Indian Tribe since 1987. This program is a diverse department comprised of salmon harvest management, two large salmon hatcheries, shellfish management, wildlife management, data operations, environmental management, legal, administration, and budget development and monitoring. He serves as the primary advisor to the elected officials of the Tribal Government on all natural resource issues, including the development and implementation of legal and policy strategies to further the goals of the Tribe and to improve natural resources of the watershed. David is also responsible for devising congressional strategies and drafting testimony for all natural resource issues. David currently serves as the Chair of the Nisqually River Council, which has many successes to its credit, including the development of the Nisqually River Education Program, the adoption of a salmon recovery plan, and serving as a mentor in the region in the creation of these kinds of collaborative processes. He has served as a member of the Executive Committee of the Tri-County response to the Puget Sound fall chinook salmon listing under the ESA since 1999. David is currently serving on the Development Committee of the Shared Strategy, a volunteer organization that has been given the responsibility of drafting the Puget Sound wide recovery strategy for fall chinook salmon. This process is modeled after the Nisqually River Council and seeks to recover salmon in the region through collaboration and cooperation. Other highlights include leading the tribal effort to reach comprehensive settlements with the City of Centralia over hydroelectric operations and with Lonestar Northwest over environmental impacts of their gravel mining and export operations. He also serves on the Coordinating Committee for Hatchery Reform, providing policy level guidance to the review and reform of hatchery operations in the State of Washington.

Althea Dotzour, Research Associate, Ecosystem Management Initiative, Ann Arbor MI

Althea began working at the Ecosystem Management Initiative in 2001, expanding the capacities of the online case study database and developing evaluative summaries for practitioners of ecosystem management. As an EMI research associate, Althea is coordinating the mid-career program, designing the layout of an ecosystem management evaluation plan, and, with support of the USDA Forest Service, creating a section of the website that will focus on lessons from ecosystem management. In April 2002, Althea received a M.S. in Natural Resource Policy and Behavior from the School of Natural Resources & Environment at the University of Michigan. Her master's project research was an evaluation of a conservation behavior exhibit at the Brookfield Zoo just outside Chicago. Althea received her B.A. at Carleton College in Northfield, MN where she majored in biology and concentrated in environmental science.