ASSOCIATION OF FISH AND WILDLIFE AGENCIES
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Year 2011 was the first of a new, two-year Multistate Conservation grant cycle for MAT Team funding. With our new grant cycle beginning January 2011, we began our year with several changes that were new to us and to our state fish and wildlife agency clients. In a sense, it was a year of some experimentation, for while we did all the other things we usually do, we also experimented to discover how to accommodate changes in our new grant. For example, our new grant requires clients to pay for our travel when we come to their state agency to deliver training. We accommodated in part by devoting more time to expanding our online courses and webinar training offerings for our clients.

It was also a year punctuated by figuring out how to work smarter and leaner while trying to expand deliveries of our services and products 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 business administrative topics.

**State-focused leadership development.** While expanding the delivery of our leadership development training for states remained a high priority for the team, experimenting with producing and broadcasting interactive webinars proved to be one effective new venue. 145 state fish and wildlife agency employees were reached through webinars titled *Creative and Critical Thinking, Problem Solving and Decision Making,* and *Perseverance and Leading through Change* – a total of 11 webinar broadcasts. With this initial success webinar offerings will be expanded on a variety of topics in 2012.

"For 25 years the MAT has been a steadfast partner that an agency could always depend upon for help with agency administrative and management challenges. The last 8 years MAT has honed its deliveries to provide employees of state fish and wildlife agencies with a myriad of timely, professional development learning opportunities at a bargain price. The team gets what we do and the kinds of challenges we face making them a go-to resource especially during times of increased turbulence."

— Dr. Jon Gassett, Director, Kentucky Department of Fish and Wildlife Resources, President, AFWA
We added 3 new webinars in 2011, began working on four new courses and the rebuilding of our websites. We also created an organizational management guidance document through a graduate research study, and we distilled survey data from all fifty state fish and wildlife agencies to provide a report comparing structure of commission and boards nationwide.

We certified staff in Oklahoma to facilitate MAT online courses with their staff whenever needed and as many times as they desired. MAT team members obtained certification in additional copyrighted training (Change Essentials; Managing Millennials) by Redtree that would allow MAT to facilitate these workshops for state fish and wildlife agencies without their having to pay facilitation fees.

MAT staff stepped down from chairing AFWA’s Diversity Working Group (DWG) of the Education, Outreach and Diversity Committee and stepped up to work on implementation of DWG initiatives. For example, leading work to have MAT survey states to accurately determine the minority composition of agency workforces.

The National Conservation Leadership Institute (NCLI). During 2011 36 Fellows from the 5th Cohort of the NCLI graduated in the Spring while 36 Fellows began the NCLI’s 6th Cohort in the Fall. In spite of the challenging economy, the NCLI continued its impressive trajectory with stellar individuals nominated to the program, a loyal board, and steadfast partners and sponsors. At this writing 212 individuals make up the cadre of natural resource conservation professionals who have or are currently participating in this extraordinary leadership development experience – and nominations are now being received electronically through www.conservationleadership.org for a space in the 7th Cohort of the Institute.

The numbers*

7 NEW WORKSHOPS AND WEBINARS
11 NATIONAL SCOPE PROJECTS
91 CONSULTATIONS
212 NCLI FELLOWS AND ALUMNI
679 COURSE, WORKSHOP AND WEBINAR PARTICIPANTS
11,741 TRAINING HOURS
1 WORLD CLASS LEADERSHIP INSTITUTE

AFWA’s Leadership and Professional Development Committee established a group of professionals from Kentucky and Florida to conduct a review of MAT for the purpose of identifying how MAT might best serve the states as we move into the future. The committee challenged MAT and AFWA to explore 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.

Another interest was how agencies could plan and think more strategically while departing from the more traditional (and widely believed less effective) approaches to strategic planning, and how to align agency strategic initiatives with successful implementation. This interest resulted in MAT developing a white paper titled “Rethinking Strategic Planning” that will be distributed in 2012.

*See page 11 for additional details
WHY MAT?

A widely identified cultural characteristic of state fish and wildlife agency professionals is that they work with a missionary like zeal for the resource. Similarly, at the core of an answer to why MAT is the value set that MAT holds dear, that is, MAT cares and works for those who labor for the resource with a missionary like zeal. This is where the team’s essential purpose and reason for being lies.

As baby-boomers retire the need for maintaining and growing the leadership capacity of fish and wildlife agencies is critical to ensuring ongoing conservation success. This challenge is exacerbated by the current depressed economy and increased travel restrictions. In particular, consider the following:

PROBLEM 1: Fish and wildlife professionals are characterized by excellence in the biological sciences and an exceptional commitment to their work. Promotions over time place these very intelligent and technically capable people in positions where they are required to supervise others, provide leadership, develop human resources, deal with conflict, and manage organization change. These tasks are critical to the success of an organization, but many fish and wildlife professionals have little or no training, experience, or skills in these particular subject areas.

PROBLEM 2: Between 2004 and 2014, 77% of fish and wildlife agency leaders are expected to retire. Without a strategic effort to train and equip the next generation of conservation leaders, a leadership gap will develop in many fish and wildlife agencies.

PROBLEM 3: Contracting with private vendors for consulting and training requires bureaucratic procedures that are often time consuming and prevent timely, unencumbered assistance for state fish and wildlife agencies.

PROBLEM 4: High quality, private-sector consulting/training services are typically priced beyond the reach of many state fish and wildlife agencies and most private vendors have a corporate focus, lacking understanding of fish and wildlife cultures and issues.
For MAT, staffing the NCLI is an honor, a learning experience, and a highlight in our work. During 2011, the NCLI once again was nothing short of remarkable as a leadership development experience (program). Various operational economies and improvements were realized and MAT committed to diligently working in 2012 to identify ways that federal agencies, NGOs and other partners and sponsors can play a greater role together in sustaining the NCLI over the long term.

For a complete reporting of the NCLI see NCLI Annual Report for Cohort 5 by going to the NCLI website www.conservationleadership.org.

“I am continually inspired by the depth and strength of purpose shared by NCLI participants.”

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 2011, THE FOLLOWING FOUR STATE AGENCY EMPLOYEES GRADUATED FROM MAT’S CLPS:

- **Eric Odell**
  Colorado Division of Wildlife
- **Jamie Landrum**
  South Carolina Department of Natural Resources
- **Jason Slone**
  Kentucky Department of Fish and Wildlife Resources
- **Jamie Feddersen**
  Florida Fish and Wildlife Conservation Commission

“**I was blown away by the professional development opportunity provided by the MAT Team at the AFWA meeting last fall! Where else could a wildlife professional hear from a thought leader like Dr. Tom Kalous present on Leading Through Times of Conflict and Change? The information he shared was immediately relevant to a range of projects we were working on. I have never attended a better or more timely workshop!”**

– September 2011, Judy Stokes, Chief, Public Affairs, New Hampshire Game and Fish

### MAT OUTREACH

Each year MAT maintains two websites, produces quarterly newsletters, produces a minimum of one professional paper or delivers one formal professional presentation, and provides access to our book/video lending library for state fish and wildlife agencies. In 2011, MAT began the complete rebuild of its two websites that will result in greater and easier access to MAT and NCLI services and products. It also produced a timely white paper titled “Rethinking Strategic Planning.” This white paper offers a critique of traditional approaches to strategic planning that may not be working well today for many brave enough to try it; it offers ideas and techniques for “keeping the baby but throwing out the bath water.” MAT also produced a helpful tool that compared the structural organization of state agency commissions and boards nationwide. This paper was a result of a nationwide survey and analysis. Both of these documents can be found on MAT’s website at www.matteam.org.

As part of MAT’s outreach to state fish and wildlife agencies, MAT sponsored and offered a continuing education workshop in 2011 titled Leading Through Times of Conflict and Change with Dr. Tom Kalous at the AFWA Annual Meeting last September.
MAT’s creation of custom webinars for state fish and wildlife professionals has opened up a whole new delivery for leadership and other professional development education. In 2011 MAT expanded its webinars and identified a formula for success. This formula featured webinars that were short (1.5 hrs to 4 hrs maximum in length), limited to 20 participants maximum, and very interactive including chats, powerpoint, film clips, exercises, discussions, white board assignments, and more. Participants only needed access to a computer and a telephone for conferencing.

In 2011 MAT increased its cadre of external instructors, developed two new online courses (Leader as Communicator; Applied Adaptive Leadership), and began production of other new courses such as Storytelling: A Key Leadership Tool; Eyewitness to Leadership: Learning Leadership by Studying Turning Points in History.

New webinars MAT created in 2011 were RACES: Communication Planning in Five Easy Steps; and Leadership Perseverance During Conflict.

MAT was not able to produce the Leadership in the Movies webinars because of copyright issues.

“MAT conducted training for our staff on Effective Supervision that not only provided a great overview of supervisory practices and issues but also allowed each attendee to identify his/her natural tendency as a supervisor. MAT staff were extremely knowledgeable on the subject matter and provided real world natural resource agency examples to which participants could directly relate. This is a great training for any supervisor regardless of experience”

– Emily Cope, Deputy Director, South Carolina DNR

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…

MAT’s online leadership courses have proven to be very popular with state fish and wildlife agency employees. MAT taught leadership courses for 310 participants from 22 states in 2011. MAT also instructs state fish and wildlife employees in how to teach these courses for their agency. Wyoming Game and Fish Department and Montana Fish, Wildlife and Parks taught a total of an additional 54 of their employees using MAT’s online leadership courses.

Webinars represent a relatively new delivery vehicle for MAT leadership training. In 2011 MAT conducted 11 leadership webinars for 145 state fish and wildlife employees from 26 states. MAT has had a total of 32 states participate in webinars and/or online leadership courses that were developed and offered by MAT in 2011.
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.

SERVICES TO MULTIPLE STATES

— 76th North American Wildlife and Natural Resources Conference Session
— NEAFWA Plenary
— National Professional Development Workshop – AFWA Annual Meeting

STATES SERVED BY MAT

- received consulting services
- presentation/workshop conducted in state
- participated in online courses
- participated in webinar
- participated in national conservation leadership institute
11 NATIONAL SCOPE PROJECTS

Nine separate nationwide related services in 2011 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:

- Consulted with Missouri Department of Conservation regarding creating their leadership development program
- Consulted Illinois DNR senior staff in change initiative
- Co-sponsored/facilitated special sessions on Agency Transformation at the 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
- Created a report on 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
- Offered nine online courses/webinar choices as part of MAT’s State Leadership Development Toolbox

CONSULTATIONS IN 2011

MAT tripled its grant requirement!

CONSULTATION EXAMPLES:

- Consulted Illinois DNR senior staff in change initiative
- Consulted with Missouri Department of Conservation regarding creating their leadership development program

20 INDIVIDUAL STATES THAT RECEIVED CONSULTING SERVICES

Some states received multiple consultations not captured in this statistic.

7 OUTREACH EFFORTS

EXAMPLES INCLUDE:

- AFWA’s Education, Outreach, and Diversity Committee
- Diversity Working Group/Workforce Survey
- AFWA’s Leadership and Professional Development Committee
- National Conservation Leadership Institute Board
- National Conservation Training Center
- Climate Change University
- VA Tech National Resource Student Seminar

42 WORKSHOPS/ONLINE COURSES/WEBINARS/PLENARY IN 2011

Number of states that directly received training 32
Approximate number of training participants 679
Total number of training hours delivered 11,741

36 COHORT 5 FELLOWS† completed leadership projects and graduated.

†See NCLI Annual Report, Cohort 5 under separate publication
A LOOK AT THE MONEY
FISCAL BREAKDOWN
OUR FUNDING SOURCES

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<th>Percentage</th>
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<tr>
<td>58%</td>
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<td>11%</td>
<td>2008-2010 Multistate Conservation Grant - Rollover</td>
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<tr>
<td>22%</td>
<td>U.S. Fish and Wildlife Service</td>
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<td>9%</td>
<td>National Conservation Leadership Institute</td>
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MAT TIME

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<th>Percentage</th>
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<td>34%</td>
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<td>Directly developing and managing leadership programs</td>
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<td>MAT team administration and management</td>
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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.** Help 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.** Track finances, time accounting, performance appraisals, strategically assessing program direction, hiring, ordering supplies, bookkeeping, office move, etc.
FUNDING SOURCE INFORMATION

Through constant scanning for economies, smart decisions, and a lot of sweat, MAT’s last grant (2008-2010) retained some dollars that MAT was able to “rollover” into 2011 of our current grant funding cycle. In reporting our financial picture we show these two separate “pots” of grant funding dollars combined with MAT’s other two revenue streams (USFWS and NCLI). From this aggregate revenue we have reported MAT’s expenditures in 2011.

OBJECTIVE 3: manage the NCLI 25%
OBJECTIVE 7: program administration 21%
OBJECTIVE 1: course & tool development 19%
OBJECTIVE 4: training delivery 13%
OBJECTIVE 6: outreach services 12%
OBJECTIVE 2: management consultations 6%
OBJECTIVE 5: professional development 4%
“MAT participation in the Idaho Fish and Game’s 2011 all-employee biennial In-service Training School was key to the successful awareness to the need for change and motivation of all staff in being part of planning the future. The ability to use knowledge from across the nation coupled with the presentation style captured the staff’s attention and thinking for three days. Without MAT’s assistance in this effort we would not have been successful.”

– April 2011, Virgil Moore, Director, Idaho Department of Fish and Game

“For an agency like mine that has downsized by nearly 50% in recent years with no real change in our structure and function, we sought help from the Management Assistance Team who brought to the table a thorough understanding of the needs and challenges facing fish and wildlife agencies. Not only did they help us move into a better position to begin planning strategically but they also influenced us to include in our thinking how we could develop the leadership capacities we would need during the difficult times we’re experiencing.”

– December 2011, Marc Miller, Director, Illinois Department of Natural Resources

“I was a relatively new director with a very different leadership style and some new staff on my senior management team. The oil spill in the Gulf had diverted attention away from efforts to increase the group’s synergy and optimize effectiveness. MAT folks did a two day workshop including a ropes course and it was a critical step toward fully developing our team.”

– October 2011, Nick Wiley, Executive Director, Florida Fish and Wildlife Conservation Commission
LOOKING AHEAD AT 2012

MAT has many things scheduled already for 2012:

- Conclude National Conservation Leadership Institute Cohort 6 and begin Cohort 7!

- Conduct training on adaptive leadership for Texas Parks and Wildlife Department law enforcement captains

- Conduct training on adaptive leadership for graduates of Texas Natural Leaders Program

- Publish results of external review of MAT

- Conduct training on effective governance for Pennsylvania Fish and Boat Commissioners

- Provide continuing education speaker at AFWA Annual Meeting

- Develop and offer four new online courses: Storytelling: A Key Leadership Competency; Leader as Communicator; Applied Adaptive Leadership; Eyewitness to Leadership

- Develop and offer new webinars: RACES: Communication Planning in Five Easy Steps; Leadership During Conflict; Change Essentials; and Managing Millennials.

- Distribute white paper: Rethinking Strategic Planning

- Develop and present a new workshop on “A Leader’s Golden Circle”

- Complete redesign and rebuild of MAT’s two websites

- Conduct survey and analyze responses to obtain diversity composition of all state fish and wildlife agency workforces; write white paper on diversity

- Provide consulting for AFWA’s strategic planning initiative

- Collaborate with AFWA, NCTC, and others on establishing a Climate Academy

- Conduct workshops for Oklahoma Department of Wildlife Conservation on Mastering Agency Change

Cohort 6 Fellow David Kohler, OH DOW

MAT Leads Illinois DNR Sr Mgt Team in Prioritizing for Change

FL Sr Leadership Team Shows MAT They Can Figure It Out