

SOUTHEAST NATURAL RESOURCES LEADERSHIP INSTITUTE

AGENDA

Session 1: November 17-20, 2003

SE-NRLI MEETING LOCATION AND DIRECTIONS – *Please also see map on last page.*

HOTEL: Best Western Cavalier Inn at 1-888-882-2129. Free shuttle service to and from Charlottesville-Albemarle Airport. Use the Best Western service phone in the baggage claim area to request a pick up.

Driving From the Charlottesville airport/Route 29:

- Follow signs to Route 29 South and turn right at the traffic light.
- Route 29 South runs directly into Charlottesville. Continue south on Route 29 Business (do NOT take the bypass). Route 29 also becomes named Emmett Street.
- The hotel is on your right at the corner of Emmett/ Route 29 and University Avenue/ Ivy Road. Turn right at the light to turn into the hotel parking lot.

Opening reception on Monday night will be at the Colonnade Club on the Lawn. From the Hotel, it is an easy 5-10 minute walk. Walk up the hill with the tennis courts on your right, toward the Rotunda. At the top of the hill, turn right on the sidewalk toward the Rotunda and enter the “Lawn,” Jefferson's original Academical Village. The Colonnade Club is on your right in Pavilion VII.

In inclement weather, to drive:

- Turn onto University Avenue/ Ivy Road - headed up the hill with the tennis courts on your right. (University Ave later becomes Main Street).
- Take the second right onto McCormick Road.
- The fourth driveway on the left ends in the Colonnade Club parking lot. Pavilion VII will be the building to your left.

The meeting site for Tuesday-Thursday will be Newcomb Hall, an easy 5 minute walk from the Cavalier Inn. Walk south on Emmett Street, past the tennis courts on your left, and climb the stairs beside the Central Grounds Parking Garage. At the top of the stairs Newcomb Hall will be directly in front of you (bookstore in on your left). The Commonwealth Room is on 2nd Floor.

Pre-Session Homework

Collaborative Problem-Solving:

Getting to Yes – read entire book
SE-NRLI Manual – please review

Leadership:

U.S. Fish and Wildlife Service Leadership Development Guidance:

<http://policy.fws.gov/m0088a1.pdf>

"The Leader of the Future," an article about Ronald Heifetz' work, by William Taylor:

<http://www.fastcompany.com/online/25/heifetz.html>

Environmental Justice:

From the Ground Up – read entire book

Issue Briefs: Environmental Justice and the Tobacco-Health Dialogue

Personal Conflict Management:

Kraybill conflict management styles instrument – fill out and self-score; bring with you to the session

Scientific and Technical Information:

The Importance of Defining Technical Issues in Interagency Environmental Negotiations, US Geological Survey: <http://www.fort.usgs.gov/products/Publications/2669/2669.pdf>

Relicensing Hydroelectric Power Projects, National Hydropower Association:

<http://www.hydro.org/hydrofacts/pdf/nha2.pdf>

Reading Above and Beyond (Not Required)

Leadership:

Seven Habits of Highly Effective People, by Stephen Covey

Collaborative Problem-Solving:

Reaching for Higher Ground in Conflict Resolution, by Dukes, Pisolish, Stephens

Session Leadership Themes:

PERSONAL DISCOVERY

DIALOGUE

INTEREST-BASED NEGOTIATION

CONSENSUS BUILDING

SUSTAINABLE RURAL COMMUNITIES

DEALING WITH TECHNICAL AND SCIENTIFIC INFORMATION

ENVIRONMENTAL JUSTICE

Session Outcomes

Fellows will be able to

- Describe key qualities of collaborative leadership, challenges for collaborative leadership in the southeast, including challenges in how they conceive their role and work
- Describe how and why a group may seek “higher ground” in collaborative problem-solving
- Describe a range of collaborative problem-solving processes and how they relate to each other, advantages and disadvantages of these processes
- Describe five styles of conflict management, and when each is appropriate. Describe your own conflict management style, and areas you may want to work on.
- Describe key elements of interest-based negotiation, and the difference between positions and interests
- Describe key elements and examples of participatory governance.
- Describe key elements of active listening, key elements of a dialogue process, including how dialogue differs from debate
- Describe challenges faced by tobacco communities and public health advocates in finding common ground, a dialogue process used to help these groups find common ground, key turning points, and lessons learned for similar processes.
- Have a broader understanding of natural resource challenges facing the southeast
- Describe the meaning of consensus, three phases of consensus building, when consensus is/is not appropriate, and identify and design a collaborative process that is appropriate to the needs of the situation.
- (*Tentative*) Describe key values of the hard and soft green approaches, and understand whether their own views are more "hard" or "soft" green
- Describe the concept of environmental justice, key factors impacting environmental justice, and examples of environmental justice in the Southeast.
- Describe the process for hydropower relicensing, and specifically the challenges involving significant scientific/ technical complexities, and ways that collaborative decision-making may address challenges of “dueling experts”

MONDAY, NOVEMBER 17

Pre-Session Tour of Monticello:

Van to Monticello will LEAVE the Cavalier Inn at 3:00 pm. We will drive up to Monticello and have about 1.5 hours there. We are scheduled to have a special meeting with Peter Hatch, Director of Gardens and Grounds, who will talk to us about Jefferson and his relationship to natural resources. Following this we will be able to take the house tour (about 30 minutes), and then you are free to see other parts of the grounds, which are extensive, for about another 30 minutes. Van will depart Monticello at 5:00 to get people back to the hotel by 5:30 so that people can get to the opening reception at 6:00. The cost of the transportation and tour will be covered by the program, so there will be no out-of-pocket cost to you for this trip.

If you have planned to join the tour and will be unable to do so, please call the hotel at 1-434-296-8111 to let us know that you are unable to make it.

FRONT PARLOR ROOM, COLONNADE CLUB ON THE LAWN AT THE UNIVERSITY OF VIRGINIA

6:00 Opening Reception and Welcome
Heavy h'ors d'oevres and Cash bar

6:30 Welcome

6:45 Ice-breaker and initial introductions

7:15 Orientation to the program

7:30 Adjourn for the evening

TUESDAY, NOVEMBER 18

COMMONWEALTH ROOM, NEWCOMB HALL AT THE UNIVERSITY OF VIRGINIA

8:30 Registration

9:00 Opening
Second Ice-breaker and Introductions

9:30 Introduction To Collaborative Leadership (Mike F & Frank)
Mike Foreman & Frank Dukes

- Mini-presentation mixed with group exercises in thinking through qualities of collaborative leadership
- Challenges in Southern collaborative leadership

10:30 Break

10:45 Collaborative Leadership (continued)

- Using "Higher Ground" as a basis for extracting principles of collaborative leadership

11:15 Introduction To A Range Of Collaborative Problem-Solving Processes
Tanya Denckla & Frank Dukes

- Powerpoint mixed with group exercises in which people move around and identify which process they have used or been involved with most
- Discussions of advantages/ disadvantages of different processes

12:45 Box Lunch

1:30 Post-lunch Break

1:45 Five Conflict Management Styles
Tanya Denckla & Mike Ellerbrock

- Where you stand with regard to conflict
- Introduction to five conflict management styles and when each is appropriate

- Discussion of the self-scored Kraybill instrument
- Group exercises/ discussions around strengths and challenges in dealing with different styles, and strategies for dealing with different styles

3:10 Break

3:30 Introduction to Principled Negotiation

Frank Dukes & Mike Ellerbrock

- Keys to interest-based negotiation (mutual gains)
- Negotiation exercise (in pairs): Race to Soleil
- De-brief: interests vs. positions, strategies for success

4:45 Pre-dinner break

SOLARIUM ROOM, COLONNADE CLUB ON THE LAWN AT THE UNIVERSITY OF VIRGINIA

6:00 Dinner and Evening Speaker

*Catalyzing Participatory Governance:
An Emerging Paradigm for the 21st Century*

Bill Potapchuk

Community Building Institute, 8718 Mary Lee Lane, Annandale, VA 22003

703-425-6296; bill@communitytools.net

8:00 Adjourn

WEDNESDAY, NOVEMBER 19

SOUTH ROOM, NEWCOMB HALL AT THE UNIVERSITY OF VIRGINIA

8:30 Debrief first day activities

8:45 Effective Listening and the Dialogue Process

Frank Dukes, Tanya Denckla, and Mike Foreman

- Keys to effective listening: group exercises
- Introduction to dialogue
- Exercise in dialogue process around key natural resource challenges in southern region
- Barriers to collaborative problem-solving

10:10 Break

10:30 Stakeholder Panel Discussion

SUSTAINABLE AGRICULTURAL COMMUNITIES: UNLIKELY ALLIES

Moderated by Tanya Denckla

Scott Ballin, Health Policy Consultant, 6220 30th Street, NW, Washington D.C. 20015,
ScDBa@aol.com; 202 686-8898 (w)

Kelly Tiller, Ph.D., Agricultural Economist, Agricultural Policy Analysis Center, The University of Tennessee, 310 Morgan Hall, 2621 Morgan Circle, Knoxville, TN 37996-4519; (tel) 865-974-7407; (fax) 865-974-7298; ktiller@utk.edu

Andy Shepherd, Tobacco Farmer, Virginia Representative to the Flue-Cured Stabilization Corporation, 3946 Jonesboro Rd, Blackstone, VA 23824;
shepherd@meckcom.net

Frank Dukes, Director, IEN, 164 Rugby Road, Charlottesville, VA. Mediator/facilitator for Southern Tobacco Communities Project. ed7k@virginia.edu; 434-924-2041

- What motivated you to engage in dialogue with people who had been characterized as your traditional adversaries?
- What roles did the convenors (U. of Virginia and U. of Tennessee) play?
- What challenges occurred for the convenors and facilitators, and how did you address those?
- How did the farmers and public health advocates build their "norms" of behavior?
- What have been key turning points in the dialogue? What factors helped create these turning points?
- Were there issues of justice - explicit or implicit? How were they dealt with?
- How did this evolve into a regional dialogue?
- What were the challenges/limitations in addressing this as a regional issue? What were the benefits? In addition, were there any special challenges/benefits related to this being a "Southern" issue?
- What lessons are there for other issues: E.g., How might a region come together to address common problems?
- What recommendations would you make to people considering collaborative work on a regional scale?

11:30 Panel Discussion With Class

12:30 Lunch (panelists invited to stay for lunch)
(in Room 389)

1:15 Post-Lunch Break

1:30 Class Debrief of Stakeholder Panel

1:45 Southern Natural Resource Issues

Mike Foreman

- Exercise to identify key natural resource challenges in the south

2:15 Introduction to Consensus Building Process

Frank Dukes, Tanya Denckla, and Mike Foreman

- 3 phases of consensus building
- Methods of testing for consensus
- When consensus is appropriate/ not appropriate

3:00 Break

3:15 Consensus Building, continued

- Team exercise in "conceiving" and designing a multi-stakeholder process to address a specific regional natural resource issue
- Debrief exercise

5:00 Pre-dinner break

6:00 Dinner on Historic Downtown Mall, at the "Hardware Store" restaurant

7:30 Introduction to Environmental Economics: Hard v. Soft Green

Mike Ellerbrock

8:30 Adjourn

THURSDAY, NOVEMBER 20

COMMONWEALTH ROOM, NEWCOMB HALL AT THE UNIVERSITY OF VIRGINIA

8:30 Debrief previous day activities

8:45 Environmental Justice and Economics of Rural Development

Mike Ellerbrock and Frank Dukes

10:15 Break

10:30 Natural Resource Issue:

**HYDROPOWER RELICENSING AS EXAMPLE OF SCIENTIFIC/TECHNICAL COMPLEXITY;
HOW TO DEAL WITH SCIENTIFIC/TECHNICAL INFORMATION**

Steve Smutko, Institute Director and Extension Specialist, North Carolina Natural Resources Leadership Institute, North Carolina State University, Box 8109, Raleigh, NC 27695; 919-515-9602 or 515-4683; FAX 919-515-1824; Steve_Smutko@ncsu.edu

12:30 Lunch (*in Room 389*)

1:15 Post-Lunch Break

1:30 Collaborative Leadership
Mike Foreman, Frank Dukes and Mike Ellerbrock

2:30 Closing
Faculty

3:00 Adjourn

ONLINE INTER-SESSION SEGMENT
January 2004

Exploration in Positions v. Interests

John Stephens
Coordinator, Public Dispute Resolution Program, School of Government
Campus Box 3330, University of North Carolina, Chapel Hill, NC 27599-3330
(919) 962-5190 - voice (919) 962-2705 - fax stephens@iogmail.iog.unc.edu
<http://sog.unc.edu/programs/dispute/index.html>

INFORMATON WILL BE PROVIDED TO YOU VIA THE LISTSERVE ON:

- Website access
- Instructions
- Expectations for what to bring from this to the March 2004 Session in Chattanooga

Session 2: March 15-18, 2004 Chattanooga, Tennessee

SE-NRLI Meeting Location and Hotel: Downtown Marriott

Information will be provided to you by Caroline Brennan on special SE-NRLI rates

Pre-Session Homework

Collaborative Problem-Solving

Six Thinking Hats - read handouts and book

SE-NRLI Manual (to be mailed)

Leadership

Personal Mission Statement and Roles

Reading (to be mailed)

Natural Resource Issues

Issue Briefs on:

Regional Air Quality

Chattanooga

Preserving the Land Base in the South (to be mailed)

Regional Water Planning (to be mailed)

Worksheet for Inter-session Reflection on Leadership and Natural Resource Issues

To be emailed

**MAP OF CENTRAL GROUNDS, UNIVERSITY OF VIRGINIA
and BEST WESTERN CAVALIER INN**

