

2010
ANNUAL
REPORT



THE ASSOCIATION OF FISH AND WILDLIFE AGENCIES'

MANAGEMENT ASSISTANCE TEAM

HELPING STATE FISH AND WILDLIFE AGENCIES TO ACHIEVE EXCELLENCE

ASSOCIATION OF FISH AND WILDLIFE AGENCIES

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mat team
2010
ANNUAL REPORT

TABLE OF CONTENTS

A Year in Review: 2010 MAT Summary.....	4
National Conservation Leadership Institute.....	6
Conservation Leadership Program of Study	7
Face-to-Face Training and the Multiplier Effect.....	7
MAT Outreach.....	7
New Webinars!	8
Virtual Campus.....	8
Business Model Changes.....	9
Agency Reviews	9
2010 MAT Services to the States	10
A Look at the Money.....	12
Budget by Line Item.....	13
Praise for MAT	14
A Look Ahead.....	15

“FOR OVER A DECADE, THE MAT HAS GIVEN GENEROUSLY OF ITS TIME, TALENTS, AND COUNSEL TO THE DEPARTMENT. THEY HAVE BEEN INSTRUMENTAL IN HELPING US DEVELOP OUR NATURAL LEADERS PROGRAM AND OTHER PROFESSIONAL DEVELOPMENT INITIATIVES ESSENTIAL FOR THE FUTURE OF OUR ORGANIZATION. THE PROFESSIONAL TEAM AT MAT UNDERSTANDS OUR AGENCY’S UNIQUE CULTURE AND NEEDS. WE COULD NOT BE MORE GRATEFUL TO HAVE THEM AS SUCH A STRONG AND CAPABLE PARTNER.”

– CARTER SMITH, DIRECTOR, TEXAS PARKS & WILDLIFE DEPARTMENT

4

a year in review: 2010 MAT SUMMARY

Utah Emotional Intelligence workshop



Dr. Sally Guynn, MAT Project Leader at TWRA



Gina Main, MAT Project Leader at Iowa Commission and Board workshop

In retrospect, the year 2010 was an intense one for the Management Assistance Team’s (MAT) high performing team of six professionals. Services and products were developed and delivered in three principal program areas: State-focused leadership development, the National Conservation Leadership Institute (NCLI), and consulting services on a myriad of organization development and agency administrative topics. The year completed a three year Multistate Conservation Grant cycle with the team’s funding renewed for another two years.

Discovering ways to expand delivery of its leadership courses remained a high priority for the team. Adding webinars to the virtual campus was one new delivery means. Webinars on *Creative and Critical Thinking* were broadcast six times free of charge, reaching 20 state employees. Webinar offerings on a variety of topics will be increased in 2011. Freshening and updating online courses and contracting with MAT’s National Faculty to facilitate many of them also increased MAT’s delivery capacity.

MAT certified additional professionals to its National Faculty, bringing the total to eight facilitators helping deliver and meet the increasing demand for the online leadership courses. Utah and Wyoming began to teach MAT online courses to their staff as part of their agency’s internal leadership development program and Oklahoma came on board preparing to do the same in 2011.

A multiplier effect was also seen in 2010. MAT embraces a “*teach people to fish*” philosophy when it comes to providing training to the states. The resulting ripple effect was first evident in 2009 and continued to be the case in 2010. The impact of MAT’s face-to-

face workshops did not stop with the initial participants receiving training from MAT staff. Additional individuals also benefitted from the material because they were taught by former MAT workshop participants who became certified through MAT's train-the-trainer efforts. The overall impact continues to expand from the initial direct MAT workshop.

MAT also identified courses, workshops and webinars that needed to be developed in 2011 and began planning ways to strengthen the evaluation components within all of their training offerings.

The fourth cohort of the National Conservation Leadership Institute graduated 36 Fellows in the spring of 2010; the fifth cohort of 36 Fellows began in the fall. Sponsors and partners, all of the board members, and an increasing number of alumni held steady or increased their financial support of the Institute in spite of the depressed economy. The cadre of natural resource conservation professionals who have or are currently participating in this extraordinary leadership development experience continues to grow—the number is currently 176 and going strong.



Dr. Sally Guynn awarded by Wayne McCallum, MDFW (left) and John Frampton, SC DNR (right)

In 2010 it was apparent that more people were recognizing the Institute as something special. The Institute received several national awards. The Theodore Roosevelt Legacy Award was received by AFWA from the Boone and Crockett Club at the North American Meeting in Michigan, and another award was received by Dr. Sally Guynn, the Executive Director of the NCLI, from the Association of Fish and Wildlife Agencies in recognition of her special contribution to the unparalleled success of the NCLI.

MAT picked up on a number of trends related to the areas of interest that state fish and wildlife agencies were interested in. One of these trends was the growing interest in agency transformation to meet the changing constituent base. Another interest was how agencies could plan and think more strategically while departing from the more traditional (and widely believed less effective) strategic planning, and how to align agency strategic initiatives with successful implementation.

The team experienced several changes in 2010. It welcomed a new AFWA Operations Director, Matt Menashes, and, in the fall, the team relocated its suite of offices on the campus of the National Conservation Training Center (NCTC) in Shepherdstown, WV, to the campus' former DEO building. MAT's move was in response to a request from NCTC to help them with their growing facility space needs. The process of moving translated into an increased number of administrative time in MAT's time accounting reports but resulted

in better space to meet both NCTC's and our needs as well. Our mailing address and contact information remained the same.

The team is proud of its high energy/high trust culture, its innovative products, its excellent relationship with its partners such as NCTC, and its accomplishment over this past year. Various members of the team worked on their individual professional development by attending a lecture at NCTC by Joseph Cornell on *Youth in Nature*, taking continuing education webinars to maintain certification with FranklinCovey Company, and several face-to-face workshops and webinars on developing and facilitating webinar broadcasts. MAT personnel participate in a minimum of six training sessions or equivalent and stay current with literature relevant to our services to ensure that MAT remains on the cutting-edge of leadership development theory and practice, organizational development, public administration, and other topics relevant to the delivery of high-quality services to state agency clients.

MAT was challenged by the Leadership and Professional Development Committee and AFWA to explore for the coming grant cycles different funding scenarios for the team, to look at different business models for its operations, and to challenge any and all assumptions for its *raison d'être*. In 2010, the team began such an exploration.

THE *numbers**

6 NEW WORKSHOPS

9 NATIONAL SCOPE PROJECTS

1 WORLD CLASS LEADERSHIP INSTITUTE

84 CONSULTATIONS

176 NCLI FELLOWS AND ALUMNI

608 COURSE AND WORKSHOP PARTICIPANTS

11,678 TRAINING HOURS
(FACE-TO-FACE,
WEBINAR, AND
ONLINE LEARNING)

*See page 11 for additional details

"THIS PAST FALL WHEN I ATTENDED AFWA'S ANNUAL MEETING, I LOOKED AROUND AND WAS STRUCK BY HOW MANY NCLI GRADUATES WERE PRESENT; IT WAS EXCITING TO SEE THAT THE NCLI GRADUATES ARE SO FULLY ENGAGED IN THE WORK OF FISH AND WILDLIFE NOT JUST IN THEIR RESPECTIVE AGENCIES BUT ALSO AT THE NATIONAL LEVELS."

– STEVE WILLIAMS, WMI, NCLI BOARD CHAIR

NATIONAL CONSERVATION LEADERSHIP INSTITUTE

6

Cohort 4



www.conservationleadership.org



Bob Posey, Cohort 5



Jon Ambrose, Cohort 5



Cohort 4

MAT continued as staff for the National Conservation Leadership Institute (NCLI) and were able to make, as reported last year, "*the remarkable even better.*" This was accomplished largely by listening to NCLI participants, board members, partners, sponsors and potential sponsors and identifying various operational economies and improvements. In 2010, the fourth NCLI cohort of Fellows graduated, the fifth cohort began, and the overall results continued to exceed all expectations. (For a complete reporting, see NCLI Annual Report for Cohort 4).

It was apparent in 2010 that the NCLI had become institutionalized within the greater natural resource conservation community and as a highly sought after leadership development experience with staying power. Evidence of how respected the NCLI has become can be found in part from earning national awards: One prestigious award was given by the Boone and Crockett Club to the Association of Fish and Wildlife Agencies at the North American in 2010 and the other was a Special Contribution award to Dr. Sally Guynn from AFWA for her efforts in helping the NCLI achieve such success.



Cohort 5

CONSERVATION LEADERSHIP PROGRAM OF STUDY

Launched in 2007, the Conservation Leadership Program of Study (CLPS) remains an affordable, flexible, in-depth leadership development curriculum delivered from the perspective of fish and wildlife conservation. Through online and face-to-face courses, this program is designed to compliment an agency's existing leadership development program or act as a stand-alone program for those states that currently do not have one but who have employees who want to increase their leadership capacity.

IN 2010, THE FOLLOWING SIX STATE AGENCY EMPLOYEES GRADUATED FROM MAT'S CLPS:

- Toni Brown**
Texas Parks and Wildlife Department
- Ricky Chastain**
Arkansas Game and Fish Commission
- Joanne Lane**
Florida Fish and Wildlife Conservation Commission
- Richard Palmer**
Pennsylvania Game Commission
- Karen Knotts**
Maryland Department of Natural Resources
- Christine Franson**
Arizona Game and Fish Department

FACE-TO-FACE TRAINING AND THE MULTIPLIER EFFECT

7

As part of MAT's "teach them to fish" philosophy, MAT teaches state fish and wildlife agency folks how to deliver most of MAT's face-to-face workshops and provides them with all the related start-up materials to get them going. The approach makes sense, especially with only a six-member team and a packed schedule.

One change in 2010 was the additional manpower for delivery of MAT online courses by MAT trained state fish and wildlife agency employees. Wyoming Game and Fish and Montana Fish, Wildlife & Parks were the first states to take advantage of this opportunity which allows their agency to offer the leadership courses on their schedule rather than MAT's. This is one trend MAT will continue to encourage in 2011.



Ed Carter, Director, TWRA (left)



Wyoming Team Leader Skills workshop

MAT OUTREACH

Complimentary to MAT's multiplier effect from its courses and workshops are MAT's outreach efforts. MAT maintains three websites, produces quarterly newsletters, produces a minimum of three professional papers (1 per year), delivering a minimum of three formal, professional presentations (1 per year), and provides access to our book/video library to facilitate improving relevant knowledge within state fish and wildlife agencies.

"A GOOD PROBLEM FOR ANY CONSULTANCY TO FACE IS INCREASED DEMAND FOR THEIR HELP. IN 2010, MAT BEGAN OFFERING THE STATES WEBINARS—THEY TAKE LESS TIME FOR THE AGENCY EMPLOYEE ON A GREATER VARIETY OF TOPICS AND AT NO COST TO THE STATE WHILE WE'RE STILL PILOTING THEM."

— DR. SALLY GUYNN, PROJECT LEADER, MAT

new WEBINARS!

MAT developed its first webinar in 2010, *Creative and Critical Thinking*. It replaced a former online course on the same topic and name but offered totally redesigned content. Broadcast in three, two-hour sessions, participants were able to register at no charge and participate with other state agency employees in an engaging learning experience. Twenty participants helped MAT to pilot test this first webinar and feedback was quite positive that this would likely prove to be an effective additional delivery option. Powerpoints, film clips, exercises, discussions, white board assignments, and more are all part of the instructor led delivery. Participants need access to a computer and a telephone for conferencing.

Additional webinars are planned for 2011. First to be launched is the webinar *Problem Solving/Decision Making* followed by a series called *Leadership in the Movies*. The first webinar from the series will be the movie *Braveheart* available in the summer 2011 with others to follow.

Participant feedback from pilot sessions indicated that participants overall greatly enjoyed and benefitted from the new webinar format.

VIRTUAL CAMPUS



Agency employee participating in a MAT online course



Since 2006 one of MAT's deliveries for providing learning opportunities for state agency employees to increase their leadership capacity has been through its online learning options. Using the approach that is today standard for most colleges and universities across North America, MAT's asynchronous, online learning approach has enabled state fish and wildlife agency learners to work on their own schedule without any set meeting times. Needing only an internet connection and a word processor, MAT's highly interactive courses have been a learning revolution replacing the older distance learning technologies such as CD-ROMS. But wait, there's more...

To expand delivery of its online courses to the states MAT provided online course instructor training and certification in 2009 to select state agency employees in Utah, Wyoming, and Montana. Beginning in 2010, for the first time, MAT-trained instructors taught online MAT courses to their respective agency employees, a multiplying effect of MAT. Montana Fish, Wildlife & Parks and Wyoming Game and Fish were first to step up to the challenge, use MAT's online training materials, and save tons of money (real, not virtual!).

BUSINESS MODEL CHANGES

MAT's new two year Multistate Conservation Grant that began January 1, 2011, brings with it several changes to its business model effective with the new year. The changes were part of an effort to enable more MSCG grant monies available for projects within the greater community by reducing MAT's portion of those monies. In addition to reducing its budget, states will be asked to pay for travel and per diem when MAT provides training or consulting at the state agency. Also, states receiving a comprehensive review of their agency by the MAT team will be asked to pay from \$10,000 to \$30,000 for the service.



MAT Team (left to right) Colby Smith, Gina Main, Amanda Myers, Dwight Guynn, and Sally Guynn

AGENCY REVIEWS

A comprehensive agency review provides a fact-based picture of your agency's strengths and weaknesses; however, it is not for the faint of heart. It takes real leadership courage. A review provides useful recommendations for the best improvement leverage points. MAT has conducted reviews of state fish and wildlife agencies for over fifteen years. MAT's model for reviewing an agency is one founded in organization development science, holding up time and again under the most severe scrutiny.

MAT's focus is on discovering misalignments or gaps between the agency's desired results and factors such as work processes, reward systems, development and training systems, information flow, structure, and/or work culture. Identified misalignments can reveal the greatest leverage points for maximizing the agency's effectiveness. This is not an individual employee performance audit, but a much more comprehensive look at areas for improvement.

Typically, MAT collects data through focus groups, surveys and face to face interviews. Data may be analyzed both quantitatively and qualitatively. MAT provides a final report that highlights strengths and offers recommendations for improvements. The total time for an agency comprehensive review is usually six to eight months, the total

value is an approximate \$75,000 service compared to fair market fees currently charged. In 2010 MAT did not charge for its time, travel, or per diem since it is supported by a Multistate Conservation Grant.

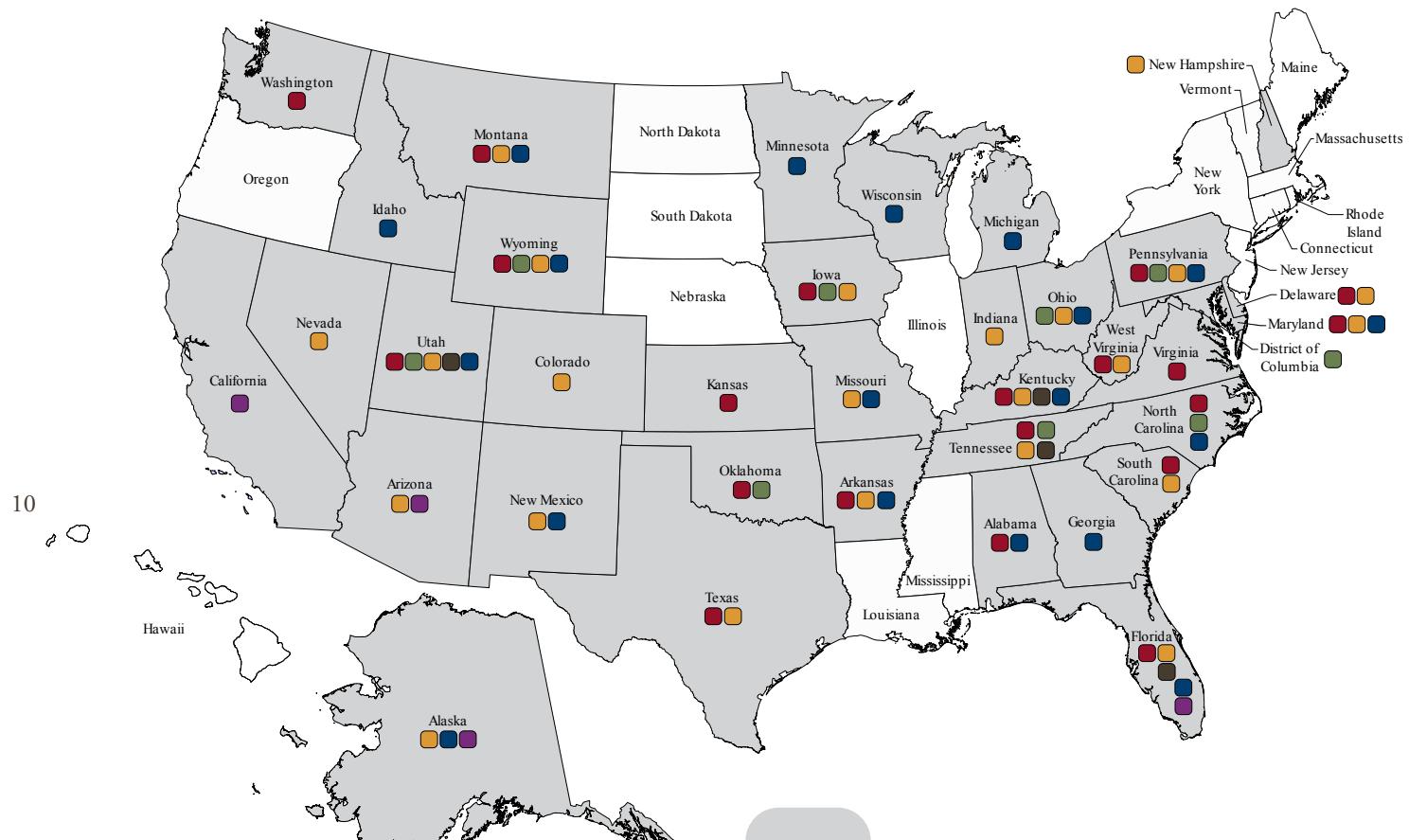
The Association of Fish and Wildlife Agencies' Leadership and Professional Development Committee, who advises the MAT Team, has asked MAT to limit its comprehensive agency reviews to no more than two per year. This is due to the large commitment of MAT time and resources required to complete an agency review and the needs for MAT services to state fish and wildlife agencies in many other areas.



West Virginia DNR review, Curtis Taylor, Director (center)

2010 service to agency employees

To all state fish and wildlife agencies within the United States, MAT delivers services principally in three program areas: state-focused leadership development through workshops, webinars, and online courses, the National Conservation Leadership Institute (NCLI), and organizational/agency administration consulting services.



STATES SERVED BY MAT

SERVICES TO MULTIPLE STATES

- 75th North American Wildlife and Natural Resources Conference
- Nationwide Commissions/Boards Survey

received consulting services

presentation/workshop conducted in state

participated in online courses

participated in webinar

participated in national conservation leadership institute

NCLI continuing education

consulting

9 NATIONAL SCOPE PROJECTS

Nine separate consulting-related services in 2010 are reported here as “national” in scope. This means that the audiences of each of these consulting jobs were clients from multiple state fish and wildlife agencies rather than one specific agency.

EXAMPLES ARE AS FOLLOWS:

- Conducted workshop, *Meetings Facilitation*, for AFWA staff to use in working with their committees
- Co-sponsored/facilitated special sessions on *Agency Transformation* at the 2010 & 2011 Annual North American Wildlife and Natural Resource Conference
- Consulted with the board, alumni, staff, sponsors and partners as part of promoting and staffing the NCLI
- Consulted with NCLI alumni and Alaska Department of Fish and Game to conduct continuing education session for NCLI alums and others interested in adaptive leadership
- Certified Greg Moore, DE Chief of Wildlife, as MAT National Faculty
- Developed and broadcast six *Creative and Critical Thinking* webinars for state fish and wildlife employees
- Conducted a nationwide survey to compare the organizational elements of all state fish and wildlife agency commissions/boards
- Consulted as part of participating in and staffing AFWA’s Education, Outreach, and Diversity Committee; chaired the Diversity Working Group
- Consulted as part of participating in and staffing AFWA’s Leadership and Professional Development Committee

47 WORKSHOPS/ONLINE COURSES/WEBINARS DELIVERED IN 2010

Number of states that directly received training 35

Approximate number of training participants 608

Total number of training hours delivered 11,678

national conservation leadership institute

36 COHORT 5 FELLOWS began residency in the fall of 2010.

COHORT 5 REPRESENTATION:

23 STATE AGENCIES*

7 FEDERAL AGENCIES

5 NONGOVERNMENT ORGANIZATIONS

1 INDUSTRY

84 CONSULTATIONS IN 2010

That's just shy of tripling MAT's grant requirement. Totals for past years are as follows: 112 in '09 and 45 in '08.

CONSULTATION EXAMPLES:

- Completed agency comprehensive effectiveness review (Estimated cost projected to have been at a minimum of \$50–\$100,000 if review had been conducted through a private vendor).
- Consulted with Pennsylvania Fish and Boat Commissioners and the Iowa Department of Natural Resources Commissioners regarding effective governance.

20 INDIVIDUAL STATES THAT RECEIVED CONSULTING SERVICES

Some states received multiple consultations not captured in this statistic.

7 DIVERSITY AND INFORMATION AND EDUCATION OUTREACH CONSULTS

EXAMPLES INCLUDE:

- AFWA's Education, Outreach, and Diversity Committee
- Diversity Working Group
- AFWA's Leadership and Professional Development Committee
- National Conservation Leadership Institute Board
- National Conservation Training Center

11

training

6 NEW WORKSHOPS developed and delivered

1 NCLI Continuing Education

2 Custom created for specific states

3 CCT Webinars for all states

1 NEW WEBINAR developed and field tested

36 COHORT 4 FELLOWS[†] completed leadership projects and graduated last spring at Big Cedar Lodge, Missouri in 2010.

*One state employee also maintains a tribal affiliation
†See NCLI Annual Report, Cohort 4 under separate publication

A LOOK AT THE MONEY

FISCAL BREAKDOWN

OUR FUNDING SOURCES

73%

MULTISTATE
CONSERVATION
GRANT

19%

UNITED STATES
FISH AND WILDLIFE
SERVICE

8%

NATIONAL
CONSERVATION
LEADERSHIP INSTITUTE

MAT TIME

41%

consulting, delivery, and
outreach to state fish
and wildlife agencies
Objectives 2 + 4 +5 + 6

34%

directly developing
and managing
leadership programs
Objectives 1 + 3

25%

MAT team
administration and
management
Objective 7

MAT GRANT OBJECTIVES AT A GLANCE

OBJECTIVE 1: Course and Tool Development. Create leadership development courses/workshops/webinars and new tools for states to use in their leadership and workforce planning efforts.

OBJECTIVE 2: Management Consultation. Helping state agencies develop and implement their own leadership development programs and meet their workforce planning needs.

OBJECTIVE 3: Manage the NCLI. Manage and staff the National Conservation Leadership Institute.

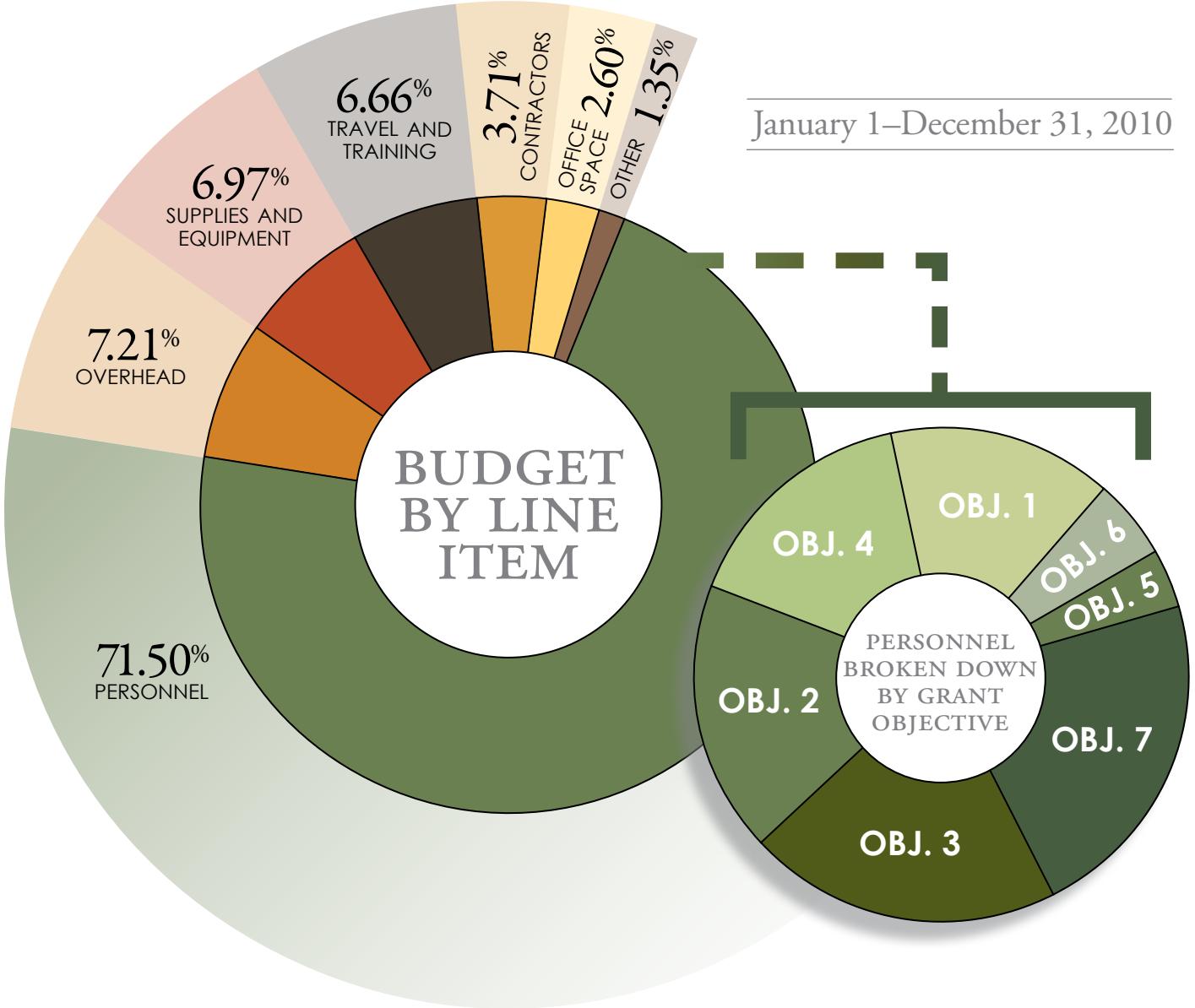
OBJECTIVE 4: Training Delivery. Provide online leadership development courses, webinars, and face-to-face workshops with an emphasis on train-the-trainer.

OBJECTIVE 5: Professional Development. MAT personnel participate in training sessions or equivalent and stay current with literature relevant to our services.

OBJECTIVE 6: Outreach Services. Provide outreach services on leadership development, organizational development, and public administration through websites, newsletters, professional papers, presentations, and access to informational material.

OBJECTIVE 7: Program Administration. Tracking finances, time accounting, performance appraisals, strategically assessing program direction, hiring, ordering supplies, bookkeeping, office move, etc.

January 1–December 31, 2010



OBJECTIVE 7: program administration	22.12%
OBJECTIVE 3: manage the NCLI	20.45%
OBJECTIVE 2: management consultation	17.94%
OBJECTIVE 4: training delivery	15.60%
OBJECTIVE 1: course and tool development	14.72%
OBJECTIVE 6: outreach services	5.29%
OBJECTIVE 5: professional development	3.87%

praise FOR MAT

"The Utah Division of Wildlife Resources greatly appreciates the work of the Management Assistance Team. We use their thorough and well-done online and in-person training courses as an integral part of our employee Leadership Development Program."

– JIM KARPOWITZ, DIRECTOR, UTAH DIVISION OF WILDLIFE RESOURCES

"What impresses me the most is that the folks at MAT "get it." Our commissioners and I attended a specialized workshop and we didn't have to waste time trying to explain our issues since the MAT Team had heard them all before. The MAT team has a lot in their tool box to help us—from delivering workshops on a myriad of topics to helping our commissioners raise the bar of effective governance for the Pennsylvania Fish and Boat Commission. Our employees are benefitting from taking their online courses and our agency has also benefitted from the NCLI. We really appreciate the help the staff at MAT has provided since they are always ready to respond to our needs when we call on them."

– JOHN ARWAY, DIRECTOR, PENNSYLVANIA FISH AND BOAT COMMISSION

"I wanted to take a moment and express my sincere thanks to the MAT Team. Career Development aimed at future leadership within our Agency was almost non-existent. We faced a daunting challenge of filling vacated supervisory positions. We turned to the MAT team and were extremely pleased with their assistance in creating an effective tool in order to meet this challenge. Gina and Sally were both invaluable to us because of their knowledge of the culture unique to conservation agencies. We have rolled out our program and it has been well received."

– RICHARD HATCHER, DIRECTOR, OKLAHOMA DEPARTMENT OF WILDLIFE CONSERVATION

A LOOK AHEAD

MAT has many things scheduled already for 2011:



Wyoming Team Leader Skills workshop



Oklahoma Development of Leadership Program



Wyoming Team Leader Skills workshop



North Carolina Strategic Planning Implementation



Iowa Commission and Board workshop

- Conclude National Conservation Leadership Institute Cohort 5 and begin Cohort 6!
- Conduct workshops for Florida Fish and Wildlife Conservation Commission: Conduct Team Building workshop for Senior Management Team, and a workshop on *“On Being the Uncommon Leader.”*
- Publish results of nationwide survey comparing organization of commissions and boards
- Conduct *Effective Governance: Focus on Policy* Workshop for PA Fish and Boat Commission
- Conduct *7 Habits of High Effective People* Workshop for Oklahoma Department of Wildlife Conservation
- Serve as plenary speaker for NEAFWA Annual Conference in New Hampshire
- Serve as plenary speaker for Texas Parks and Wildlife Department’s Natural Leaders
- Serve as plenary speaker for Idaho Game and Fish
- Develop and broadcast three new webinars from new webinar series: *Leadership in the Movies*
- Develop three new online courses: Change?!, Applied Adaptive Leadership, Extraordinary Leadership.
- Conduct Principled Leadership workshop for Alabama Dept of Freshwater Fisheries and Wildlife
- Develop a white paper on “Rethinking Strategic Planning.”
- Help plan and conduct special session at 2011 North American Meeting with Dan Decker, Cindi Jacobson, and the Organization of Wildlife Planners.
- Redesign MAT’s websites
- Provide continuing education event for NCLI Alumni.

