

LEADERSHIP AND PROFESSIONAL DEVELOPMENT COMMITTEE MEETING NOTES

Chair: Dave Golden (NJ)

Vice-Chair: Mark Tisa (MA)

Friday, September 10, 2021

3:00-5:00 p.m. Eastern Time

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- Welcome and Introduction – Dave Golden and Mark Tisa
- Readthrough of committee charge by Dave G. – updated within last 2 years. **Action item:** update on website.
- Approval of minutes/review agenda (Dave Golden) - not going to formally approve minutes by direction of AFWA (Association of Fish & Wildlife Agencies) that minutes do not need formally approved for committees.
- LPD (Leadership and Professional Development) survey results/ next steps (Bettina Fiery) - 2nd survey in 2 years due to shifting priorities from the pandemic. 28 states responded to survey. Kelly and an intern have done further work to identify contacts in the state agencies for training. Several states expressed interest in agency specific leadership development and some in state specific. Difference is state specific is open to various kinds of organizations in the state instead of just the state f&w agency. Will focus on agency-based training first. Looking to create Northeastern regional training first since Western states already have a program ready to go. Draft timeline shared. Maine wants to begin in November with LD for 145 employees. Illinois also ready to implement. MAT wants to reach out to states who indicated interest via webinar to discuss how we can implement. Top 3 elements identified – Managing Change, Systems thinking, and Conflict Management. Barriers to implementation are lack of financial resources, lack of understanding the ROI, and lack of time to attend/staff to backfill while others attend. Received valuable feedback on how we can support states from HI, KY, KS, PA, and FL.

Mark Tisa shares this is a good topic for Directors Forum in NE. Curious about **feedback** from directors about MAT's offerings and whether they noticed a difference in

employees who participated. Bettina shares AFWA's strategic plan will help develop metrics for that. LD is hard to ascertain ROI because of turnover. Bettina recommends states align performance appraisals with LD program. Mark has identified areas of development he feels need improvement. CLFT is a clearly identified need and Mark knows about the ROI from that program. Bettina shared LD programs are customized for each state based on identified needs. Dave is interested in that conversation as a NE director and feels the MAT would be receptive to hearing any feedback from that discussion. Dave recommends using the survey as a conversation starter with directors. Bettina mentions any feedback from NE would be helpful as we develop a regional program for the NE.

- Request for assistance with promotion and marketing ideas (Gina Jackson) - Seeking input and guidance on how to communicate our services and offerings in each state. Seeking more points of contact to share resources.
- Multi-State Conservation Grant update (Amanda Myers)
- NCLI (National Conservation Leadership Institute) update (Gina Jackson) - Format for C15 – program was pushed back on year due to COVID. Starting in October with a first virtual residency, another virtual residency in January, and a third in-person in May at NCTC. Great successes with virtual setting for second residency of C14 and the alumni conference.

Nominations open in Feb. 2022 for Cohort 16 – currently planning for traditional format. C14 working group created a diversity scholarship fund. Can access via the NCLI website.

Around 500 alumni now – 150 alumni engaged in 3-day conference this past May that was co-facilitated by small group of alumni. Hugh O'Doherty and Jill Hufnagel were lead faculty and other speakers on new topics. Evaluation was 8.4/10 for overall experience. Lots of desire for continued engagement on these types of activities. Kelly and Gina spearheading a draft plan for alumni engagement. Will send to alumni for feedback. Plan includes case consultations, case studies, conference (2–3-day experience) and summer summit (shorter event). Summit could be coming together to work on a shared challenge. Create better and more effective ways for alumni to communicate with each other in addition to the portal and e-newsletters. Considering opt-in list serv.

Dave asks whether we shared outcomes of a virtual second residency for C14. Staff felt it was successful and received favorable feedback. Understanding there was some desire to be in-person but many understood due to the circumstances. Linda Weir from C14 shared appreciation for staff and faculty for providing a way to safely gather for second residency and would be great to be able to have an in-person gathering at some point. Dave asked about survey for NCLI alumni asking about their growth. Gina shared there are a couple of surveys/reports on that she will post in the files of this meeting. Elena pointed out C15 will be opposite of C14 where 15 will start virtual then go into in-person

and are going into hybrid program knowingly.

- Western Regional Conservation Leadership Program (Ali Duvall) - has been a journey of several years working with a number of decision makers in the West. Purpose is to equip a diverse set of public and private partners in US and Canada....Recognition of gap in LD programs. Director Brian Nesvik and other partners want to continue to support NCLI and MAT programs there is just a desire to create additional programming. Interest of creating capacity and partnership building around issues in the West. Advisory board Nesvik from WY, Montana, Idaho, NRCS (Natural Resources Conservation Service), USFWS, KLC, etc. Be unique and complementary. Fiscal agent is the Wildlife Fund. Technical team of NCLI alumni and KLC designing. Launching first course Sept 27th to Feb 2nd. 3 weeks of virtual programming. First week is AL framework. Weeks 2 and 3 new programming and modules. Will share more when design is complete. 32 participants states, universities, NGO (Non-Governmental Organizations), federal, and two Canadian agencies. Collaboration and capacity building. Training program for coaches included. Dave asked how many states are involved - answer framed around WAFWA region. Anchoring this in Western conservation is distinction of what they are trying to do. Team based organized around those issues.
- Reasoning and Judgement update (Kelly Reynolds) - Kelly shared link to tools and guide. MAT took over the suite of resources from a group who created the tools according to a grant. MAT has made some edits to the tools. The ISAT (Individual Self-Assessment Tool) (individual) is now a fillable pdf and the MSAT (multi-perspective) now is an online tool to allow for more anonymity by respondents. Bettina and Kelly leading a workshop on Monday to sit down with participants and do the ISAT and use the tools to help people make use of the resources.
 - Examples of states/testimonial - Have not received much feedback. PA Game Commission has shown interest in using the tools. Please share your experience with us if you use them.
 - Dave encouraged everyone to get on the website and do a self-assessment at the end of the meeting.
- Workshops on Monday & Tuesday – Bettina shared the wonderful cadre of faculty we have for MAT. Asked them for ideas for workshops about learning organizations. Offering additional workshops on Wednesday since first sessions filled. Dave asked if only available during the conference – Bettina answered we will make these available along with our other MAT offerings.
- Open Discussion/Action items (All) - Invitation for attendees to share info or updates on programs in their organizations.
- Wrap-up – AL working group did not meet this meeting. Hopefully will have meeting at North American. **Action item:** MAT is looking for training leads at agencies – please send names and contact info to Elena. **Action item:** David and Marc talk offline to orchestrate conversation about needs of NE directors and get back with MAT on results. Dave shared he and his management team and some NJ parks managers went through MAT's The Power of Inclusion. Was a great course and they found it valuable. What

stuck with Dave was that for DEI to permeate through the organization the managers need to be able to appreciate inclusion. Gina uploaded Ali's slides on the Western program to the files section. Also would like to get the conversation about needs from directors going in other regions as well and looking for guidance on that.

- Adjourn