

BACKGROUND INFORMATION ON THE SNRE ECOSYSTEM MANAGEMENT INITIATIVE

Instructional design and coordination for the pilot course were provided by the Ecosystem Management Initiative (EMI), a major 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 Marcia Lochmann at (734) 615-6431.

UM TRAINING TEAM BIOGRAPHIC INFORMATION

Steven Yaffee, Professor of Natural Resource and Environmental Policy

Steven L. 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. Dr. Yaffee has worked for more than twenty 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 the new book, Making Collaboration Work: Lessons from Innovation in Resource Management (Washington, D.C.: Island Press, 2000). Dr. Yaffee received his Ph.D. in 1979 from the Massachusetts Institute of Technology in environmental policy and planning. He holds earlier degrees in 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.

Julia Wondolleck, Associate Professor of Environmental Conflict Management

Julia M. Wondolleck is on the faculty of the School of Natural Resources and Environment at The University of Michigan where she teaches courses in environmental and natural resource conflict management, and negotiation skills in resolving environmental disputes. She was a member of the USDA Committee of Scientists that examined the national forest management process and recommended a new approach to planning, one grounded in principles of sustainability and pursued in a collaborative manner. With Steven Yaffee, she is the co-author of Making Collaboration Work: Lessons from Innovation in Natural Resource Management (Island Press, 2000). She is also the author of Public Lands Conflict and Resolution: Managing National Forest Disputes (NY: Plenum, 1988) and co-author (with James Crowfoot) of Environmental Disputes: Community Involvement in Conflict Resolution (Washington, D.C.: Island Press, 1990). Dr. Wondolleck received her Ph.D. in 1983 from the Massachusetts Institute of Technology in environmental policy and planning. She is particularly interested in the proactive application of alternative dispute resolution principles to conflicts involving public lands. Her current research focus is on the collaborative dimension of ecosystem management, and ways to ensure the accountability of collaborative processes when public resources are at stake.

Todd Bryan, Research Associate

Todd Bryan has worked in the environmental and natural resources field for 22 years and has spent the last 10 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 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 third-year doctoral student. Todd's dissertation research is on 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 the

principal of ASSENT, a small mediation, training, and consulting firm in Boulder, Colorado and Ann Arbor, Michigan.

Sarah McKearnan, Research Associate

Sarah McKearnan has spent eight years working as a professional facilitator and trainer in the environmental field. She is currently a research associate at the University of Michigan's School of Natural Resources & Environment focusing on eco-regional planning and decision making for recovery of the Pacific salmon, working with Seattle's endangered species recovery team. Simultaneously, she is completing a dual master's degree program in the Schools of Natural Resources and Environment and Public Policy. Before returning to graduate school, Sarah was a Senior Associate at Consensus Building Institute, a non-profit organization in Massachusetts that provides mediation and facilitation services to public agencies, non-profit organizations and industries in the United States and abroad. While at CBI, Sarah facilitated multi-party dialogues on land use, facility siting and other environmental and public policy issues. She served on the faculty of the International Programme on the Management of Sustainability, and coordinated the design of programs to train the staffs of public agencies and non-profits in consensus-building skills. She was the editor of Consensus magazine for four years; 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's undergraduate degree is in government from Harvard University.

TRAINING TEAM BIOGRAPHIC INFORMATION (CONT'D)

Chris Moore, Partner, CDR Associates

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. Moore 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 Dr. Moore'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. Dr. Moore 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. Dr. Moore has been trained by the Federal Mediation and Conciliation Service (1979) and the American Arbitration Association (1976) as a mediator and conflict manager.

FEDERAL AGENCY TRAINERS/PRESENTERS BIOGRAPHIC INFORMATION

James Pipkin, Director, Office of Policy Analysis, Department of the Interior

James Pipkin is the Director of the Office of Policy Analysis at the Department of the Interior, having previously served five years as Counselor to the Secretary. He is also Special Negotiator for the Department of State and was given the personal rank of Ambassador in connection with that work. He has worked on a wide range of natural resource issues, including: playing a key role in the development and implementation of the forest plan for the Pacific Northwest; being the principal federal negotiator for Everglades restoration; serving as chief U.S. negotiator for a bilateral agreement to conserve Pacific salmon and restrict harvests; serving as chair or co-chair of the interagency committees that recommended how the federal agencies should implement the principles of ecosystem management; co-negotiating the agreement to terminate the proposed gold mine that posed a hazard to the waters of Yellowstone National Park; representing Secretary Babbitt in developing a multiple-species habitat conservation plan in southern California; chairing the Interior Department's working group on Indian water rights; serving as the U.S. federal commissioner on the US/Canada Pacific Salmon Commission; and representing the Interior Department in the Coastal America partnership, a group of federal agencies that works to restore coastal wetlands and estuarine habitat. Before coming into government, Mr. Pipkin was a partner in the Washington DC law firm of Steptoe & Johnson, specializing in dispute resolution through negotiation, arbitration, and mediation. He is also a photographer and writer, whose latest book focuses on special places in nature and the role they play in providing nourishment for the human spirit. He has degrees from Princeton University, Harvard Law School, and Oxford University.

Todd Jones, Chief, Division of Training, National Conservation Training Center

Currently serving as the Chief, Division of Training, National Conservation Training Center, U.S. Fish and Wildlife Service, Mr. Jones has over 20 years experience working on issues of public health and environmental restoration with the Federal government. During this service, Mr. Jones has served in both the Department's of Defense and Energy working on projects requiring multi-agency participation working to solve intractable environmental clean up issues in diverse and sensitive ecosystems. Most recently at the Department of Energy, Mr. Jones co-lead a collaborative effort between the Environmental Protection Agency and the Department to develop and field inter-agency guidance entitled "Improving Communication to Achieve Collaborative Decision Making at Department of Energy Sites" working directly with the EPA Regions and DOE sites across the country to implement the processes articulated in the document.

Joan Calcagno, Roster Manager, U.S. Institute for Environmental Conflict Resolution

Joan's primary responsibility at the Institute is the development and management of all aspects of the National Roster of Environmental Dispute Resolution and Consensus Building Professionals. These activities include recruiting practitioners, application review, administration of the computerized database and search function, assistance to applicants and members, as well as users by providing roster search and referral services and advice regarding the process of selecting an appropriate neutral. She also assists in development of training projects. Before joining the Institute's staff in September 1999, Joan practiced law for twelve years as a freelance research and writing associate on complex cases and as an associate with a law firm. In 1992, she was trained as a mediator and started mediating civil rights, consumer and child welfare cases. Through her conflict resolution business, she mediated and arbitrated cases, conducted training in collaborative conflict resolution/negotiation skills, and provided negotiation consultation. She has also mediated cases as a Settlement Judge Pro-Tem for the Arizona Superior Court. As an Adjunct Assistant Professor, she taught mediation to law students and conflict resolution to public policy graduate students using an interactive format. She worked part-time as an Administrative Law Judge for the Arizona Department of Economic Security. Joan also co-hosted a local call-in radio program "What's Your Problem?: Creative Conflict Resolution". She has given numerous presentations on all aspects of alternative dispute resolution and has over 300 hours of training in a broad range of alternative dispute resolution skills and processes, including public policy and environmental dispute aspects.

Duane Dippon, GIS Specialist, Bureau of Land Management

Dr. Duane Dippon has served as a Resources GIS Specialist, in the Oregon/Washington State Office, Bureau of Land Management, since 1990. In that time he has been involved in developing multi-jurisdictional Resource Management Plans; Regional Ecosystem Assessments featuring Old Growth, Northern Spotted Owls, Water Quality and Salmon in the Pacific Northwest; and Co-Lead the BLM/Forest Service/F&WS GIS effort for the Forest Ecosystem Management Assessment Team which lead to the development of the Northwest Forest Plan. He helped establish and chair an interagency committee (Federal, State, Tribal) supporting geospatial data sharing and data standards supporting implementation of the Northwest Forest Plan. Other assignments include participation in the development of an Enterprise GIS for the BLM in OR/WA and more recently, an Information Architecture to support the Bureau's programs. Prior to working for the Bureau, Dr. Dippon was an Associate Professor at the University of Florida, teaching Forest Management, Forest Economics, and Natural Resources Management. He is a member of the Society of American Foresters and the American Society of Photogrammetry and Remote Sensing and has served as the GIS Division Director for the latter organization.

Michael Eng, Senior Program Manager, U.S. Institute for Environmental Conflict Resolution

Mike Eng is a Senior Program manager with the U.S. Institute for Environmental Conflict Resolution in Tucson, Arizona, where his responsibilities focus on public lands and natural resource issues, especially in designing and facilitating collaborative multi-stakeholder ecosystem management efforts. Mike has broad experience in natural resource policy and marine resource management, as well as extensive knowledge and expertise in facilitation, consensus building, and public participation processes. Projects he has worked on include: Everglades Task Force efforts to restore the South Florida ecosystem; a multi-agency public input process for the President's Northwestern Hawaiian Islands Marine Protected Area Initiative; the Tortugas Marine Ecological Reserve process; and collaborative multi-agency permit review under Alaska's Coastal Zone Management Program. Previously, Mike has worked at the National Oceanic and Atmospheric Administration's Coastal Services Center in Charleston, South Carolina, where he provided process design, facilitation, and training development services to the coastal management community throughout the US. Mike has also worked for the National Park Service in marine law enforcement and natural and cultural resource management in coastal and marine parks and he participated in the interagency effort to develop the management plan for the Florida Keys National Marine Sanctuary. At the University of Washington, Mike was the Marine Program Manager for the Olympic Natural Resources Center. Mike has a B.A. in Psychology from Williams College and a M.M.A. from the University of Washington's School of Marine Affairs, where he was supported by a Sea Grant Fellowship. He is on the Board of Directors of The Coastal Society and is an active member of the Environmental and Public Policy Sector of the Society of Professionals in Dispute Resolution.

Stewart Fefer, Project Leader, USFWS Gulf of Maine Program

Stewart I. Fefer is project leader of the U.S. Fish and Wildlife Service Gulf of Maine Program in Falmouth, Maine, a field office that identified, protects, and restores important habitats for fish and wildlife. Since 1991, when the Ecosystems Program began in Maine, Fefer has led projects that permanently protected 31 coastal nesting islands and 12,500 acres of coastal wetlands, uplands buffers, and riparian habitats on 12 islands, restore 51 wetlands; removed 5 dams that blocked migratory fish and reduced sedimentation to restore spawning and rearing habitats on Atlantic salmon rivers at 5 sites. By forming partnerships with other organizations and aggressively pursuing funding, he has leveraged more than \$26 million toward habitat protection and restoration. The program has aided the recovery of many species, including roseate terns and bald eagles. Studying natural sciences at Bard in the early 1970's, Fefer conducted field research in Tivoli North Bay at a time when the Hudson River was an ecological disaster and the Tivoli Bay was not yet a protected estuarine preserve. He went on to earn a masters degree in wildlife management at the University of Maine, where after graduation he inventoried seabird populations on Maine's three thousand coastal islands. In 1999 Fefer received the Chuck Yeager Award from the National Fish and Wildlife

Foundation for his outstanding record in obtaining funding and building coalitions for coastal conservation projects.

Barry Gold, Chief, Grand Canyon Monitoring and Research Center

Dr. Barry D. Gold is Chief for the Grand Canyon Monitoring and Research Center (GCMRC). He is responsible for leading GCMRC in developing and implementing monitoring and research activities in support of the Glen Canyon Dam adaptive management program. Dr. Gold 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. Prior to coming to NBS, Dr. Gold was the Senior Environmental Staff member for the Committee on Science, Space, and Technology in the U.S. House of Representatives where advised members on issues ranging from risk assessment 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. Dr. Gold also has worked at the International Institute for Applied Systems Analysis, Midwest Research Institute and for the U.S. Environmental Protection Agency. In the 1980s he worked with several colleagues to develop and advance the Large Marine Ecosystem concept. Dr. Gold is a member of the Steering Committee for the Aldo Leopold Leadership program and the Study Group on Science and Environmental Decision Making organized by the Keystone Center and Columbia University. He holds a D.Sc. in Engineering and Policy from Washington University, an M.A. in Science Policy from George Washington University, an M.S. in Ecology from the University of Connecticut, and a B.S. in Biology from the University of Miami.

John Hamill, Executive Coordinator, California Desert Management Project

John Hamill has been serving as the Executive Coordinator of the California Desert Management Project for the Department of the Interior since January 1999. In that capacity, he serves as Co-chair of the California Desert Managers Group. Prior to that, Mr. Hamill worked for the US Fish and Wildlife Service for 20 years. From 1985-1996, he was the Director of the Recovery Program for Endangered Fish in the Upper Colorado River Basin. From 1996-1998, he supervised FWS offices in Colorado. Mr. Hamill has a MS in Wildlife Management from Virginia Tech and BS in Natural Resource Management from Cal Poly San Luis Obispo.

Donald Knowles, Director of Protected Resources, National Marine Fisheries Service

Donald R. Knowles is Director of Protected Resources for the National Marine Fisheries Service. The office provides program oversight, national policy direction, and guidance on the conservation of marine species protected under the Marine Mammal Protection Act and

the Endangered Species Act. Prior to his current assignment, Knowles served as Executive Director of the Northwest's Regional Ecosystem Office, a federal interagency office established to support implementation of the President's Northwest Forest Plan. Under his direction, the Regional Ecosystem Office served as a focal point for scientific and technical expertise while providing the continuous intergovernmental coordination required to ensure successful implementation of a high profile Presidential initiative. Knowles served a five-year appointment as the associate deputy secretary for the U.S. Department of the Interior, a Cabinet agency of 70,000 employees and an annual budget of more than \$9 billion, and a nine-year stint as a professional staff member on the U.S. Senate Committee on Appropriations. Knowles earned his B.A. in economics and an MPA in public administration, water resources, from North Carolina State University.

Louise Milkman, Assistant Chief of the Policy Legislation and Special Litigation Section, U.S. Justice Department's Environment and Natural Resources Division.

Louise Milkman has been an attorney with that office since 1987, and has worked on a variety of environmental and natural resource issues, both in the courts and on the legislative front. She was the Chairperson of the Legal Authorities subgroup of the White House Ecosystem Management Task Force, and is the co-author of *Legal Perspectives on Ecosystem Management: Legitimizing a New Federal Land Management Policy*, in *Ecological Stewardship: a Common Reference for Ecosystem Management* (with R. Keiter and T. Boling, Elsevier Science 1999). Prior to coming to the Justice Department, she clerked on the Fifth Circuit Court of Appeals. She is a graduate of Harvard College and New York University Law School.

Su Rolle

Su Rolle was on the first Board of Directors of the Applegate Partnership serving as representative from the USDA Forest Service from 1992-1994. At that time, she was the Applegate District Ranger of the Rogue River National Forest. From 1994 to 1999 she was the Interagency Liaison for USDI Bureau of Land Management and USDA Forest Service to the Applegate Partnership. Su was also the Coordinator for the Applegate Adaptive Management Area, one of 10 such areas chartered to develop innovative approaches to sustainable forests and communities. The Applegate is also part of the International Model Forest network that seeks to learn and share information about sustainable forest management around the world. Su graduated from Texas A&M with a BS in Agronomy and worked in Idaho and Oregon in a variety of positions: soils scientist, multiple resources manager, timber manager, special projects leader, forest planner, and district ranger. She retired from the Forest Service in 1999 after nearly 25 years and now works part-time as a private consultant in collaboration and community assessment. She lives in Ashland, Oregon and volunteers in outdoor education, teaches occasionally at Southern Oregon University, participates in the Ashland Watershed Partnership, and, along with her husband, spends lots of time at the stables with her youngest daughter.