

National Parks Institute Class III
Tuesday, April 17, 2012
Cavallo Point, Sausalito, CA

- 12:00 PM *Seminar Check-in (Foyer of Surfbird B)*
- 12:30 PM – 5:00 PM *Optional Field Trip to Angel Island.*
Bus departs promptly at 12:30 to connect to ferry in Tiburon.
Check-in continues for later arrivals.
- 5:00 PM – 6:00 PM *Pre-Dinner Welcome at Cavallo*
Welcome to the seminar, including a short history and NPI relationships.
Sharing Circle Introduction
- 6:00 PM *Dinner (Surfbird A)*
- 7:00 PM *Free evening: Optional informal 50 min Walk-About and Talk on Fort Baker/Cavallo Point.*

National Parks Institute Class III
Wednesday, April 18, 2012
Cavallo Point, Sausalito, CA

7:00 AM	<i>Breakfast</i>
8:00 AM – 9:00 AM	<i>Introduction to the Seminar</i> Overview of Seminar by Shackelton including format, objectives, curriculum and learning points.
9:00 AM – 10:20 AM	<i>Class Challenge Presentations</i> Participants form learning teams and share overview of individual park challenges with class.
10:20 AM	<i>Break</i>
10:40 AM – 12:00 PM	<i>Class Challenge Presentations continued</i>
12:00 PM	<i>Lunch</i>
1:00 PM – 2:00 PM	<i>Leading Change and Organizational Renewal (LCOR)</i> Overview of LCOR. Presenter: Steve Shackelton
2:00 PM – 2:50 PM	<i>LCOR Marijuana Case Study</i> Shackelton
2:50 PM	<i>Break</i>
3:10 PM – 4:00 PM	<i>LCOR – Operational Leadership (Surfbird B)</i> Presenter: Scott Wanek, Chief Ranger, National Park Service Pacific West Region
4:00 PM – 5:00 PM	<i>LCOR – US National Park Service Fire Management History (Surfbird B)</i> Presenter: Jan van Wagtendonk, Research Forester, Emeritus, U. S. Geological Survey Western Ecological Research Center
5:00 PM	<i>Free time</i>
6:00 PM	<i>Dinner</i>
6:45 PM – 7:30 PM	<i>Dessert Reception</i>
7:30 PM – 8:30 PM	<i>Keynote speaker: Milton Chen, Executive Director Emeritus of Edutopia</i>
9:00 PM	<i>Event concludes</i>

National Parks Institute Class III
Thursday, April 19, 2012
Cavallo Point, Sausalito, CA

7:00 AM	<i>Breakfast</i>
8:00 AM – 10:00 AM	<i>The Challenges of Change</i> Presenter: Charles O'Reilly, Professor, Stanford University Business School
10:00 AM	<i>Break</i>
10:20 AM – 12:00 PM	<i>Leading Change and Organizational Renewal continued</i>
12:00 PM	<i>Lunch</i>
1:00 PM – 3:00 PM	<i>Leading Change and Organizational Renewal continued</i>
3:00 PM	<i>Break</i>
3:20 PM – 5:00 PM	<i>Leading Change and Organizational Renewal continued</i>
5:00 PM	<i>Free time</i>
6:00 PM	<i>Dinner</i>
7:00 PM	<i>Free evening</i>

National Parks Institute Class III
Friday, April 20, 2012
Golden Gate National Recreation Area and Merced, CA

- 6:45 AM *Breakfast and Hotel Check Out*
- 7:45 AM *Load bus*
- 8:00 AM *Depart for Crissy Field*
- 8:30 AM *Crissy Field*
Facilitated discussion on youth, non-traditional audiences and community outreach
- 10:30 AM – 11:00 AM *Load bus and depart for Headlands Institute*
- 11:00 AM – 12:00 PM *Headlands Institute*
Youth engagement partnerships: NatureBridge
Presenter: Aaron Rich, Golden Gate Director, NatureBridge
- 12:00 PM *Lunch*
- 1:00 PM – 2:00 PM *Marine Mammal Center*
Non-profit partnerships
- 2:20 PM *Load bus for travel to Merced*
- 2:30 PM – 5:30 PM *Travel to Merced Marriott Courtyard.*
- 5:30 PM – 6:15 PM *Hotel Check-in*
- 6:30-7:30 PM *Dinner in Merced: Taste of Little India*
- 7:30 PM *Return to hotel.*
Free evening.

National Parks Institute Class III
Saturday, April 21, 2012
University of California, Merced

- 7:00 AM *Breakfast*
- 7:45 AM *Load bus. Depart for the University promptly at 8am.*
- 8:30 AM – 8:50 AM *Impact Story - A start up park in Australia*
Glynys Jones, Planner Performance Evaluation and Reporting at
Tasmanian Parks and Wildlife Service (via Skype)
- 8:50 AM – 9:35 AM *International Panel – Professional and Technical Support*
Global Parks, NPS International Affairs Office, Department of the Interior
Technical Assistance Program
- Presenters:
Doug Morris, Chairman of the Board of Directors, Global Parks
Rudy D'Alessandro, International Cooperation Specialist
National Parks Service
Barb Pitkin, Director, International Technical Assistance Program
Department of the Interior
- 9:35 AM *Break*
- 9:40 AM – 10:25 AM *International Panel – Cross Sectoral and Transnational Collaboration*
Global Tiger Initiative
- Presenters:
Keshav Varma, Program Director, Global Tiger Initiative, World Bank
Andrey Kushlin, Program Coordinator, Global Tiger Initiative, Senior
Natural Resource Management Specialist, World Bank
- 10:25 AM *Break*
- 10:30 AM – 10:55 AM *Science and Global Resource Protection*
The Role of Science in Global Resource Protection
Presenter: Gary Machlis, Science Advisor to the Director,
U.S. National Park Service
- 10:55 AM – 11:20 AM *Linking Technologies Worldwide*
Clemson's Open Parks Grid
Presenters: Brett Wright, Professor and Chair of the Department of Parks,
Recreation and Tourism Management at Clemson University
Betty Baldwin, Assistant Professor of Parks and Conservation Area
Management in the Department of Parks, Recreation and Tourism
Management at Clemson University

- 11:20 AM – 11:35 PM ***Break***
- 11:35 AM – 12:35 PM ***Lunch***
- 12:35 AM – 12:55 PM ***Group walks to Plenary Lecture***
- 1:00 PM – 2:00 PM ***Plenary Lecture – Thomas Lovejoy, President of the Heinz Center and Chief Biodiversity Advisor to the President of the World Bank; and Ruth Coleman, Director, California State Parks (Kolligian Library Room 209)***
- Welcome to UC Merced by Chancellor Dorothy Leland. Introduction of Thomas Lovejoy by Gary Machlis. Gary is Science Advisor to the Director, National Park Service, and Professor of Conservation at the University of Idaho.
- 2:00 PM – 2:30 PM ***Plenary Question and Answer Session (Kolligian Library Room 209)***
Facilitator: Steve Shackelton
- 2:30 PM ***Break***
- 3:00 PM – 4:30 PM ***Intimate Session with Plenary Speakers***
Discussion
- 4:30 PM ***Load bus promptly and ride to hotel.***
- 5:00 PM ***Free time***
- 6:00 PM ***Load bus and depart promptly at 6pm.***
Dinner in Merced: De Angelo's Restaurant.
- 7:30 PM ***Return to hotel.***
Free evening.

National Parks Institute Class III
Sunday, April 22, 2012
University of California, Merced

- 8:00 AM – 9:30 AM ***Breakfast***
- Free time for participants follows breakfast.* Participants may depart early for optional leisurely walk at UC Merced or stay at the hotel.
- 9:30 AM ***Bus departs for leisurely stroll and bird watching at UC Merced campus.***
- Note:** *The bus departing at 9:30 will not return to the hotel prior to the start of the seminar.*
- 11:30 AM ***The remaining class members depart hotel for UC Merced.***
- 12:00 PM ***Lunch***
- 1:00 PM – 1:15 PM ***Policy and Adaptive Management Overview***
Presenter: Anthony Westerling, Associate Professor of Environmental Engineering and Geography, University of California, Merced
- 1:15 PM – 1:55 PM ***Major Influences Upon Contemporary Policymaking in the NPS***
Presenter: Michael J. Yochim, Project Manager, Division of Planning, Yosemite National Park
- 2:00 PM – 2:40 PM ***Science in Parks and Other Protected Spaces***
Presenter: David Graber, Chief Scientist, Pacific West Region, National Park Service, Sequoia & Kings Canyon National Parks
- 2:40 PM ***Break***
- 3:00 PM – 4:00 PM ***Interactive Panel Discussion***
Discussion by Yochim and Graber. Facilitated by Sibbet.
- 4:00 PM – 4:30 PM ***Introduction to the Glacier National Park Motorcycle Case***
Yochim
- 4:30 PM – 5:00 PM ***Wrap up/Introduction of Fire Management Case***
Presenter: Westerling
- 5:00 PM ***Break***
- 5:30 PM ***Group walks to Lake Yosemite for dinner.***

6:00 PM

Dinner: BBQ at Lake Yosemite with Yosemite Leadership Program Students

7:30 PM

*Load bus at Lake Yosemite for return to hotel.
Free evening.*

National Parks Institute Class III
Monday, April 23, 2012
University of California, Merced

- 7:00 AM *Breakfast*
- 7:45 AM *Load bus. Depart for the University promptly at 8am.*
- 8:30 AM – 8:45 AM *Context of the Changing Visitor Base/Introduction of Speakers*
Presenters: Sibbet and Westerling.
- 8:45 AM – 9:30 AM *Gateway Business Owner Perspectives; People in Our Parks*
Tie into changing visitor base
Short talk and Question and Answer session.
Presenters:
Bob Asquith, Yosemite Gateway Partners
Larry Jobe, Yosemite Area Realtors
- 9:30 AM *Break*
- 9:40 AM – 10:30 AM *Natural Soundscapes – Science and Management*
Presenter: Frank Turina, Program Manager, Policy Planning and Compliance, Natural Sounds and Night Skies Division, National Park Service
- 10:30 AM – 10:45 AM *Reprise: Harleys in Glacier National Park Case*
Presenter: Yochim
- 10:45 AM *Break*
- 11:00 AM – 12:00 PM *Small group breakout*
Facilitators: Sibbet, Turina, Westerling, Yochim
- 12:00 PM *Working Lunch in classroom*
Small group breakout continued.
- 1:00 PM – 1:45 PM *Small group continued: Memo/posterboard preparation*
- 1:45 PM – 2:00 PM *Report out groups*
- 2:00 PM – 2:30 PM *Process Insights*
Facilitators lead interactive discussion on points and considerations
Sibbet and Westerling
- 2:30 PM *Break*

2:45 PM – 3:45 PM ***Real world: The Ambidextrous Organization in times of crisis***
Presentation and question and answer session. Presenter: Shackelton

3:45 PM ***Break***

4:00 PM – 5:00 PM ***Changing Visitor Base and Other People Challenges***
Facilitated Discussion
Panel: Yochim, Shackelton and Ed Dunlavey, Wilderness Manager,
Yosemite National Park. Facilitator: Sibbet

5:00 PM ***Load bus and return to hotel for approximately 30 minutes free time.***

6:00 PM ***Load bus and depart promptly at 6pm.***
Dinner in Merced: Branding Iron.

7:30 PM ***Return to hotel.***
Free evening.

National Parks Institute Class III
Tuesday, April 24, 2012
University of California, Merced

- 7:00 AM *Breakfast*
- 7:45 AM *Load bus. Depart for the University promptly at 8am.*
- 8:30 AM – 9:00 AM *Broad View: Climate Change in National Parks and Protected Areas*
Presenter: Nate Stephenson, Research Ecologist, U.S. Geological Survey,
Western Ecological Research Center, Sequoia and Kings Canyon Field
Station
- 9:00 AM – 9:20 AM *Yellowstone Fire - Climate Change Science Overview*
Presenter: Westerling
- 9:20 AM - 9:50 AM *Climate Change Question and Answer Session*
Stephenson and Westerling.
- 9:50 AM *Break*
- 10:00 AM – 10:30 AM *Climate Change Scenario Planning and Management Approaches*
Presenter: Leigh Welling, Chief, Climate Change Response Program,
National Park Service
- 10:30 AM – 12:00 PM *Explore problem statement and dimensions for analysis*
Discuss implications and response options for each scenario
Facilitator: Welling
- 12:00 PM *Break of 20 minutes and pick up lunch in room*
- 12:20 PM – 2:30 PM *Small group breakout continued*
- 2:30 PM *Break*
- 2:40 PM - 3:45 PM *Small group presentations*
- 3:50 PM *Break*
- 4:00 PM – 5:00 PM *Hetch Hetchy: History and Current Management*
Presenters: Shackelton and Jennifer Treutelaar, Hetch Hetchy Program
Manager, Yosemite Conservancy Liaison, Yosemite National Park
- 5:00 PM *Load bus and return to hotel for approximately 30 minutes free time.*

6:00 PM

*Load bus and depart promptly at 6pm.
Dinner in Merced: Fernando's Bistro.*

7:30 PM

*Return to hotel.
Free evening.*

National Parks Institute Class III
Wednesday, April 25, 2012
Yosemite National Park- Hetch Hetchy

- 6:45 AM *Breakfast and Check Out*
- 7:45 AM *Load bus*
- 8:00 AM – 11:00 AM *Travel to Yosemite.*
- 11:00 AM – 11:30 AM *Hetch Hetchy: Resource use and commodities vs. preservation*
Presenter: Shackelton
- 11:30 AM – 12:00 PM *Water management issues*
Presenter: Armando Quintero, Board Member, Marin Municipal Water District, Director of Development for the Sierra Nevada Research Institute
- 12:00 PM *Lunch – Box lunch in the Valley.*
Continued discussion on water management issues.
- 1:00 PM – 3:30 PM *Load bus and travel toward Tenaya Lodge*
Stop at Sierra Nevada Research Institute as time and weather allow
- 3:30 PM – 4:30 PM *Big Trees (time permitting): Wrap-up on Parks protecting commodities*
Presenter: Shackelton
- 4:30 PM – 5:00 PM *Load bus and travel to Tenaya Lodge*
- 5:00 PM *Arrive at Tenaya Lodge. Check-in and take bags to rooms.*
- 6:00 PM *Dinner*
Welcome by Kristina Rylands, Project Manager/Senior Planner, Yosemite National Park. Alumni guests: Ed Dunlavey, and Jennifer Treutelaar
- 7:30 PM *Free evening.*

National Parks Institute Class III
Thursday, April 26, 2012
Yosemite National Park

- 7:00 AM *Breakfast*
- 7:45 AM *Load bus and depart for Yosemite Valley promptly at 8am.*
- 8:00 AM – 9:30 AM *Travel to Yosemite Valley*
- 9:30 AM – 10:00 AM *Welcoming Ceremony*
- 10:00 AM – 12:00 PM *Strategic Value Innovation—Competing as Parks in a Challenged World*
Facilitators: Sibbet and Rolland
- 12:00 PM *Lunch – Box lunch in the Valley.*
- 1:00 PM – 3:00 PM *Native Peoples: Yosemite and American Indian relations*
Presenter: Julia Parker, Native American basket maker, artist, teacher, story teller and cultural treasure
- 3:00 PM – 4:30 PM *Walk to Experience Key Mgmt Issues*
Presenter: Charles Cuvelier, Chief Ranger, Yosemite National Park
- 4:30 PM *Free time.*
- 6:00 PM *Reception and Dinner at the Ahwahnee*
Welcome by Don Neubacher, Superintendent of Yosemite National Park and Dan Jensen, President and COO of DNC Parks and Resorts at Yosemite. Additional dinner guests: Tony Brochini, representing the American Indian tribes of Yosemite National Park, Charles Cuvelier and Julia Parker
- 8:00 PM *Board bus to return to Tenaya Lodge.*

National Parks Institute Class III
Friday, April 27, 2012
Tenaya Lodge near Yosemite National Park

7:00 AM	<i>Breakfast</i>
8:00 AM – 12:00 PM	<i>Work on Action Plan</i> Facilitators: Sibbet and Erik Rolland, Professor of Technology Management, School of Engineering, University of California, Merced
12:00 PM	<i>Lunch</i>
1:00 PM – 2:00 PM	<i>Work on Action Plans continued</i>
2:00 PM – 3:30 PM	<i>Making it Stick</i> Shackelton and Sibbet
3:30 PM	<i>Break</i>
3:45 PM – 5:00 PM	<i>Wrap Up and Written Evaluation</i> Shackelton and Sibbet
6:00 PM	<i>Dinner and Certificates</i> Shackelton and Rolland
7:30 PM	<i>Sharing Circle</i> Facilitator: Sibbet

National Parks Institute Class III
Saturday, April 28, 2012
Tenaya Lodge near Yosemite National Park

6:45 AM	<i>Breakfast and Check Out of Hotel</i>
7:45 AM	<i>Load bus for San Francisco Airport. Depart for airport promptly at 8am.</i>
8:00 AM – 12:00 PM	<i>Travel toward San Francisco</i>
12:00 PM	<i>Lunch along the route</i> (Time is approximate)
2:30 PM	<i>Arrive San Francisco Airport</i> (Time is approximate)