

STEVEN L. YAFFEE

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EDUCATION

Ph.D., Environmental Policy and Planning, Massachusetts Institute of Technology, 1979.
M.S., Natural Resource Policy, University of Michigan, 1973.
B.S., Resource Planning and Conservation, University of Michigan, 1972.
Training in Bargaining and Negotiation Skills, Massachusetts Institute of Technology, 1987.

EMPLOYMENT EXPERIENCE

Professor of Natural Resources and Environmental Policy (1995 to present); Theodore Roosevelt Professor of Ecosystem Management (2002 to 2008); University of Michigan, School for Environment and Sustainability; Associate Professor (1982-95)

Courses Taught

Environmental Policy, Politics and Organizations (1982-2017)
Negotiation Skills in Environmental Dispute Resolution (1988-2017)
Mediation Skills (1999-2017)
Natural Resource Problem-Solving: Principles and Field Skills (1988-92)
(portion of a course taught at the University of Michigan Biological Station)
History of U.S. Resource and Environmental Policy (1983-87)
Advanced Seminar on Public Lands Planning (1986)
Advanced Seminar on Biodiversity and Public Policy (1992, 1994)
Integrative Seminar on Ecosystem Management (1997)
Master's Project Planning Course (1996-97; 2012)
Master's Group Projects:
Protecting Biodiversity in the North Woods Region of the Upper Great Lakes (1987)
Management Plan for the Grand Island National Recreation Area (1991-92)
An Ecosystem Approach to Biodiversity Conservation (1993-94)
Ecosystem Management in the United States (1994-95)
Public Participation in Habitat Conservation Planning (1997-98)
Recent Trends in Ecosystem Management (1999-2000)
Transboundary Collaboration in Ecosystem Management (2000-01)
Grey Wolf Habitat Conservation in the Western Great Lakes Region (2002-03)
Analysis of State Wildlife Funding Programs (2004-2005)
Collaborative Planning for State Trust Lands in the West (2005-2006)
Assessment of State Wildlife Action Plans (2007)
Impact of Bioenergy Development on Wildlife Conservation (2008)
Path of the Pronghorn: Conserving Migratory Wildlife Corridors (2008)
Evaluating Renewable Solar Energy Projects in the California Desert (2009-2010)
Evaluating the Collaborative Forest Landscape Restoration Program (2013-2014)
Lessons from the Desert Renewable Energy Conservation Plan: A Landscape-Level Conservation Planning Process (2015-2016)
An Exploration of Impacts and Alternatives for the Tower-Kleber Dams on the Upper Black River, Michigan (2016-2017)

Major Administrative Responsibilities:

Director, SEAS Ecosystem Management Initiative, 2000-present
Faculty Program Coordinator, Wyss Scholars for the Conservation of the American West Program, 2007-present.
Faculty Program Coordinator, Doris Duke Conservation Fellows Program, 2000-2012
Chair, Environmental Policy and Planning Program, 2005-present
Chair, Resource Policy and Behavior Program, 1984-88; 1994-95
Member, SEAS Executive Committee (appointed by the Regents of the University of Michigan), 1991-95, 1996-2000, 2005-07, 2008-2010, 2013-2018.
Member, Regentally-Appointed SNR Transition Team (prepared a five-year development plan to cope with University budget reductions), 1983
Member, SNRE Promotion & Tenure Committee, 1996-98, 2000-2001
Co-Chair, Ecosystem Management Pilot Project, 1996-98
SNRE Ombud, 1995-99
Chair, University of Michigan Grievance Review Board, 2001
Member, Max McGraw Chair Professorship Search Committee, 2014
Member, Conservation and Development in Africa Faculty Search Committee, 2010
Member, Ecosystem Modeling Faculty Search Committee, 2002
Co-Chair, Theodore Roosevelt Professorship Search Committee, 1997-98
Chair, Resource Economics Faculty Search Committee, 1983-84
Chair, Resource Policy Analysis Search Committee, 1986-87
Member, Resource Economics Faculty Search Committee, 1987-88
Co-Chair, International Resource and Environmental Policy Faculty Search Committee, 1989-91
Member, Resource Economics Faculty Search Committee, 1994-95
Member, Natural Resource Economics Joint Doctoral Program Committee, 1982-1997
Chair, Committee on Teaching, 1992-93

Senior Fellow, The Conservation Foundation/World Wildlife Fund (1989)

Carried out research on the historical development of the spotted owl/old growth dispute in the Pacific Northwest. The study identified policy lessons for the U.S. Forest Service from the evolution of the controversy.

Assistant Professor of City and Regional Planning,
Harvard University, Kennedy School of Government (1979-82)

Courses Taught:

Political and Institutional Analysis (1979-81)
Resource Planning: Land Use, Energy, and Environment (1980-82)
Workshop on Alternative Energy Investments for Massachusetts' Municipally-Owned Utilities (1979)
Workshop on Hazardous Waste Management in Massachusetts (1980)
Workshop on Intergovernmental Programs for Urban Recreation (1981)
Workshop on The Nature Conservancy's Stewardship Program (1982)

Major Administrative Responsibilities:

Faculty Recruitment Committee
Chair, Student Workshops/Projects Committee
Masters of Public Policy Curriculum Committee

Instructor/Lecturer, Massachusetts Institute of Technology, Department of Urban Studies and Planning (1976-79)

Developed and taught a new undergraduate survey course entitled, "Introduction to Environmental Issues." I taught the course for 3 years.

Assistant Director, Undergraduate Program in Urban Studies and Planning, Massachusetts Institute of Technology (1976-78)

Administrative responsibility for the development of a new MIT undergraduate concentration in "environment and policy."

Research Assistant, Massachusetts Institute of Technology, Department of Urban Studies and Planning (1976-77)

Member of a four-person research team studying the implementation of the Massachusetts Growth Policy Development Act

Research Assistant, Massachusetts Institute of Technology, Department of Urban Studies and Planning (1976)

Developed the computer graphics capability for mapping regional economic data for the MIT-Multiregional Input-Output Analysis Research Group.

Section Head, Resource Analysis and Applications Section; Oak Ridge National Laboratory, Regional and Urban Studies Dept (1974-75)

Headed the Resource Analysis and Applications Section which performed natural system and land use analysis for the Regional and Urban Studies Department, and had administrative responsibility for ten staff members.

Project Director, Oak Ridge National Laboratory, Regional and Urban Studies Dept (1974-75)

Directed the "NRC-Maryland Regional Siting Factors Study" which was sponsored by the U.S. Nuclear Regulatory Commission. The study developed methodology for siting electrical generation facilities in large regions with minimum impact on natural and cultural systems.

Research Associate, Oak Ridge National Laboratory, NSF-Regional Environmental Systems Analysis (RESA) Program (1973-74)

Shared responsibility for the modeling of sociopolitical variables for the multidisciplinary NSF-sponsored RESA program.

Research Assistant, The University of Michigan, Department of Civil Engineering (1972-73).

Studied the implementation of the State of Michigan's 1968 Clean Water Bond Issue which provided state matching funds for federal wastewater treatment works construction grants.

Water Pollution Control Inspector, Montgomery County, Maryland, Department of Environmental Health (1971)

Carried out extensive field investigation and evaluation of surface water quality. Used the U.S. Environmental Protection Agency's STORET computer data storage and retrieval system.

FUNDED PROJECTS

<u>Project</u>	<u>Years</u>	<u>Funding Source</u>
California Marine Life Protection Act Initiative: An Assessment and Lessons Learned	2013-18	Resources Legacy Fund
Evaluating the Impact of the Kinship Fellows Program: An External Assessment	2014-2015	Kinship Foundation
Demonstrating Proof-of-Concept for Video-Based Training on Collaborative Ecosystem Management	2014-16	McCance Family Foundation
Evaluating and Disseminating Case Studies of Marine Ecosystem-Based Management	2008-2013	Packard Foundation
Preserving Wild California: An External Assessment	2008	Resources Legacy Fund Foundation
Wyss Scholars Program for Conservation of the American West	2007-2018	Wyss Foundation
Collaborative Planning for State Trust Lands	2005-06	Sonoran Institute
Building the Capacity of Collaborative Ecosystem-Based Management Projects: Pilot Testing an Evaluation Process	2004-06	Packard Foundation
Building the Capacity of Collaborative Ecosystem Initiatives to Evaluate Progress: Pilot Testing and Development of Tools	2004-07	Hewlett Foundation
Federal Involvement at Regional Levels: Conservation and Ecosystem Development Models and Lessons for the Northern Forest	2003-04	American Conservation Association
Evaluation Methods for RCC-Supported Collaborations in the American West: Development, Pilot Applic'n & Capacity-Building	2003-2005	Sonoran Institute
Developing a Web-Based Set of Case Studies and Lessons Learned on Collaboration in Res Mngt	2002-03	USDA-Forest Service
Evaluating and Enhancing Outcomes of Collaborative Ecosystem Initiatives	2002-04	Hewlett Foundation
Doris Duke Conservation Fellows Program	2000-12	Doris Duke Charitable Fndn
Center for Ecosystem Management	2000-17	Searle Family Foundations
Evaluating On-The-Ground Progress at Ecosystem Management Projects	2000-02	U.S. Dept of Agriculture
Enhancing the Capacity of Nongovernment Organizations in Collaborative Processes	2000-01	Hewlett Foundation
Biocomplexity: Connections Between Social and Natural Processes in Land Use Change	2000-02	National Science Foundation
Development of Collaborative Resource Mngt Course	2000	U.S. Institute for Environ. Conflict Resolution

Transboundary Ecosystem Management	2000-01	Prentice Foundation
Recent Trends in Ecosystem Management	1999-2000	Prentice Foundation
Public Involvement in Habitat Conservation Planning	1997-99	National Wildlife Federation
Building Bridges Across Agency Boundaries	1995-98	USDA-Pacific Northwest Research Station
Social and Political Factors in Ecosystem Management	1995-99	U.S. Dept of Agriculture
Ecosystem Management Across the U.S.: An Inventory and Assessment of Current Experience	1994-96	The Wilderness Society
In Search of Excellence in the U.S. Forest Service	1992-94	USDA-Pacific Northwest Research Station
The Effects of Collaborative Problem-Solving Processes on National Forest Plan Implementation	1992-94	U.S. Dept of Agriculture
Spotted Owl Casebook	1990-93	Natl Fish & Wildlife Fndn
The Potential Use of Alternative Dispute Resolution Processes in Resolving Endangered Species-Development Controversies	1989-94	Administrative Conference of the United States
Lessons for Leadership from the History of the Spotted Owl Controversy	1991	The Pinchot Institute for Conservation
Institutional History of Spotted Owl Management in the Pacific Northwest	1989-91	USDA-Forest Service
Protecting Biological Diversity in the North Woods Region of the Upper Great Lakes States	1987-88	C. S. Mott Foundation, The Wilderness Society
Teaching Bargaining and Negotiation Skills for Environmental Dispute Resolution	1987-88	The University of Michigan, Center for Research on Learning and Teaching
Evaluating the Role of Nonprofit Organizations in National Forest Management	1984-86	U.S. Dept of Agriculture
Evaluating the Role of Nonprofit Organizations in Providing Public Recreation Services	1980-82	U.S. Dept of the Interior, Office of Policy Analysis
Implementing the Federal Endangered Species Act	1977-80	MIT Urban Stds & Planning
Massachusetts Growth Policy Development	1976-77	Rockefeller Foundation
Interactive Graphics for Regional Input/Output Analysis	1976-77	U.S. Econ. Development Administration
Nuclear Energy Center Site Survey	1975	U.S. Nuclear Reg. Comm.
Maryland Regional Siting Factors	1974-75	U.S. Atomic Energy Comm.
EIS-Liquid Metal Fast Breeder Reactor, Social Costs Portion	1973	U.S. Atomic Energy Comm.
Regional Environmental Systems Analysis	1973-74	National Science Fndn
Implementing the 1968 Michigan Clean Water Bond Issue	1972-73	U.S. Dept of the Interior, Ofc of Water Res Research

HONORS

Profiled in SNRE *Stewards* magazine, “Change Agent: Yaffee Reflects on Three Decades of Teaching and Mentoring,” Spring 2012 issue.

Rackham Master’s Mentoring Award, 2010 (awarded to 1-2 faculty members at the University of Michigan annually, for commitment to master’s students and excellence in mentoring).

Theodore Roosevelt Professorship in Ecosystem Management, 2002-2008.

Students for SNRE Outstanding Faculty Teaching Award, 2012-2013, 2010-2011, 2008-2009, 1998-99 (awarded to one faculty member annually, based on a vote of SNRE students)

State of Michigan Excellence in Teaching Award, 1991

Commencement Speaker, School of Natural Resources Graduation Ceremonies, The University of Michigan, Ann Arbor MI, May 5, 1990

School of Natural Resources' Nominee for University-Wide Faculty Recognition Award (recognizing contributions to teaching and scholarship), 1985

Xi Sigma Pi (National Forestry Honor Society), 1983

Department of Urban Studies and Planning Nominee for the MIT Goodwin Medal (awarded for outstanding teaching by a graduate student), 1977, 1978

Class Honors, The University of Michigan, 1973

James B. Angell Scholar, The University of Michigan, 1972

PUBLICATIONS

Books

Steven L. Yaffee, *Public Process, Private Partners: The Unlikely Story of California's Marine Protected Areas*, unpublished book manuscript, 2018.

Julia M. Wondolleck and Steven L. Yaffee, *Marine Ecosystem-Based Management in Practice: Different Pathways, Common Lessons* (Washington, D.C.: Island Press, 2017).

Julia M. Wondolleck and Steven L. Yaffee, *Making Collaboration Work: Lessons from Innovation in Natural Resource Management* (Washington, D.C.: Island Press, 2000).

Steven L. Yaffee, Ali F. Phillips, Irene C. Frentz, Paul W. Hardy, Sussanne M. Maleki, and Barbara E. Thorpe, *Ecosystem Management in the United States: An Assessment of Current Experience*, (Washington, D.C.: Island Press, 1996).

Steven L. Yaffee, *The Wisdom of the Spotted Owl: Policy Lessons for a New Century* (Covelo CA: Island Press, 1994).

Steven L. Yaffee, *Prohibitive Policy: Implementing the Federal Endangered Species Act* (Cambridge, MA: MIT Press, 1982).

Articles and Book Chapters

Steven L. Yaffee, in John B. Davis, ed., "Can Any or All Marine Activities Be Compatible with EBM, or Are There Limits? Experts Respond," *Marine Ecosystems and Management* 6(5): 1-3, April/May 2013.

Steven Yaffee, Julia Wondolleck and Heather Leslie, "'Turning the Dials' in the Direction of Progress: Reflecting on the Largest Study of Marine EBM in Practice," *Marine Ecosystems and Management* 6(2): 1-3, October/November 2012.

Vicky J. Meretsky, Lynn A. Maguire, Frank W. Davis, David M. Stoms, J. Michael Scott, Dennis Figg, Dale D. Goble, Brad Griffith, Scott E. Henke, Jacqueline Vaughn and Steven L. Yaffee, "A State-Based National Network for Effective Wildlife Conservation," *BioScience* 62(11):970-976, 2012.

Steven L. Yaffee, "Collaborative Strategies for Managing Animal Migrations: Insights from the History of Ecosystem-Based Management," *Environmental Law* 41(2):655-679, 2011.

Steven L. Yaffee, "Why Most Public Decision Making Should be Collaborative," in John B. Davis, ed., "Making the Most of Stakeholder Involvement in EBM: Practitioners and Researchers Share Their Insights," *Marine Ecosystems and Management* 5(2): 4-5, October/November 2011.

Leila Sievanen, Heather M. Leslie, Julia M. Wondolleck, Steven L. Yaffee, Karen L. McLeod, and Lisa M. Campbell, "Linking top-down and bottom-up processes through the new U.S. National Ocean Policy," *Conservation Letters* 4(4):298-303, August/September 2011.

Steven L. Yaffee, "Collaborative Decision Making," in Dale D. Goble, J. Michael Scott and Frank W. Davis, editors. *The Endangered Species Act at Thirty: Renewing the Conservation Promise* (Washington, D.C.: Island Press, 2006), pp. 208-220.

Steven L. Yaffee and Julia M. Wondolleck, "Collaborative Ecosystem Planning Processes in the United States: Evolution and Challenges," 31 *Environments* 2:59-72, 2003.

Steven L. Yaffee, "Ecosystem Management in Policy and Practice," in Garry K. Meffe, Larry A. Nielsen, Richard L. Knight and Dennis A. Schenborn, *Ecosystem Management: Adaptive, Community-Based Conservation* (Washington, D.C.: Island Press, 2002).

Steven L. Yaffee and Julia M. Wondolleck, "Making Collaboration Work," *Conservation Biology in Practice*, 1(1):17-25, 2000.

Steven L. Yaffee, "Three Faces of Ecosystem Management," *Conservation Biology* 13(4),713-725, August 1999.

Steven L. Yaffee, "Regional Cooperation: A Strategy for Achieving Ecological Stewardship," in W.T. Sexton, A.J. Malk, R.C. Szaro, and N.C. Johnson, eds., *Ecological Stewardship: A Common Reference for Ecosystem Management* (Oxford UK: Elsevier Science, Ltd., 1999), pp. 131-153.

Steven L. Yaffee, "Cooperation: A Strategy for Achieving Stewardship Across Boundaries," in Richard L. Knight and Peter Landes, eds., *Stewardship Across Boundaries* (Washington, D.C.: Island Press, 1998), pp. 299-324.

Andrew Hoffman, Max Bazerman, and Steven Yaffee, "Balancing Business Interests and Endangered Species Protection," *Sloan Management Review* 39(1):59-73, Fall 1997.

Peter Aengst, Jeremy Anderson, Jay Chamberlin, Christopher Grunewald, Susan Loucks, Elizabeth Wheatley, and Steven Yaffee, "Introduction to Habitat Conservation Planning," *Endangered Species Update* 14(7&8):5-9, July/August 1997.

Steven L. Yaffee, "Why Environmental Policy Nightmares Recur," *Conservation Biology* 11(2):328-337, April 1997.

Steven L. Yaffee and Julia M. Wondolleck, "Building Bridges Across Agency Boundaries," in Kathryn A. Kohm and Jerry F. Franklin, eds., *Creating a Forestry for the 21st Century: The Science of Ecosystem Management* (Washington, D.C.: Island Press, 1997), pp. 381-396.

Steven L. Yaffee, "Ecosystem Management in Practice: The Importance of Human Institutions," *Ecological Applications* 6(3):724-727, 1996.

Steven L. Yaffee, "La Polémique Sur La Chouette Tachetée Aux États-Unis et Ses Implications Sur Le Concept de Foresterie Durable" (The Spotted Owl Controversy in the United States and its Implications for the Practice of Sustainable Forestry), *Revue Forestière Française* 48(numéro spécial):51-64, 1996.

Steven L. Yaffee and Julia M. Wondolleck, "Building Knowledge Pools and Relationships at the Forest Ecosystem Level," *Journal of Forestry* 93(5):60, May 1995.

Steven L. Yaffee, "Lessons About Leadership from the History of the Spotted Owl Controversy," *Natural Resources Journal* 35:381-412, Spring 1995.

Steven L. Yaffee, "The Northern Spotted Owl: An Indicator of the Importance of the Sociopolitical Context of Endangered Species Management," in Tim Clark and Alice Clarke, eds., *Improving Endangered Species Conservation: Reviewing the Experience and Learning the Lessons* (Covelo CA: Island Press, 1994).

Julia M. Wondolleck, Steven L. Yaffee, and James E. Crowfoot, "Applying the Principles of Alternative Dispute Resolution to Endangered Species Conservation," in Tim Clark and Alice Clarke, eds., *Improving Endangered Species Conservation: Reviewing the Experience and Learning the Lessons* (Covelo CA: Island Press, 1994).

Steven L. Yaffee, "Avoiding Endangered Species-Development Controversies through Interagency Consultation," in Kathryn Kohm, ed., *Balancing on the Brink of Extinction: The Endangered Species Act and Lessons for the Future* (Covelo, CA: Island Press, 1990).

Steven L. Yaffee, "Protecting Endangered Species through Interagency Consultation," *Endangered Species Update* 5:14-19, August 1988.

Steven L. Yaffee, "Using Nonprofit Organizations to Manage Public Lands," *Transactions, North American Wildlife and Natural Resources Conference* 48:413-422, 1983.

Steven L. Yaffee, "Book Review: Clean Coal/Dirty Air," *Journal of Health Politics, Policy and Law* 7:512-518, Summer 1982.

Michael M. McCarthy, Richard C. Durfee, Michael L. Newman, Steven L. Yaffee, Roger Betson, Clyde W. Craven, T.L. Cox, J. Holbrook, Dwight D. Huff, and Roger Strand, "Regional

Environmental Systems Analysis: An Approach for Management," in *Proceedings, First International Congress of Ecology*, The Hague, The Netherlands, 1974.

Alfred H. Voelker, Michael M. McCarthy, Michael L. Newman, Richard C. Durfee, Steven L. Yaffee, and Clyde W. Craven, "Spatial Disaggregation: Prerequisite to Regional Simulation," in *Proceedings of the 1974 Summer Computer Simulation Conference*, AFIPS Press, Montvale, New Jersey, 1974.

Steven L. Yaffee and Jonathan W. Bulkley, "A Computer-Based Information Storage and Retrieval System for Managing Wastewater Treatment Works Grant Data", in *Computer Uses in Water Systems*, The Water Research Association, Buckinghamshire, England, 1973.

Research Reports

Steven L. Yaffee and Gianna Petito, *Assessing the Impact of the Kinship Fellows Program: Report to the Kinship Foundation*, Chicago IL, May 30, 2015.

Steven L. Yaffee, Sheila K. Schueller and Julia M. Wondolleck, *Preserving Wild California: An External Assessment*, a report to the Resources Legacy Fund Foundation, Sacramento CA, April 2009.

Michelle Aldridge, Michael Jastremski, Sarah Levy, Nicole Lewis, Ashley Lowe, Edalin Michael, Lauren Pidot, Christopher Theriot, Joel Visser and Steven Yaffee, *State Wildlife Action Plans in the Northeast*, a report to the National Council on Science and the Environment. School of Natural Resources and Environment, University of Michigan, Ann Arbor, June 2008.

Stephanie Bertaina, Alden Boetsch, Emily Kelly, Eirin Krane, Jessica Mitchell, Lisa Spalding, Matt Stout, Drew Vankat and Steven Yaffee, *Collaborative Planning on State Trust Lands*, a report to the Sonoran Institute and the Lincoln Institute of Land Policy. School of Natural Resources and Environment, University of Michigan, Ann Arbor, June 2006.

Sheila Schueller, Steven Yaffee and others, *Evaluation Sourcebook: A Toolbox for the Design and Implementation of an Evaluation Plan*, supplement to a workbook produced by the Ecosystem Management Initiative, School of Natural Resources and Environment, University of Michigan, Ann Arbor, June 2006.

Steven L. Yaffee et al, *Measuring Progress: An Evaluation Guide for Ecosystem and Community-Based Projects*, a workbook produced by the Ecosystem Management Initiative, School of Natural Resources and Environment, University of Michigan, Ann Arbor, version 3.0, March 2004.

Stephen Hufnagel, Julia Wondolleck, Kathleen Mogelgaard, and Steven Yaffee. *Measuring Progress Toward Social and Economic Outcomes of Collaborative Ecosystem Management Projects: A Review of Current Literature and Practice*, a working paper produced by the Ecosystem Management Initiative, School of Natural Resources and Environment, University of Michigan, June 2004.

Jeremy Anderson and Steven Yaffee, *Balancing Public Trust and Private Interest: Public Participation in Habitat Conservation Planning, A Summary Report* (Ann Arbor MI: School of Natural Resources and Environment, The University of Michigan, 1998), a research report commissioned by the National Wildlife Federation.

Julia M. Wondolleck and Steven L. Yaffee, *Collaborative Resource Management: A Compendium of Cases* (Ann Arbor MI: School of Natural Resources and Environment, The University of

Michigan, 1998), a research report submitted to the USDA-Forest Service, Pacific Northwest Research Station, Seattle.

Steven L. Yaffee, Julia M. Wondolleck, and Steven Lippman, *Factors that Promote and Constrain Bridging: A Summary and Analysis of the Literature* (Ann Arbor MI: School of Natural Resources and Environment, The University of Michigan, 1997), a research report submitted to the USDA-Forest Service, Pacific Northwest Research Station, Seattle.

Julia M. Wondolleck and Steven L. Yaffee, *Sustaining the Success of Collaborative Partnerships: Revisiting the Building Bridges Cases* (Ann Arbor MI: School of Natural Resources and Environment, The University of Michigan, 1997), a research report submitted to the USDA-Forest Service, Pacific Northwest Research Station.

Andrew Hoffman, Max Bazerman and Steven L. Yaffee, *The Kellogg Report: The Endangered Species Act and the U.S. Economy* (Evanston IL: Kellogg Graduate School of Management, Northwestern University, March 1996), a report commissioned by the National Fish and Wildlife Foundation for preparation to the U.S. Congress.

Steven L. Yaffee and Julia M. Wondolleck, *Negotiating Survival: An Assessment of the Potential Use of Alternative Dispute Resolution Techniques for Resolving Conflicts Between Endangered Species and Development* (Ann Arbor MI: School of Natural Resources and Environment, The University of Michigan, 1994), a research report to the Administrative Conference of the United States.

Julia M. Wondolleck and Steven L. Yaffee, *Building Bridges Across Agency Boundaries: In Search of Excellence in the United States Forest Service* (Ann Arbor MI: School of Natural Resources and Environment, The University of Michigan, 1994), a research report to the USDA-Forest Service, Pacific Northwest Research Station.

Steven L. Yaffee, *Spotted Owl Casebook* (Ann Arbor MI: School of Natural Resources and Environment, The University of Michigan, 1993), a research report to the National Fish and Wildlife Foundation.

Steven L. Yaffee, *The Wisdom of the Owl: A Summary of Policy Lessons Based on the History of the Spotted Owl Controversy* (Ann Arbor MI: School of Natural Resources, 1991), a research report to the USDA-Forest Service.

Steven L. Yaffee, *Lessons for Leadership from the Spotted Owl Controversy* (Ann Arbor MI: School of Natural Resources, 1991), a research report to the Leadership in Natural Resource Management Project of the Pinchot Institute for Conservation.

Steven L. Yaffee, *Evaluating the Role of Nonprofit Organizations in Providing Recreation Services: The Massachusetts Pilot Program: Vol. I, Summary Report* (Cambridge, MA: John F. Kennedy School of Government, Harvard University, June 1982), research report for the Office of Policy Analysis, U.S. Department of the Interior.

Steven L. Yaffee, *Evaluating the Role of Nonprofit Organizations in Providing Recreation Services: The Massachusetts Pilot Program: Vol. II, Case Studies* (Cambridge, MA: John F. Kennedy School of Government, Harvard University, June 1982), research report for the Office of Policy Analysis, U.S. Department of the Interior.

Steven L. Yaffee, *Municipal Involvement in the Formulation of State Growth Policy: Implications of Traditional Local Planning Practice*, Laboratory of Architecture and Planning, MIT, Cambridge, 1977.

Steven L. Yaffee, *Simulation and Analysis of Political Interaction in Regional Systems*, ORNL/RUS-23, Oak Ridge National Laboratory, Oak Ridge, Tennessee, 1976.

Steven L. Yaffee and Curtis A. Miller, *Toward a Regional Power Plant Siting Method: AEC-Maryland Regional Siting Factors Study*, ORNL-TM-4944, Oak Ridge National Laboratory, Oak Ridge TN, 1974.

Steven L. Yaffee and Jonathan W. Bulkley, *Factors Affecting Innovation in Water Quality Management: Implementation of the 1968 Michigan Clean Water Bond Issue*, Research Project Technical Completion Report, Office of Water Resources Research Project No. A-054-MICH, The University of Michigan, Ann Arbor, 1973.

Public Policy Cases

"The U.S. Forest Service and the Spotted Owl," School of Natural Resources and Environment, The University of Michigan, 1994, 35 pp. A case that examines the history of the U.S. Forest Service's management of the spotted owl controversy in the Pacific Northwest, and emphasizing changing social values, organizational management dilemmas, problematic public policy processes, and the role of science in collective choice decisionmaking.

"Organizational Change and the U.S. Forest Service," School of Natural Resources and Environment, The University of Michigan, 1994, 47 pp. A case that focuses on the organizational management situation facing the newly-appointed Chief of the U.S. Forest Service, including issues of strategic planning, personnel and financial management, information systems, and external management.

"The Two Forks Project (A)," School of Natural Resources, The University of Michigan, 1992, 52 pp. A case focusing on a water resource project in Colorado, and emphasizing the behavior of elected political executives (the Governor of Colorado).

"The Two Forks Project (B)," School of Natural Resources and Environment, The University of Michigan, 1993, 35 pp. Focusing on the final decision on a Colorado water resource project, this case examines the behavior of appointed chief executives (the Administrator of the U.S. Environmental Protection Agency).

"Protecting the Columbia River Gorge (A,B)," School of Natural Resources, The University of Michigan, 1988, 69 pp. A case focusing on an innovative regional resource protection scheme in Oregon and Washington, and emphasizing interest group behavior, and the dilemmas of implementing public policy.

"Enacting the National Nuclear Waste Policy Act (Note,A,B)," School of Natural Resources, The University of Michigan, 1985, 67 pp. Focusing on federal policy to deal with high level radioactive waste, this case provides an in-depth examination of the behavior of legislators (the U.S. Senate).

"Michigan Toxic Substance Control Commission (A,B)," School of Natural Resources, The University of Michigan, 1984, 43 pp. Examining the response to the accidental release of PBBs into the food supply in Michigan in the 1970s, this case focuses on the behavior of public sector bureaucracies and the problems of policy implementation.

"Tellico Dam and Reservoir (A,B)," John F. Kennedy School of Government, Harvard University, 1980, 38 pp. This case presents the history of decisionmaking on the multiobjective water resource project in east Tennessee that began the first test case of the Endangered Species Act (the Snail

Darter case), and allows for a comparative evaluation of whether public policies rise out of technically-rational analysis, organizational processes, or political bargaining.

"Wilderness Planning and the U.S. Forest Service," Department of City and Regional Planning, Harvard University, 1980, 37 pp. Examining the U.S. Forest Service's implementation of its second Roadless Area Review and Evaluation (RARE II), this case allows for a critique of the rational planning model.

Role-Play Simulations and Teaching Exercises

"Sustaining Collaboration at Narley Creek," a small group sequential exercise which focuses on the challenges of setting up a collaborative process, sustaining its success and measuring its progress, Ecosystem Management Initiative, School of Natural Resources and Environment, University of Michigan, 2004.

"Credible Science for Managing the Rossumi River," a small group sequential exercise which focuses on the challenges of and strategies for the use of independent science review within an adaptive ecosystem management process, Ecosystem Management Initiative, School of Natural Resources and Environment, University of Michigan, 2004. With Deborah Brosnan.

"Adaptive Management of the Kerry Creek Watershed," a small group sequential exercise in which parties are put in the role of an agency staff member designing an adaptive management process for a watershed in Oregon. Ecosystem Management Initiative, School of Natural Resources and Environment, University of Michigan, 2003. With Elizabeth McCance and Sarah McKearnan.

"A Sage Grouse Saga," a small group sequential exercise focused on cultural, sovereignty and other issues associated with tribal involvement in collaborative processes, Ecosystem Management Initiative, School of Natural Resources and Environment, University of Michigan, 2003. With Mary Adelzadeh and Todd Bryan.

"Road to Ranamas," a four-party scorable negotiation simulation focusing on the role of environmental groups in multiple issue negotiations involving endangered species, Ecosystem Management Initiative, School of Natural Resources and Environment, University of Michigan, 2001. With Naureen Rana, Alex Mas and Julia Wondolleck

"Collaborative Planning for the California Desert," a small group sequential exercise, in which participants are put into the role of an agency official dealing with a series of challenges involved in designing and managing a collaborative planning process. Ecosystem Management Initiative, School of Natural Resources and Environment, University of Michigan, 2001. With Julia Wondolleck and Tara Harmon.

"Trouble in Clearview," a four-party scorable negotiation game illustrating the potential for mutual gains in an interagency dispute, Ecosystem Management Initiative, School of Natural Resources and Environment, University of Michigan, 2000. With Alex Mas, Naureen Rana and Julia Wondolleck.

"Adaptive Management of the Red Canyon Dam," a progressive scenario-driven exercise, highlighting critical process design questions when implementing an adaptive management program, Ecosystem Management Initiative, School of Natural Resources and Environment, University of Michigan, 2000. With Sarah McKearnan, Alex Mas and Julia Wondolleck.

"Sellers vs. Beyers," a two-party negotiation game illustrating aspects of distributive and integrative bargaining, School of Natural Resources and Environment, University of Michigan, 1999.

"A Job for Terry Smith," a two-party negotiation game emphasizing the effects of psychological framing on negotiation outcomes, School of Natural Resources, University of Michigan, 1997.

"Elk River State Forest," a six-party scorable negotiation game dealing with an oil and gas development dispute on state public lands, School of Natural Resources, The University of Michigan, 1988.

Web-Based Publications and Authored Sites

Steven Yaffee et al, *Facilitating Collaborative Public Decisions: A Video-Based Training Tool*, located at <http://www.seas.umich.edu/ecomgt/mlpavideo>

Julia Wondolleck and Steven Yaffee, *Marine Ecosystem-Based Management in Practice*, located at <http://www.seas.umich.edu/ecomgt/mebm/>

Steven Yaffee and Julia Wondolleck, *Assessing Whether to Participate in a Collaborative Process*, a strategic assessment framework located at www.seas.umich.edu/emi/collaboration/Denver_Workshop_Strategic_Assessment.pdf. Published May 2001.

Julia Wondolleck and Steven Yaffee, *Learning from Experience: A National Resource for Collaboration and Partnerships*, located at <http://www.seas.umich.edu/ecomgt/cases/>

Steven Yaffee and others, *Ecosystem Management Initiative website*, located at <http://www.seas.umich.edu/ecomgt>

PRESENTATIONS

Steven Yaffee and Julia Wondolleck, "Ecosystem-Based Management on Land and in the Sea." Presentation at the Ecosystem Management in Practice Symposium, International Congress for Conservation Biology, Baltimore MD, July 25, 2013.

Steven L. Yaffee, "Grouting Mosaics: "Grouting Mosaics: Motivating Collaborative Conservation Across Patchy Landscapes." Presentation at the Symposium on Moving Beyond Fortress Conservation: New Approaches for a Changing World, North American Congress for Conservation Biology, Oakland CA, July 16, 2012.

Steven Yaffee, Julia Wondolleck, Leila Seivanen, Heather Leslie and Leesa Cobb, "Marine Ecosystem-Based Management in Practice," a webinar hosted by the Consultative Group on Biological Diversity, July 15, 2011.

Steven L. Yaffee, "Collaborative Strategies for Managing Animal Migrations: Insights from the History of Ecosystem-Based Management," Presentation at the Workshop on Animal Migration Conservation, Indiana University School of Law, Bloomington IN, October 29, 2010.

Steven L. Yaffee and Julia M. Wondolleck, "Evaluating the Effectiveness of Coastal Ecosystem Science and Management: Moving Beyond Performance Measures," Presentation at the Coastal Zone '09 meetings, Boston MA, July 20, 2009.

Sarah Levy, Lauren Pidot, Chris Theriot and Steven Yaffee, "State Wildlife Action Plans in the Northeast," presentation at the Northeast Association of Fish and Wildlife Agencies annual meeting, Atlantic City NJ, April 29, 2008.

Michelle Aldridge, Sarah Levy, Edalin Michael, Chris Theriot and Steven Yaffee, "State Wildlife Action Plans in the Northeast," presentation at the Michigan Department of Natural Resources, Lansing MI, April 11, 2008.

Steven L. Yaffee, "Lessons from Collaboration in Environmental Management," keynote talk for ParksCanada at the Point Pelee National Park Management Planning Conference, Leamington, ON, January 12, 2007.

Stephanie Bertaina, Alden Boetsch, Emily Kelly, Eirin Krane, Jessica Mitchell, Lisa Spalding, Matt Stout, Drew Vankat and Steven Yaffee, "Collaborative Planning on State Trust Lands," presentation at the Western States Land Commissioners Association annual meeting, Sheridan WY, July 17, 2006.

Steven L. Yaffee, "Stakeholder Engagement: From Public Participation to Collaborative Learning," presentation at the Sea Grant Integrated Assessments Workshop, Ann Arbor MI, October 12, 2005.

Steven L. Yaffee, "Leading Collaborative Processes and Negotiating," presented at the Kinship Conservation Institute, held at Montana State University, Bozeman MT, June 16, 2005.

Steven L. Yaffee, "Ecosystem- and Community-Based Collaboration: Is Collaboration Good for the Environment?" presented at the Environmental Conflict Resolution 2005 research conference, Tucson AZ, May 26, 2005.

Steven L. Yaffee, "Achieving Effective Collaboration in Adaptive Management," Panel on Adaptive Management in the 21st Century: Challenging Scientists and Managers to Work Together in Public Policy, held at the Annual Meeting of the American Academy for the Advancement of Science, Washington, DC, February 19, 2005.

Steven L. Yaffee, "Measuring the Progress of the LILP/SI State Trust Lands Project," presentation at the Lincoln Foundation Annual Board Meeting, Phoenix AZ, January 15, 2005.

Steven L. Yaffee, "Measuring the Progress of Ecosystem- and Community-Based Projects," presentation at the California Grantmakers Association meeting, San Francisco, September 24, 2004.

Steven L. Yaffee, "Measuring the Progress of Ecosystem- and Community-Based Projects," presentation at the Evaluation Methods Workshop held by the Community-Based Collaboratives Research Consortium, Keystone CO, June 6-7, 2004.

Steven Yaffee, "Community-Based Collaboratives and Partnerships," presentation at the Department of the Interior Collaboration Framework Workshop, Arlington VA, June 3, 2004.

Steven L. Yaffee, "From Pelican Island to the Missouri Basin: Collaboration and Resource Management," Keynote Address at the 8th Annual Missouri River Natural Resources Conference, Columbia MO, May 24, 2004.

Steven L. Yaffee and Sheila K. Schueller, "Snapshot of Ongoing Evaluation Work," presentation at the Multiagency Environmental Conflict Resolution Evaluation Workshop, Tucson, AZ, January 29-31, 2004.

Steven L. Yaffee, "Collaborative Resource Management in the Missouri River Basin," lead presentation at a meeting of the Missouri Basin Interagency Roundtable, Kansas City KS, December 10, 2003.

Steven L. Yaffee, "The Endangered Species Act at Thirty," participant in an invited workshop, University of California at Santa Barbara, November 13-14, 2003.

Steven L. Yaffee, Elizabeth McCance and Sheila Schueller, "How Are We Doing? The Challenges of Measuring Success in Ecosystem Management," Presentation at the Society for Conservation Biology Annual Research Conference, Duluth MN, July 1, 2003.

Steven L. Yaffee, "From Pelican Island to Pacific Salmon: Transitions in Conservation," Inaugural Theodore Roosevelt Chair presentation, Ann Arbor MI, April 7, 2003.

Steven L. Yaffee, "Evaluating On-the-Ground Progress of Ecosystem Management Projects," McIntire-Stennis Symposium on Ecosystem Management Research, Ann Arbor MI, October 28, 2002.

Steven L. Yaffee, "Evaluating Collaborative Ecosystem Initiatives," Presentation at the Conference on Environmental Conflict Resolution: The State of the Field and its Contribution to Environmental Decision-Making, Tucson, AZ, May 16, 2002.

Elizabeth Harris, Chase Huntley, William Mangle, Naureen Rana, Julia Wondolleck, and Steven Yaffee, "Transboundary Collaboration in Ecosystem Management," Poster presented at the Society for Conservation Biology annual conference, Hilo, HI, July 31, 2001.

Todd Bryan, Julia Wondolleck and Steven Yaffee. "Tragedy Averted: The Promise of Collaboration," Presentation at a University of Montana Conference on Collaboration and Decision-Making on the National Forests: Can It Work?, Missoula MT, February 2, 2001.

Steven L. Yaffee, "Ecosystem Management Revisited," Society for Conservation Biology annual conference, Missoula MT, June 10, 2000.

Mark Brush, Allen Hance, Kathleen Judd, Elizabeth Rettenmaier and Steven Yaffee. "Recent Trends in Ecosystem Management." Poster presented at the Society for Conservation Biology annual conference, Missoula MT, June 10, 2000.

Julia M. Wondolleck and Steven L. Yaffee, "Making Collaboration Work: Understanding the Quincy Library Group in the Context of Broader Case Experience," Conference on Alternative Dispute Resolution and Natural Resources: Building Consensus and Resolving Conflicts in the Twenty-First Century, Tucson, AZ, May 17, 2000.

Julia M. Wondolleck and Steven L. Yaffee, "Making Collaboration Work," Presentation at the USDA-Forest Service, Washington, D.C., April 24, 2000.

Steven L. Yaffee, "Public Participation in Habitat Conservation Planning," Briefing for U.S. Fish and Wildlife Service and National Marine Fisheries Service officials, held at the U.S. Council on Environmental Quality, Washington D.C., February 12, 1999.

Steven L. Yaffee, "The Experience with Ecosystem Management," Ecosystem Management Workshop (*Practicing What We Teach: Lessons from Ecosystem Management Experience*), The University of Michigan, Ann Arbor, March 28, 1998

Steven L. Yaffee, "Principles of Ecosystem Management," Ecosystem Management Symposium (*Ecosystem Management: For A World We Can Live In*), The University of Michigan, Ann Arbor, September 25, 1997.

Steven L. Yaffee, "Cooperation: A Strategy for Achieving Stewardship Across Boundaries," Society for Conservation Biology Annual Meeting, Victoria, B.C., June 9, 1997.

Steven L. Yaffee, "Regional Cooperation," Ecological Stewardship Workshop, Tucson, AZ, December 5, 1995.

Irene Frentz, Paul Hardy, Sussanne Maleki, Ali Phillips, Barbara Thorpe, and Steven Yaffee, "Ecosystem Management in the United States: An Assessment of Current Experience," Natural Areas Association Conference, Fayetteville, Arkansas, October 26, 1995.

Steven L. Yaffee, "Introductory Remarks: Panel on 'Where Do We Go From Here?' Evaluating The Clinton Administration's Vision of Endangered Species Protection," 1994 Environmental Law Society Symposium on Reauthorization of the Endangered Species Act, The University of Michigan Law School, Ann Arbor, February 12, 1994.

Steven L. Yaffee, "The Spotted Owl: The Importance of Sociopolitical Context on Endangered Species Recovery," Symposium on "Improving Endangered Species Conservation: Reviewing the Experience and Learning the Lessons," held at The University of Michigan, Ann Arbor, January 8-9, 1993.

Steven L. Yaffee, "Introductory Remarks: Panel on Global Warming: A Challenge to Democracy," 1992 Neil Staebler Symposium on Definitions of Democracy: The Democratic Ideal in Public Policy, Institute of Public Policy Studies, The University of Michigan, Ann Arbor, January 31, 1992.

Steven L. Yaffee, "Discussant Remarks: Panel on The Ivory Trade Ban," Seminar on International Environmental Nongovernmental Organizations: The Great Lakes and Beyond, held at The University of Michigan, Ann Arbor, October 18, 1991.

Steven L. Yaffee, "Participant Remarks: Workshop on National Forest Plan Implementation," held at Airlie House, VA, February 1-2, 1989

Steven L. Yaffee, "The Political and Policy Aspects of Endangered Species Management", keynote speech at the USDA-Forest Service's National Threatened, Endangered, and Sensitive Species Meeting, Tucson, Arizona, January 10, 1989.

Steven L. Yaffee, "Discussant Comments: Panel on Institutional Factors in Natural Resources and Environmental Management," Conference of the Association for Public Policy Analysis and Management, Seattle, Washington, October 28, 1988.

Paul DeLong and Steven L. Yaffee, "The Current Management Situation in the Lake States," presented at the Lake States Biodiversity Workshop, held by the USDA-Forest Service, Stevens Point WI, April 5, 1988.

Steven L. Yaffee, "The Use and Abuse of Public Sector Surrogate Organizations," Conference of the Association for Public Policy Analysis and Management, Bethesda, Maryland, October 30, 1987.

Steven L. Yaffee, "Discussant Comments: Panel on Environmental and Natural Resource Dispute Resolution," Conference of the Association for Public Policy Analysis and Management, Bethesda, Maryland, October 30, 1987.

Steven L. Yaffee, "The Role of Nonprofit Organizations in Forest Planning and Management," Society of American Foresters Fall Meeting, Ann Arbor, Michigan, October 31, 1986.

Steven L. Yaffee, "The Role of Political Interaction Analysis in Utility System Planning," given at the Short Course on Environmental Analysis Techniques and Procedures for Siting Utility Systems, University of Wisconsin-Extension, Madison, Wisconsin, October 24, 1975.

Steven L. Yaffee, "A Regional Approach to Power Plant Siting," given at the ORNL Bimonthly Colloquium, American Museum of Atomic Energy, Oak Ridge, Tennessee, March 19, 1975.

SHORT COURSES AND PROCESS FACILITATION

Short Courses Taught Off-Campus

Negotiation skills modules taught at Duke University (Nicholas School of the Environment), Yale University (School of Forestry and Environmental Studies), the University of Michigan (Ford School of Public Policy; School of Natural Resources and Environment), Montana State University (Enviropreneur Institute, Property and Environment Research Center), and Western Washington University (Kinship Conservation Fellowship Program).

One-day course on "Skills and Strategies for Collaboration and Negotiation on Environmental Issues," sponsored by the Michigan Environmental Council, Ann Arbor MI, September 15, 2006.

Two-day course on "Assessing Direction and Measuring Progress: A Workshop on Evaluation for Community-Stewardship Organizations," Abacoa FL, March 17-18, 2005.

Week-long course on "Collaborative Resource Management for Western Colorado," Grand Junction CO, December 12-17, 2004.

Half-day course on "The Role of Science in Adaptive Management," held at the First National Conference on Ecosystem Restoration, Orlando FL, December 10, 2004.

One and a half-day course on "Measuring Progress and Sustaining Success: A Workshop on Adaptive Management of Collaborative Projects," Natural Resources Leadership Institute Retreat, Raleigh, NC, November 10-11, 2004.

One-day workshop on "Assessing Direction and Measuring Progress: Watershed Strategies Evaluation Workshop," Thurmont, MD, October 4, 2004.

Half-day workshop on "Assessing Direction and Measuring Progress: Catalina Island Conservancy Evaluation Workshop," Avalon, CA, September 20, 2004.

Two-day course on "Community-Based Forestry Demonstration Program: The Many Faces of Ecological Monitoring," Silver City NM, September 15-17, 2004.

One-day course on "Assessing Direction and Measuring Progress Evaluation Workshop," Ashland OR, August 18, 2004.

One-day course on "Independent Science Review for the Missouri River Basin," Columbia MO, May 26-27, 2004.

One-day course on "Measuring Progress: A Workshop on Evaluation for Community Foundation of Southeastern Michigan GreenWays Initiative Projects," Livonia MI, April 7, 2004.

One and a half-day course on “Measuring the Progress of Collaborative Projects: A Workshop on Evaluation for RCC Grantees and Advisors,” Bozeman MT, November 10-11, 2003.

Week-long course on “Collaborative Resource Management in the Missouri River Basin,” South Sioux City NE, July 2003.

Two-day workshop on “Making it Work: Strategies for Effective Adaptive Management,” for Seattle Public Utilities and Washington Trout, Seattle WA, February 2003.

One-day workshop on “Adaptive Management for the CALFED Ecological Restoration Program,” Sacramento CA, July 11, 2001.

Two-day course on “Collaboration Skills and Strategies: A Workshop for Environmental Leaders,” Denver CO, May 2001.

Week-long course on “Collaborative Resource Management” taught at the National Conservation Training Center, Shepherdstown, WV, November 2000.

Off-Campus Process Facilitation

Facilitator, "Naming of the School for Environment and Sustainability," Ann Arbor MI, October-November 2016.

Facilitator, “Evaluation Planning for the Gordon and Betty Moore Foundation’s Marine Conservation Initiative,” Palo Alto CA, October 2011- June 2012.

Facilitator, “Evaluation Planning for the Walton Family Foundation’s Freshwater Conservation Program,” Washington DC, October 2009-September 2010.

Lead Facilitator, “Huron River and Impoundment Management Planning Process,” Ann Arbor MI, April 2007-April 2009.

Facilitator, “Sonoran Institute Strategic Planning Process,” Tucson and Phoenix AZ, June 2006-May 2007. Follow-up workshops with the Top of the Rockies and Upper Gulf of California Legacy Projects in Bozeman MT (July 2008) and Tucson AZ (October 2008).

Facilitator, “Research Roundtable of the Lincoln Institute and Sonoran Institute Joint Venture,” Scottsdale AZ, February 28-March 1, 2007.

Lead Facilitator, “Puget Sound Salmon Recovery Adaptive Management Steering Committee Workshop,” Seattle WA, January 25-27, 2006.

Lead Facilitator, “Evaluation Check-Up for the Sonoran Institute and Lincoln Institute Joint Venture,” Ann Arbor MI, Sedona AZ, Phoenix AZ, January 13-14, 2006, April 22-23, 2007, February 26-27, 2008 and May 18-19, 2009.

Lead Facilitator, “School for Field Studies’ Center for Marine Resource Conservation Evaluation Workshop,” South Caicos Island, British West Indies, July 30-31, 2005.

Lead Facilitator, “California Coastal and Marine Initiative Evaluation Workshop,” Sacramento CA, June 1-2, 2005 and Los Altos CA, June 14, 2005.

Lead Facilitator, “Adaptive Management Workshop for the Cedar River Habitat Conservation Planning Workgroup,” Seattle WA, March 3, 2005.

Lead Facilitator, “Navigating the Course to Puget Sound Salmon Recovery: An Interactive Workshop on Adaptive Management,” sponsored by Seattle Public Utilities, Washington Trout, NOAA Fisheries and Shared Strategy, Seattle WA, February 28-March 1, 2005.

Lead Facilitator, “Packard Foundation Conservation and Science Program Evaluation Workshop,” Los Altos CA, November 16-17, 2004.

Lead Facilitator, “Evaluation Workshop for the Sonoran Institute’s State Trust Lands Project,” Ann Arbor MI, November 1-2, 2004.

Lead Facilitator, “Evaluation Workshop for the Catalina Island Conservancy,” Avon, CA, September 20-21, 2004.

Lead Facilitator, “Applegate Restoration Demonstration Project Indicator Workshop,” Ashland OR, August 19, 2004.

Co-Facilitator, “U.S. Department of Interior Collaboration Framework Workshop,” Arlington VA, June 3-4, 2004.

Lead Facilitator, “Evaluation Workshop for the Northeastern Nevada Stewardship Group,” Elko NV, April 23-24, 2004.

Lead Facilitator, “Preliminary Discussion of Missouri River Recovery Implementation Committee and Process, Denver CO, March 31, 2004.

Lead Facilitator, “Evaluation Workshop for the Columbia River Greenways Alliance,” Invermere BC, March 26-27, 2004.