

MANAGEMENT
ASSISTANCE TEAM
2014
ANNUAL
REPORT

The Association of Fish and Wildlife Agencies'

Management Assistance Team
698 Conservation Way
Shepherdstown, WV 25443



MAT is a project of the Association of Fish and Wildlife Agencies and funded through a Multistate Conservation Grant.
MAT is also funded in part by the Wildlife and Sport Fish Restoration Program.

MANAGEMENT
ASSISTANCE TEAM
2014
ANNUAL
REPORT



TABLE OF CONTENTS

| | |
|---|----|
| A Year in Review..... | 4 |
| MAT Program Updates..... | 6 |
| National Conservation Leadership Institute..... | 7 |
| 2014 MAT Service to the States..... | 8 |
| A Look at the Money..... | 9 |
| A Look Ahead..... | 10 |

A YEAR IN REVIEW

MANAGEMENT ASSISTANCE TEAM

2014 was a year focused on growth for the Management Assistance Team. Strategic planning initiatives from 2012 and 2013 began taking shape, as exciting new work was undertaken.

Former MAT Project Leader, Gina Main, was selected as Director of Professional Development for the Association of Fish and Wildlife Agencies and Executive Director of the National Conservation Leadership Institute (NCLI). Her experience and vision for MAT and its direction were integral to the Team's successes this year, and will serve as solid foundational groundwork for the years to come.

MAT also welcomed Kim Switlick as Administrative Assistant, and Greg Moore, formerly of the Delaware Division of Fish and Wildlife, as Professional Development Programs Manager. Previously, Greg has served as a member of MAT's National Faculty, and as a Peer Coach to NCLI Cohorts 7 and 8.

Following a year of focused effort on revamping its suite of online training opportunities, MAT debuted 8 new or revised online asynchronous courses and webinars, and opened the virtual doors to its custom-built online learning management system. MAT also rolled-out a new matteam.org and began planning expansions for the site to be undertaken in 2015.

Guided by AFWA's Leadership and Professional Development Committee, MAT also conducted critical needs assessments in 2014, examining ongoing leadership and professional development needs within state fish and wildlife agencies, and began planning for a virtual portal which will house information about the many conservation

leadership and professional development opportunities available community-wide.

Finally, in keeping with its usual production of professional development and leadership focused products and service, MAT conducted 15 online asynchronous courses and 13 webinars, and partnered with the USFWS' National Conservation Training Center and the North American Bird Conservation Initiative (NABCI) in the facilitation of two workshops, for a total of 5,863 training hours in 2014. The Team continued to staff the National Conservation Leadership Institute (NCLI), providing support for 70 fellows from two cohorts.





Partnership

“TO IDENTIFY THE
MANY UNIQUE
AND DIVERSE
STRENGTHS OF
NATURAL RESOURCE
ORGANIZATIONS,
TO MAXIMIZE THE
SHARED POTENTIAL
FOR SOLUTIONS,
SUPPORT AND
GROWTH”

The Management Assistance Team shares the conservation mission of state fish and wildlife agencies. We believe that effective natural resource management depends on the people who labor to preserve our natural resource legacy. That’s why we aspire to support state agency conservation goals through professional and organizational development of staff at all levels.

It is also why we believe in the power of partnership and the potential that’s created from the connections we help to forge—individual to individual and organization to organization. Just like the resources our agencies work to protect and preserve, stakeholder perspectives are diverse and the work of conservation is complex.

Through fostering partnership within our conservation community, MAT seeks to identify the many unique and diverse strengths of natural resource organizations, to maximize the shared potential for solutions, growth, and support.

MANAGEMENT ASSISTANCE TEAM

Learn • Lead • Change



Program Updates: Funding from the Multistate Conservation Grant continued to support the Management Assistance Team's services to state fish and wildlife agencies in 2014. In keeping with the second phase of the MAT Short-term Business plan, the team debuted a total of 8 new or revamped online courses and webinars, all housed and delivered in its new custom-built online learning management system.

Each of these training products was designed or updated to meet the needs of state fish and wildlife agency professionals that were identified during a series of self-analytical reviews and strategic planning initiatives undertaken by the team beginning in 2011.

MAT's new or redesigned training opportunities feature enhanced media and updated delivery methods.

New or redesigned offerings in 2014 included: *Adaptive Leader I*; *Going from Good to Great*; *Visionary Leadership*; *Conflict*; *Eyewitness to Leadership*; *Creative and Critical Thinking*; *Problem Solving and Decision Making* and *Leopold, Leadership and You*. Complete course descriptions can be found at www.matteam.org/course-catalogue/

MAT also welcomed five new instructors and developers to its national faculty; Jimmy Fox; Dr. Tom Kalous; Dave Miko, Dr. Hugh O'Doherty, and Randy Stark. The Team also continued to offer its existing products and services, conducting 15 online courses, 13 webinars and two workshop facilitations with a total of 518 student enrollments.

MAT's Newest National Faculty



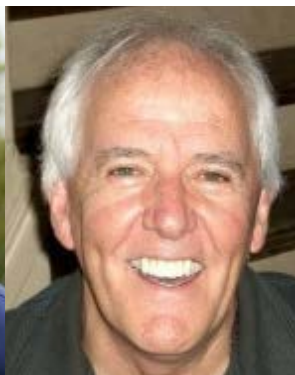
Jimmy Fox
USFWS



Dr. Tom Kalous
org. consultant



Dave Miko
USFWS



Dr. Hugh O'Doherty
CLA



Randy Stark
CLECA

NATIONAL CONSERVATION LEADERSHIP INSTITUTE

Preserving the legacy of our natural resources by developing extraordinary conservation leadership



NCLI COHORT 8

This past year saw the culmination and graduation of the eighth cohort of the National Conservation Leadership Institute (NCLI), elevating the number of those who have completed this journey to 281 strong. Cohort 9 also embarked on their own unique expedition in 2014—acquainting themselves with the tenants of Adaptive Leadership, forging new relationships, and sometimes testing and questioning their own assumptions, values, and ideas. The continuing success of the NCLI can be witnessed today in many ways. not only by observing the leadership demonstrated by those who hold positions of authority, but in individuals at all levels in conservation organizations who are empowered to ask the difficult questions, to engage in courageous conversations, and to help guide us towards our future aspirations.

numbers

34 **COHORT 8 FELLOWS**
completed leadership projects and graduated

36 **COHORT 9 FELLOWS**
began residency in Fall 2014

COHORT 9 REPRESENTATION:

23 STATE AND **7** FEDERAL AGENCIES

5 NGOs **1** INDUSTRY ORGANIZATION



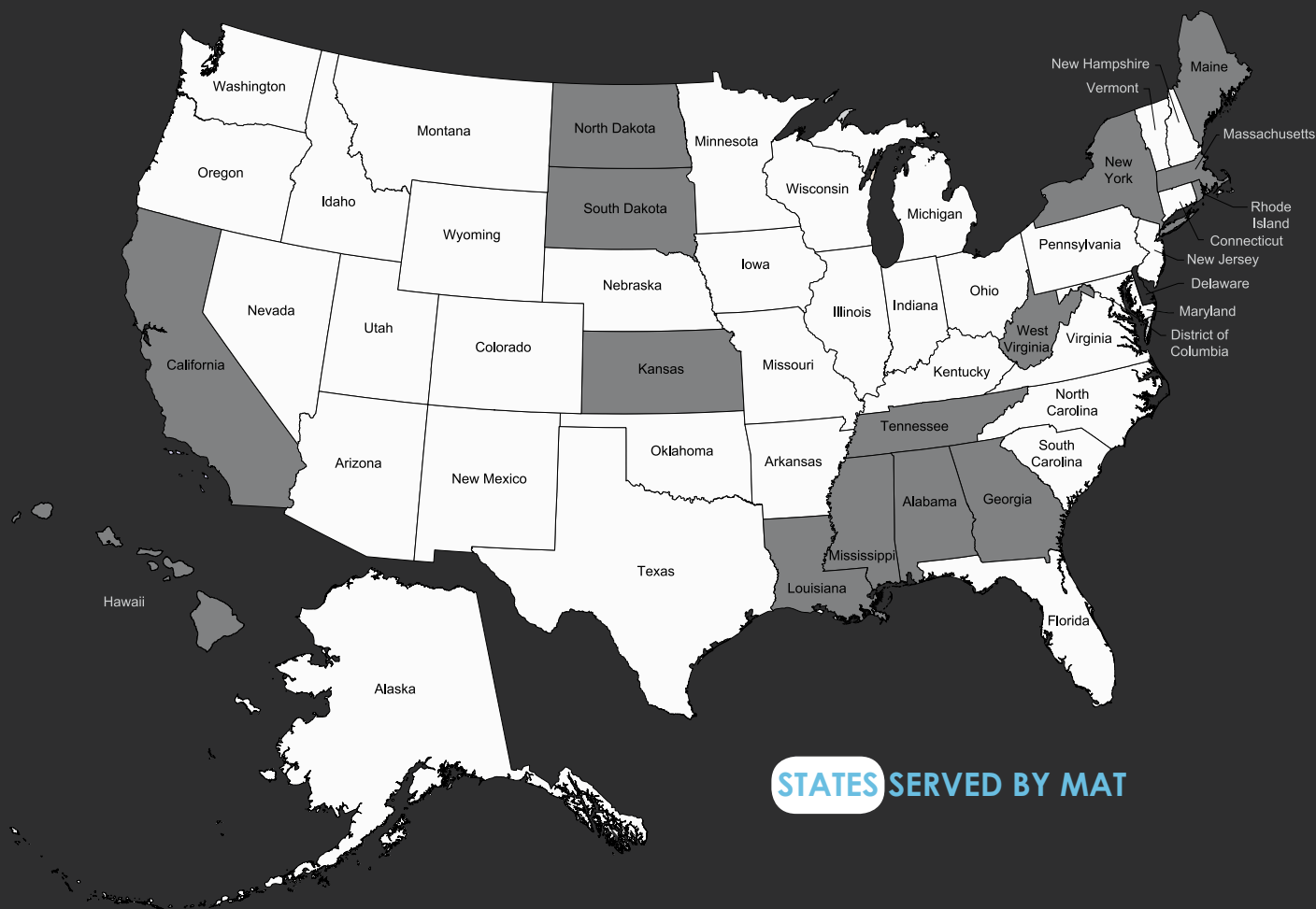
NCLI COHORT 9

2014

MANAGEMENT
ASSISTANCE TEAM

service to state fish and wildlife 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 webinars and online courses, the National Conservation Leadership Institute (NCLI), and leadership development and organizational consulting services.



COURSES AND WEBINARS

5,239 Training Hours to 34 States
through 15 online courses and 13
webinars in 2014

NCLI

3,344 Training Hours
51 of 70 Fellows
Selected from 26
State Agencies

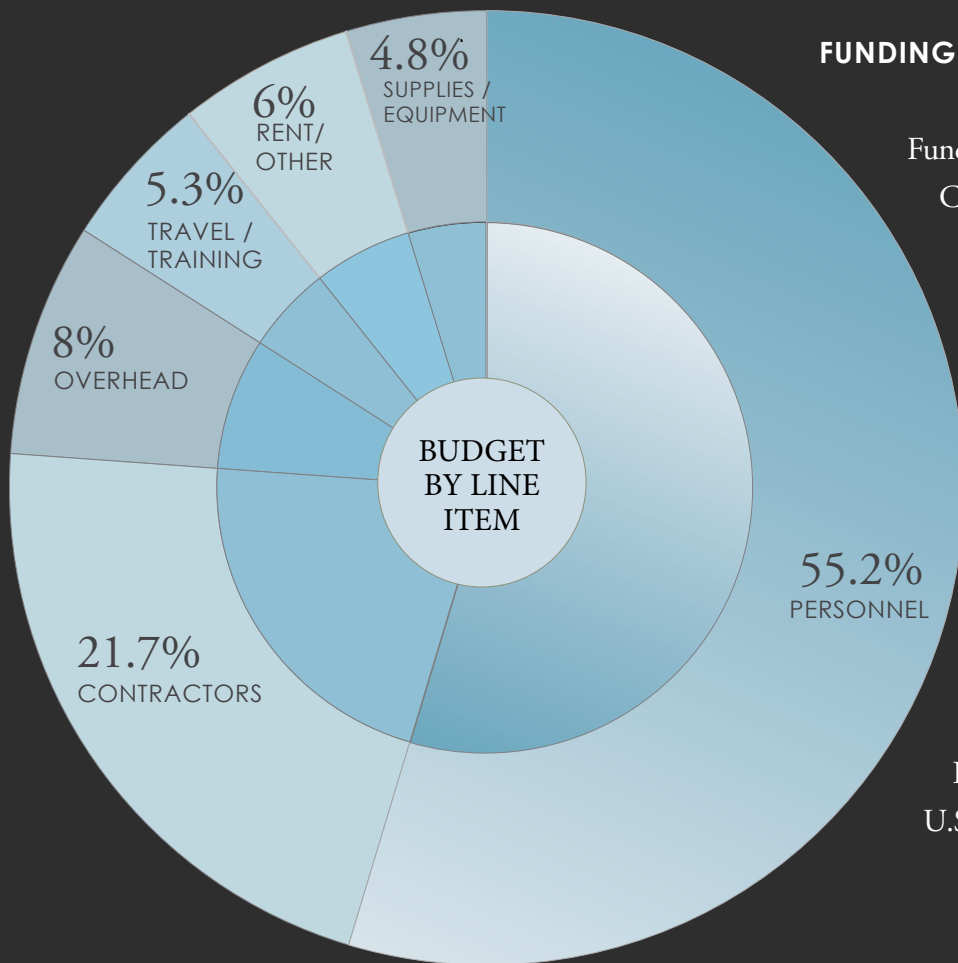
CONSULTING

MAT consulted with
multiple state and
conservation related
organizations in 2014

FISCAL BREAKDOWN

A LOOK AT THE MONEY

January 1–December 31, 2014



FUNDING SOURCE INFORMATION

Funding by the Multistate Conservation Grant Program (MSCG) has enabled AFWA's Management Assistance Team to conduct the national level priority work of leadership and professional development for state fish and wildlife agencies. These funds are leveraged to obtain partnering dollars from the National Conservation Leadership Institute and the U.S. Fish and Wildlife Services.

OUR FUNDING SOURCES

62.5%

MULTISTATE
CONSERVATION
GRANT
(MSCG 2013-15)

29.9%

MULTISTATE
CONSERVATION
GRANT - ROLLOVER
(CODE M-64, M-75)

0.2%

UNITED STATES
FISH AND WILDLIFE
SERVICE

7.4%

NATIONAL
CONSERVATION
LEADERSHIP
INSTITUTE



A LOOK AHEAD

WHAT'S COMING UP FOR MAT IN 2014?

Strong leadership built our conservation legacy, and it will take strong leadership to safeguard its survival.

However, the behaviors of 'strong leadership' may look different as we move forward. There will be more adapting than executing... more experimenting than conducting best practices... and more energy spent surfacing conflict than managing it.

Because we are at a significant turning point, agencies will need leadership at all levels within the organization, regardless of authority position, in order to effectively impact change.

That's why we believe the work of the Management Assistance Team has never been more relevant—or needed—than it is today to help equip state fish and wildlife agencies to tackle the challenges facing them organizationally and culturally.

MAT's promise to state agencies and the greater conservation community is to continue to identify professional leadership development needs; serve as an instrument for creating and providing these opportunities; and act as a catalyst for some of the tough work that lies ahead of all of us. Let's build our future's conservation success.

In 2015, keep an eye out for the unveiling of MAT's new Conservation Learning Campus—a collaborative online space for conservation education; a revised Conservation Learning Program of Study (CLPS); new MAT workshops and face-to-face training opportunities at regional and national events and more.

**ASSOCIATION OF
FISH AND WILDLIFE AGENCIES**

Ron Regan
Executive Director

Matt Menashes / John Lord
Director of Operations



**MANAGEMENT
ASSISTANCE TEAM**

Gina Main
Director of Prof. Development

Greg Moore
Prof. Development Programs Manager

Tiffany Fritts
**Communications and Media
Coordinator**

Amanda Myers
**Training and Information Services
Administrator**

Kim Switlick
Administrative Assistant

**LEADERSHIP AND PROFESSIONAL
DEVELOPMENT COMMITTEE**

Chair: Scott Talbott, WY GFD

Vice Chair: Nick Wiley, FL FWCC

Joice E. Conyers, VA DGIF
Mark Cramer, KY DFWR
Jeff Davis, WA DFW
Jim deVos, AZ GFD
Katie Edwards, TWS
Lisa Evans, AK DFG
Ann Forstchen, FL FWCC
Mike Fowlks, UT DWR
Robert Garrison, IA DNR
Maria Gladziszewski, AK DFG
Tim Goeman, MN DNR
Mikki Gutierrez, OK DWC
Richard Hargrave, OR DFW
Richard Haskins, NV DOW
Dawn Heikkila, TX PWD
Ann Holtrop, IL DNR
Sue Howard, OH DOW
David Hu, BLM
Becky Humphries, NWTF
Stephen Hurst, NW DEC
Roy Jacobson, NY DEC
Maxine Johnson, PA FBC
Linda Kelly, MN DNR
John Kennedy, WY GFD
Don Kent, NatureServe
Emmett Keyser, SD GFPD
Mitch Marcus, IN DFW
Tim McCoy, NE GPC
Terri McGee, SC DNR
Steve McMullin, VA Tech, Associate
Eugene G. Moore, DE DFW / MAT
Brian Nesvik, WY GFD
John Organ, USGS
Hank Patton, KY DFWR
Lynn Quattro, SC DNR
Sonya Quintana, NW DGF
Larry Riley, AZ GFD
Paul Sihler, MT DFWP
Scott Simpson, SD GFPD
Jay Slack, USFWS
Joe Stohr, WA DFW
Melinda Sturgess-Streich, OK DWC
Christine Thomas, U. of WI
David Thorne, MI DOC
George Thornton, NWTF
Susie Vance, OH DOW
Jeff Vonk, SD GFPD
Tony Wasley, NV DOF
Kevin Whalen, USGS
Mark Whitney, GA WRD
Ken Williams, TWS





The Association of Fish and Wildlife Agencies'
MANAGEMENT ASSISTANCE TEAM

698 Conservation Way
Shepherdstown, WV 25443
P: (304) 876-7988
F: (304) 876-7377
E: info@matteam.org
www.matteam.org



/TheMATteam
/TheNCLIPage
/FishWildlifeAgencies



@TheMATteam
@_NCLI
@fishwildlife

