

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/ecomgt/> or contact Colleen Giordano, (734) 615-6431.

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.

Mary Margaret Golten, Managing Partner, CDR Associates, Boulder CO

Mary Margaret Golten, founding Partner of CDR Associates in Boulder, Colorado and Washington, DC, specializes in working with multiparty environmental and public policy conflicts and in working with diverse stakeholders to reach acceptable settlements to issues in dispute. Since 1978, Ms. Golten has applied and trained others in alternative dispute resolution skills and procedures in the US and abroad, in both the private and public sectors, including federal, state, and local government. Specific environmental situations in which Ms. Golten has been involved include the mediation of a highly polarized mining clean

up dispute; the design, convening and facilitation of a working group including federal, state, and local officials, as well as members of public interest groups and developers to make recommendations regarding future use of a nuclear weapons site; the mediation of a chemical spill in a low income area of a large metropolitan area; and consultation with federal staff responsible for support and implementation of alternative dispute resolution processes. She has consulted with and trained such federal agencies as the Minerals Management Service, Bureau of Land Management, the U.S. Fish & Wildlife Service, the U.S. Department of Energy, and the U.S. Environmental Protection Agency; as well as with local, regional, and national public interest groups and organizations in the private sector.

Projects she has worked with internationally include the design and facilitation of the public participation process for a 1700km pipeline in Azerbaijan, Georgia and Turkey; design and facilitation of public input regarding a large dam in Uganda; training and consultation with water resource officials in South Africa and the Okavango Delta (Angola, Namibia and Botswana); and training for forestry officials in Belize.

Ms. Golten graduated from Stanford University in Palo Alto, California. She is a member of the Association for Conflict Resolution, served on the Board of ACR and acted as co-chair of ACR's Environmental and Public Policy Section.

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.

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.

Bruce Watkins, Senior Terrestrial Biologist, Colorado Division of Wildlife, Montrose CO

Bruce Watkins has worked for the Colorado Division of Wildlife for 11 years and is currently a Senior Terrestrial Biologist in Montrose. Bruce is responsible for supervising 4 biologists and a pilot in the SW quarter of the state. He is one of the founders of the Uncompahgre Plateau Project and is co-chairman of the UP Technical Committee. Prior to working for the CDOW, Bruce was the Nutritionist at the Brookfield Zoo in Chicago and held faculty positions at Washington State University and California State University – Fresno. His professional interests include many aspects of wildlife management but he is particularly interested in the nutrition and ecology of wild ungulates. Bruce received a PhD in Wildlife Biology and in Animal Science from Michigan State University, an MS in Wildlife Ecology from Oregon State University, and a BS in Wildlife Biology from Colorado State University. Bruce grew up in Colorado Springs, Colorado.