

2005 Annual Report



The  
**Management  
Assistance  
Team**

of the **Association of Fish and Wildlife Agencies**

# Better Conservation Through Better Managed Fish and Wildlife Agencies

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The Management Assistance Team is a project of the Association of Fish and Wildlife Agencies funded through a Multi-State Conservation Grant.

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ASSOCIATION OF  
FISH and WILDLIFE AGENCIES

John Baughman  
Executive Vice President

Eric Schwaab  
Resource Director

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Ron Regan, VT DFW  
Duane Shroufe, AZ GFD  
Jeff Vonk, IA DNR  
Mark Whitney, GA WRD  
Bill Wichers, WY GFD  
Jack Wingate, MN DNR

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MANAGEMENT ASSISTANCE TEAM

Dwight Guynn  
Project Leader

Sally Guynn  
Project Leader

Jacob Faibisch  
Project Leader

Melissa McCormick  
Project Coordinator

Gina Main  
Production Coordinator

Monica Day  
Administrative Support Specialist

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# 2005: MAT's Service & Accomplishments

The year 2005 brought many changes to MAT. As part of the leadership initiative, MAT focused extensively on groundbreaking work for development of the National Conservation Leadership Institute (NCLI) and curriculum development for states wishing to create their own leadership development programs. The result of the latter is a program template with all the tools (course workbooks, etc.) a state fish and wildlife agency would need to implement their own leadership development program.

MAT has risen to the call to diversify its funding base. In 2004, MAT had one funding source—the Multi-State Conservation Grant. Groundwork in 2005 has led to two additional funding sources: a partnership with the U.S. Fish and Wildlife Service paying for one FTE, and an agreement with the NCLI to pay for another FTE of service. Because of this diversified funding base MAT continues to provide the national community of fish and wildlife conservation organizations, specifically the state fish and wildlife agencies, with services uniquely tailored to the organizational development needs of fish and wildlife agencies.

In addition to MAT's commitment to creating the frameworks and tools for leadership development programs, MAT also continued to respond to state requests for consulting and professional development services. In 2005, MAT conducted 35 consultations serving 20 states. Five consulting projects served all states.

MAT also delivered 20 workshops to 12 states and one regional association in 2005. In all, MAT workshops reached 483 participants. MAT even

managed to create two new workshops: *A Toolbox for the Enlightened - The Commissioners' Forum WAFWA 2005*, and *Team Effectiveness*.

MAT served 22 states directly in 2005, but also served the Western Association of Fish and Wildlife Agencies, as well as served all fish and wildlife agencies in programs such as the National Conservation Leadership Institute and continued consulting on the Conservation Learning Summits and Education.

Direction provided by the state directors focused MAT on leadership program development in 2005. Compared to 2004 when MAT conducted 3 agency reviews, none were conducted in 2005, and the time and resources were devoted to leadership development efforts. Another new offering is MAT's development of the nationwide online learning platform—the Conservation Learning Campus. In 2006 it will bring select leadership development courses online, extending MAT's ability to reach state clients while continuing to improve learning quality.

Looking forward to 2006, MAT will begin implementation of leadership development programs. Several states have already contacted MAT for assistance in development of their own state leadership program. The Conservation Learning Campus will be fully functional and complete materials for more than a dozen workshops will be available for states to use in their own customized leadership development programs. In addition, the NCLI promises to be an unparalleled, world-class opportunity for the conservation community to develop its next generation of senior leaders. More great accomplishments are clearly on the horizon.

## BY THE NUMBERS

2

New Workshops Developed

5

National Scope Projects

35

Consultations

483

Workshop Participants

859

Training Days

1

World-Class Leadership Development Institute

# MAT Provides Courses Online for States

**M**AT is always looking for ways to more effectively meet client needs. With a ratio of one staff member for every 10 states, that is a tall order. To deliver our services to the largest base possible, MAT contracted with eCollege ([www.ecollege.com](http://www.ecollege.com)) to provide an online learning platform: a virtual campus for leadership training for all our state clients. In 2006, MAT will increase its capability to deliver training and tools from the Leadership Development Toolbox and the National Conservation Leadership Institute using the eCollege system.

Most importantly, this is not the “old-fashioned” model of distance learning. Instead, MAT will deliver online classes in instructor-led *virtual* classrooms. Students work on their own schedule and participate using discussion boards. This learning model is very appropriate for adult learners and only requires a modest computer with an Internet connection (it even works with dial-up!). MAT’s online courses will be interactive and time-flexible—important considerations for busy wildlife agency personnel. There is a surprisingly personal touch to online learning. Not to mention it’s just plain fun!



Online learning offers many advantages. According to the 2003 Sloan Consortium (Sloan-c.org) Survey of online learning, three-quarters of academic leaders believe that **online learning is as effective or more effective than classroom learning**. Quality will not suffer. The same Sloan Consortium study found that student satisfaction did not decrease in an online learning environment.

Fish and wildlife agencies may also see significant cost benefits. Lost productivity and travel expenses are greatly reduced or eliminated by taking classes online. Students in a leadership development course will benefit from working a few hours a week on their own schedule to complete a course. This can mean no loss of field-time for classes. Personnel from dispersed regions can take classes and interact without travel expense.

MAT will pilot its first online courses in Spring 2006, and several states have already expressed an interest in providing online learning opportunities through MAT as part of their leadership development programs. Participants in the National Conservation Leadership Institute (NCLI) will likewise participate in MAT’s online learning over their 10-month program.

For more information on MAT’s online classes and online learning please visit our website at [www.matteam.org](http://www.matteam.org).

# MAT Partnerships for Funding

Heeding the advice of many state directors, the Management Assistance Team (MAT) has sought to diversify its funding so that it will not be completely dependent on the Multi-State Conservation Grant. At the same time, MAT has accepted new roles and tasks to provide services to state fish and wildlife agencies in the field of leadership development as requested by the Association of Fish and Wildlife Agencies (AFWA).

These changes have brought opportunities as well as challenges for MAT. The U.S. Fish and Wildlife Service (Service) is a principal partner entirely funding one position at MAT, currently filled by Dr. Dwight Guynn.

The AFWA and MAT have also partnered with the National Conservation Leadership Institute (NCLI) Board to receive funding for MAT to provide staff

support to the Institute. The funding from the NCLI amounts to approximately \$55,000 per year which provides for a staff position at MAT for program coordination of the Institute. MAT is an appropriate place for this position because over half of the Institute participation is reserved for state fish and wildlife agencies.

While MAT has broadened its offerings to state fish and wildlife agencies in order to diversify its funding base, MAT has proceeded conservatively in delivering its traditional consulting, organization development, and training services. This is a strategic necessity during the initial phases of MAT's leadership development efforts for the states. MAT remains committed, as always, to providing state fish and wildlife agencies an array of high quality services on demand.

## Changes at MAT

*The art of progress is to preserve order amid change and to preserve change amid order.* -Alfred North Whitehead

MAT heeds the advice above and is making changes to meet the direction set by AFWA to develop leadership programs and materials. Undertaking development of a leadership program Toolbox and multiple courses for states to use in their leadership programs, MAT continues to narrow its focus from its traditional consulting and training roles covering a broad spectrum of topics. In addition, MAT has assumed the role of staffing the National Conservation Leadership Institute (NCLI) effort and is busy facilitating the launch of this exciting new program.

In order to address this workload, MAT has restructured its small staff. Melissa McCormick, who was formerly the MAT office manager, has been promoted to the position of project coordinator and will assume a large role in working with the NCLI to oversee sign-up of Fellows, arrangements for Institute courses, data files on assessments of NCLI Fellows, and evaluations, among a host of other duties.

Funding provided by the NCLI Board enabled MAT to hire Monica Hope Day who will take over some of the office manager duties previously performed by Melissa — bookkeeping, clerical, travel management, and other support services for MAT.



Concurrent with funding partners coming on board, Dr. Dwight Guynn's position is now funded by the U.S. Fish and Wildlife Service instead of the Multi-State Conservation Grant. Dr. Sally Guynn moved from the U.S. Fish and Wildlife Service to the AFWA and remains funded by the Multi-State Conservation Grant.

All the change has been exciting and challenging at the same time. We can't help but be reminded of the quote by Pauline R. Kezer:

*Continuity gives us roots; change gives us branches, letting us stretch and grow and reach new heights.*



## Your Leadership Development Initiative

### The State Leadership Toolbox

What is the state leadership toolbox? It is essentially a template for a state fish and wildlife agency leadership development program. It can be adopted in whole, customized, or its individual tools lifted and used where best needed. Some agencies already have leadership development programs underway. Others are just beginning. But one thing most agree on is that the need is upon us to equip employees to lead our agencies effectively as we move forward.

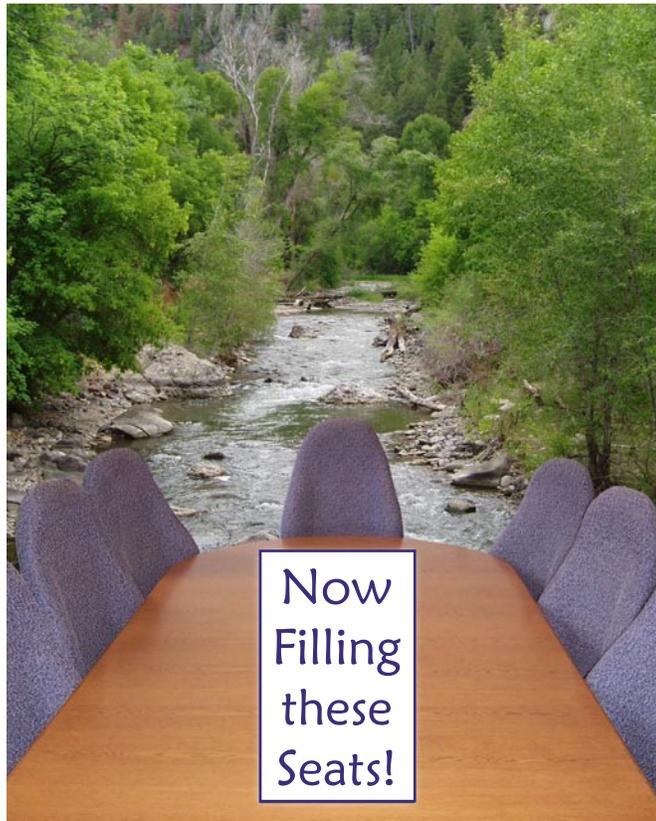
In addition to a number of face-to-face training workshops, MAT has also developed for all the states a virtual conservation learning campus for online leadership courses. Course design and development is already completed for some courses while others will be available in the near future. Courses now available online are: Visionary Leadership, The Adaptive Leader, and Critical Thinking. The new nationwide virtual campus offers an economical and efficient way to get needed training.

MAT consulting is also available to help states plan, assess, and/or improve their leadership programs. Pennsylvania Fish and Boat, Pennsylvania Game Commission, Wyoming Game and Fish Department, Texas Parks and Wildlife, Florida Fish and Wildlife Conservation Commission, and Colorado Division of Wildlife are a few already taking advantage of these services.

### The Institute

There's groundbreaking news from MAT—the National Conservation Leadership Institute opens its doors for applicants! In case you haven't heard, the Institute is a leadership development program for those "high potentials" from across the conservation community. It promises to be a rare opportunity for our people to receive world-class leadership instruction. Its mission is "to prepare extraordinary leaders for the future". To help develop the learning sessions of the

Institute MAT has partnered with the people from Harvard University who literally wrote the book on Adaptive Leadership™. Other experts include Dr. Margaret Wheatley (leading change in chaos), Dr. Tom Kalouse (emotional intelligence), Adam Kahane (strategist for the future), and well known media and press personalities. But, making this even more unique, is that in addition to dialogues with such renowned experts; renowned leaders from within the conservation community will join to bring the real world of conservation challenges and case examples into



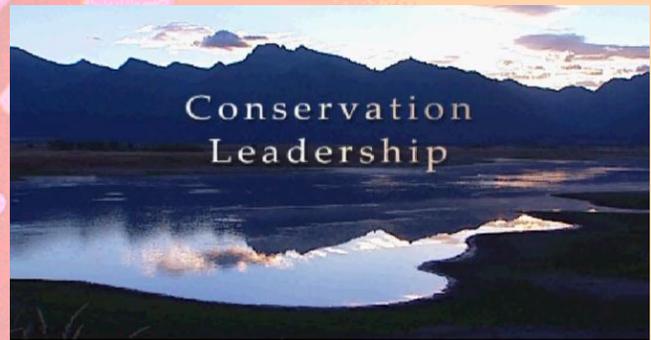
Now  
Filling  
these  
Seats!

the learning mix. The Institute is now accepting nominations. Application information available at [www.conservationleadership.org](http://www.conservationleadership.org).

# Video Debut for The National Conservation Leadership Institute

On March 22, the **National Conservation Leadership Institute (NCLI)** aired its video commercial for the first time at the 71st North American Wildlife and Natural Resources Conference. "It's a wonderful occasion for us, and we hope that it creates the much sought after 'buzz' for the Institute," said Dr. Sally Guynn, the Institute's project leader at MAT. "Yet we're fully aware that this accomplishment would not have been possible without the generous donation of time and resources supplied by the following people and organizations in the making of this video."

Gina Main, MAT's coordinator for the video production, said, "The future looks bright for NCLI, and we want to acknowledge everyone's part in getting the message out about the need for the Institute and the wonderful opportunity it offers."



The video can be viewed at [www.conservationleadership.org](http://www.conservationleadership.org).

## **Lowell Baier**

Executive Vice President  
Boone and Crockett Club

## **John Baughman**

Executive Vice President  
AFWA

## **Jimmy Bullock**

Manager Wildlife Policy & Programs  
International Paper

## **John Cooper**

Secretary  
South Dakota Game, Fish and Parks

## **Ken Haddad**

Executive Director  
Florida Fish and Wildlife Conservation Commission

## **Dale Hall**

Director  
U.S. Fish and Wildlife Service

## **Rick Lemon**

Director  
National Conservation Training Center

## **Bruce Matthews**

President/CEO  
Recreational Boating and Fishing Foundation

## **Max Peterson**

Former Executive VP, AFWA  
Former Chief, USFS

## **Joanna Prukop**

Cabinet Secretary  
New Mexico Energy, Minerals & Natural Resources

## **Corky Pugh**

Director  
Alabama Wildlife and Freshwater Fisheries

## **Duane Shroufe**

Director  
Arizona Game and Fish

## **Dr. Christine Thomas**

Dean, College of Natural Resources  
University of Wisconsin at Stevens Point

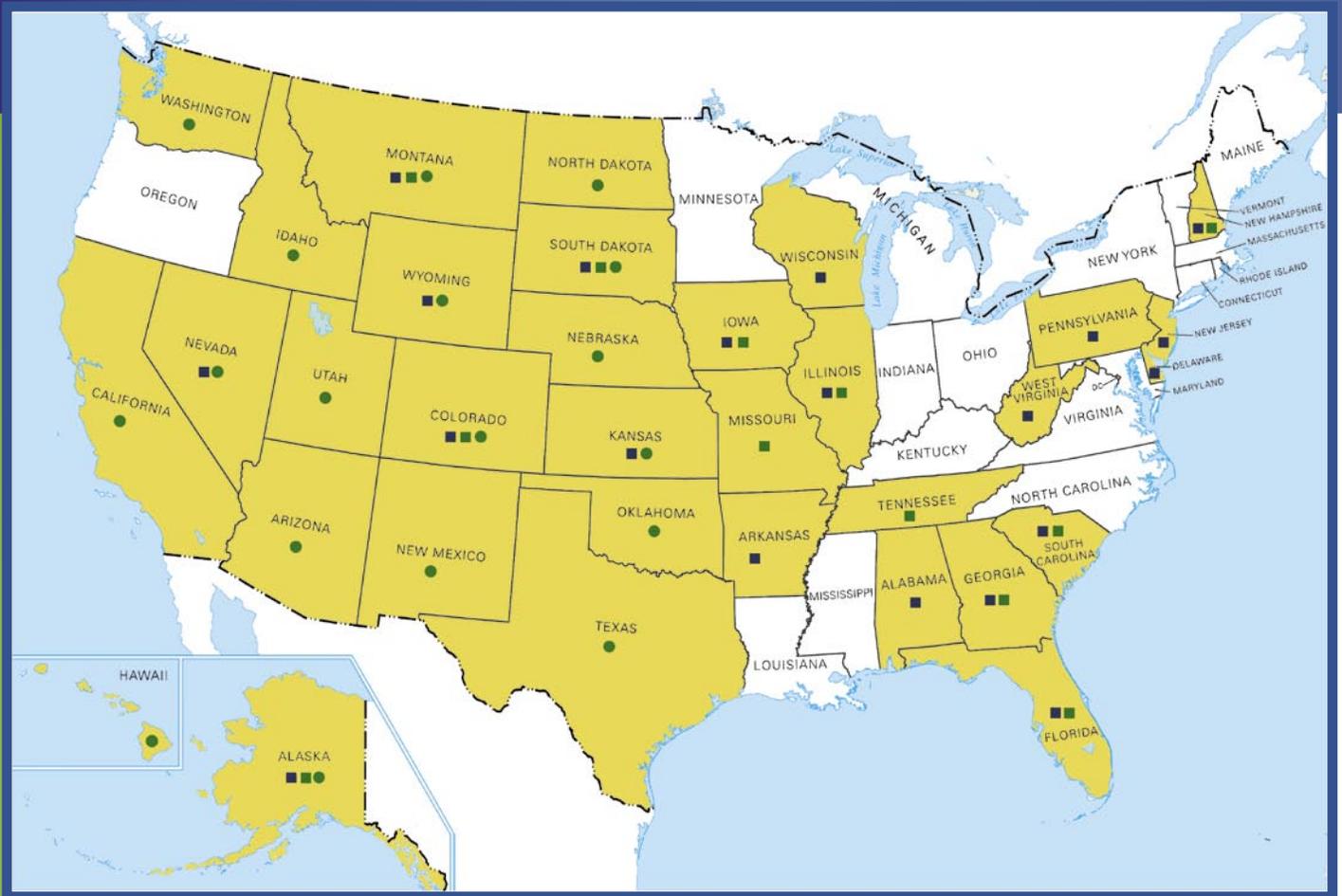
## **Steve Williams**

President  
Wildlife Management Institute

## **Ryan Hagerty**

National Conservation Training Center • U.S. Fish and Wildlife Service

# 2005 MAT Service to States



## LEGEND

-  States Served by MAT
-  Received Consulting Services
-  Workshop Conducted in State
-  Staff Attended MAT Workshop

## CONSULTING 2005

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### 35 Consultations in 2005

- 20 States received individual consulting services  
(some states received multiple consultations)
- 5 Consulting projects benefited all states

### 5 National Projects

- USA** Consulted with AFWA on database development for the Fish Habitat Initiative
- USA** Consulted with National Conservation Leadership Institute (NCLI) board on creating, managing, and promoting the Institute
- USA** Consulted with AFWA on specific budget issues on development of the NCLI
- USA** Consulted with AFWA Education, Outreach, & Diversity Committee on the Conservation Learning Summits and Education
- USA** Started development of online learning capabilities

## TRAINING 2005

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### 20 Workshops Delivered in 2005

- Approximate participants: 484
- Total number of training days received: 859
- Number of states served directly: 12  
(some states received multiple workshops)
- Regional Associations served: WAFWA

### 2 New Workshops Developed

- A Toolbox for the Enlightened**  
- The Commissioners' Forum WAFWA

- Team Effectiveness**  
-NH Fish and Game Department

## PROFESSIONAL PRESENTATIONS AND PAPERS

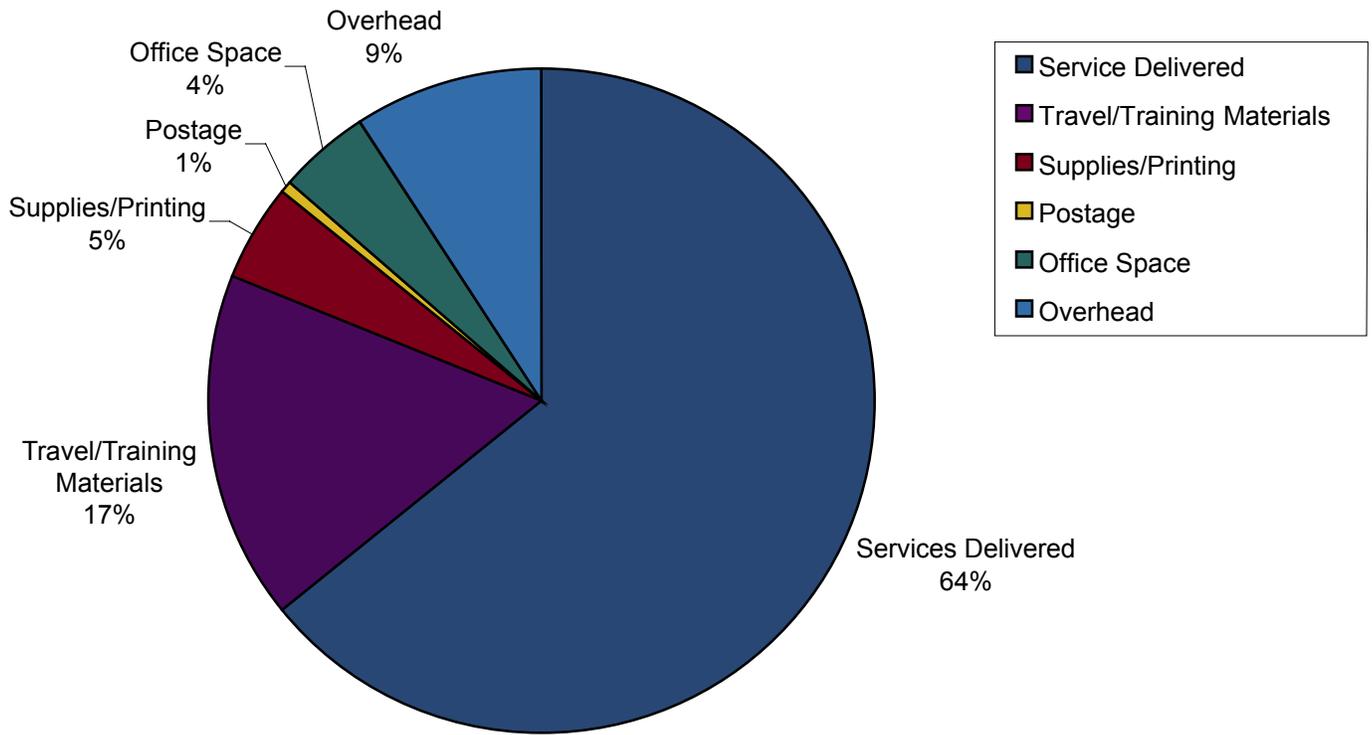
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**"The Perfect Storm"** presented at the New England Chapter of the Wildlife Society

**2005 Publication**  
Faibisch, J. & Guynn, S. (Winter 2005)  
**The "Perfect Storm": education and leadership and a twenty-first century conservation legacy.** *Conservation Perspectives.*  
[http://www.nescb.org/epublications/winter2006/perfect\\_storm.htm](http://www.nescb.org/epublications/winter2006/perfect_storm.htm)

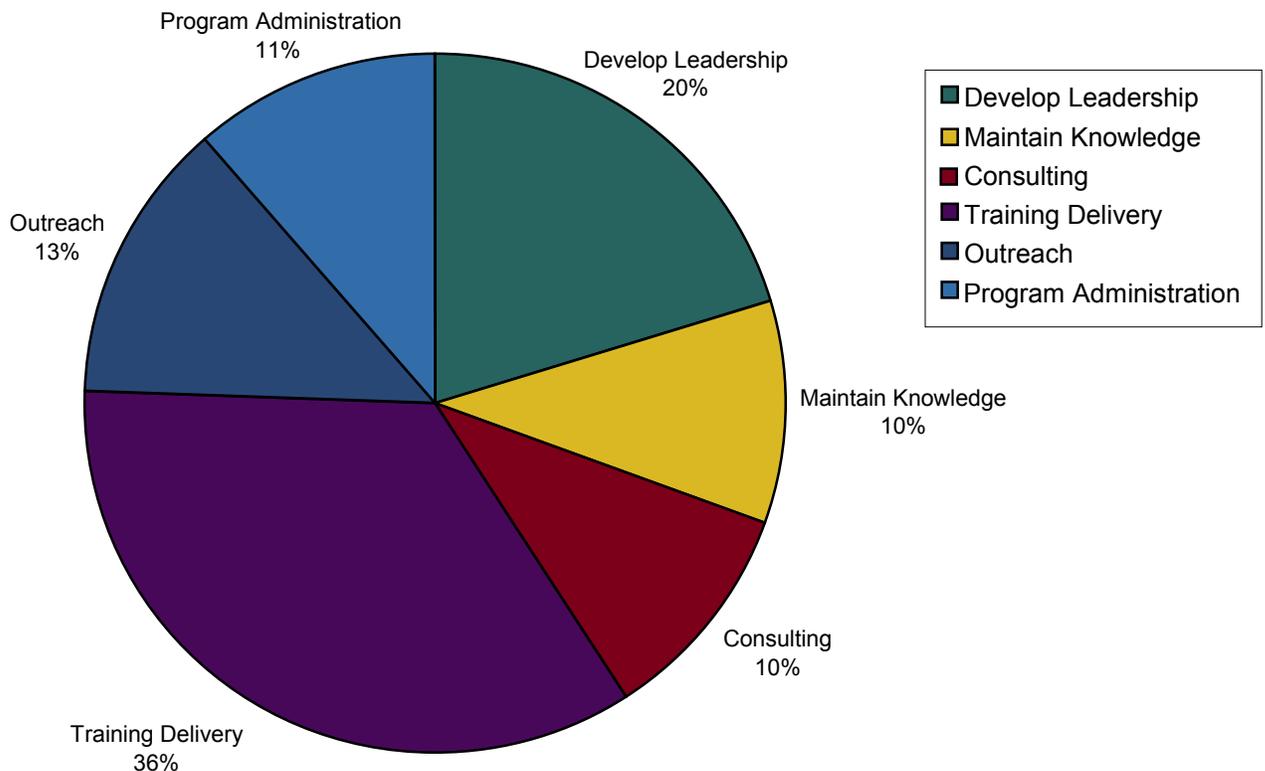
# Budget By Line Item\*

January 1-December 31, 2005



# Cost Analysis By Grant Objective\*

January 1-December 31, 2005



# A Look Ahead

## A Look at the Money

### Getting Your Money's Worth

Eighty-seven percent (87%) of MAT expenditures went directly to developing the state leadership program template/tools, the National Conservation Leadership Institute, and providing assistance to state fish and wildlife agencies (e.g. personnel to assist states, training and consulting for states, and equipment and supplies to assist states). Thirteen percent (13%) of MAT's expenditures went for office space and for AFWA overhead charges (4% and 9% respectively).

### MAT has many things planned for 2006:

- Launch the National Conservation Leadership Institute this Spring
- Conduct the National Conservation Leadership Institute residency in November
- Launch the State Leadership Program Toolbox this Fall
- Produce 16 State leadership courses including materials and train-the-trainer workshops to help states develop their leaders this Fall/Winter
- Launch online courses as a new offering where states can get economic, efficient, asynchronous learning as part of their leadership development efforts this Spring/Summer
- Conduct a survey for the Texas Parks and Wildlife Departments Leadership Program
- Conduct Franklin-Covey 4 Roles of Leadership for PA Game Commission in April 2006
- Conduct a leadership performance assessment with PA Fish and Boat Commission in May, 2006
- Speak on Commissioner Leadership concepts at the National Commissioners' Forum during WAFWA in July, 2006
- Present professional paper on leadership at the joint meeting of the Conservation Business Management Association and Western Association of Fish and Wildlife Agencies – Administrative Officers' Workshop in October, 2006



## Management Assistance Team

698 Conservation Way  
Shepherdstown, WV 25443

Phone: 304.876.7988

Fax: 304.876.7377

[www.matteam.org](http://www.matteam.org)

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### MANAGEMENT ASSISTANCE TEAM

#### **Dr. Dwight Guynn**

Project Leader  
304.876.7387  
[dwrightg@matteam.org](mailto:dwrightg@matteam.org)

#### **Dr. Sally Guynn**

Project Leader  
304.876.7395  
[sallyg@matteam.org](mailto:sallyg@matteam.org)

#### **Jacob Faibisch**

Project Leader  
304.876.7915  
[jacobf@matteam.org](mailto:jacobf@matteam.org)

#### **Melissa McCormick**

Project Coordinator  
304.876.7797  
[melissam@matteam.org](mailto:melissam@matteam.org)

#### **Gina Main**

Production Coordinator  
304.876.7755  
[ginam@matteam.org](mailto:ginam@matteam.org)

#### **Monica Day**

Administrative Support Specialist  
304.876.7988  
[monicad@matteam.org](mailto:monicad@matteam.org)

