

CSS 481
Conservation Leadership
Spring Semester 2008 MWF 1:30pm - 2:20 pm (3 cr) Room CNR 025
<http://www.pcei.org/tom/css481.htm>

Instructor: Tom Lamar
Executive Director of the Palouse-Clearwater Environmental Institute (PCEI)
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Purpose

The purpose of this course is to generate essential understanding, insight, and skills into leadership of political and organizational systems designed to conserve natural resources, including both non-profit and agency organizations. Prereq: CSS 235, 287 or permission.

Course Objectives

This course has six main objectives:

1. Explore the students' commitment to conservation citizenship and leadership.
2. Learn about the diversity and complexity of the environmental movement, with an emphasis on non-profit organizations.
3. Define various forms of effective conservation leadership and citizenship through exposure to successful environmental leaders, readings, and case studies.
4. Observe and understand the nature of multi-disciplinary approaches used by conservation leaders and their organizations.
5. Study environmental leadership within its organizational context.
6. Research a case or example of positive environmental leadership and apply the learning in this course to a detailed examination of that example.

Course Activities

Students will engage in four primary activities: Reading and discussion of texts; participation in all course sessions (including possible field trips or work sessions); completion of team project; completion of one individual project, and presentations to the class. Each student must participate in all course activities. Evaluations of student performance will be based upon participation in the following activities.

Full attendance is required in CSS 481. This is extremely important, because your grade depends on your participation and material discussed in class may end up in the midterm exam. Unexcused absences will be penalized.

Reading and Discussion: Reading and full class discussion will be concentrated mostly in the first half of the semester. In order to participate fully in the course, each student will need to develop a background understanding of conservation expressed not in terms of issues or theories, but in terms of organizational and institutional behavior. Required (and supplemental) readings are designed to support this understanding.

Individual Project: Each student will create her/his own assignment for an individual research project. Three kinds of projects are permissible: a detailed leadership profile of an environmentalist who exemplifies effective (or ineffective) leadership; an organizational profile a case study focusing on environmental leadership in action. A complete description of this assignment will follow.

Team Presentations: We will divide our class into small teams. Each team will pick a local organization to work with on a real-world meaningful project for that organization. The student group will contact an organization and work with members of that organization to develop a work product that helps to sustain or advance that organization. Examples of an appropriate work product may include: a grant proposal, a proposal outline, a case statement, a work plan, a strategic plan, business plan, a brochure, or a web site (or other communication tool). A complete description of this assignment will follow.

Grading

Grading will be based on a combination of participation, team presentation, the individual project, and one take-home essay exam. The breakdown is as follows:

- 15% class assignments
- 15% participation
- 20% midterm exam
- 25% team assignment
- 25% individual project

Course Outline

- Introduction
- Democracy and civic engagement: / citizenship
- Explorations of conservation
- Leadership models and political contexts: meeting active leaders from the field
- Environmental Advocacy at Work: Cases and Organizations
- Non-profit management
- Environmental Leadership Presentations

Initial Schedule

Date	Activity	Readings (read before this class)	Assignments
Wed Jan 9	Introductions, Course review, photos		Read Carter for 1/14
Fri. Jan. 11	Group exercise, student goals		Read McPhee for 2/1
Mon Jan 14	Citizenship and Leadership Group work	Carter, The Forty Ninth State but first in Fishing	Assign Focus the Nation Projects
Wed Jan 16	Guest speaker: Grassroots citizen action Steve Paulsen		
Fri. Jan. 18	Guest Speaker: AmeriCorps member, Laura Milewski	http://www.focusthenation.org/	
Mon Jan 21	No Class, UI closed: Martin Luther King Day Class discussion: Conservation	Read: Martin Luther King Jr., I have a dream speech: http://www.usconstitution.net/dream.html	
Wed Jan 23	Guest Speaker	* Jon Roush, "Conservation's Hour; * Donald Snow, "Key Issues of Conservation Leadership"	Assign Group Projects
Fri Jan 25	Guest:	* Gottlieb, Chapter 4: Professionalism and	

		Institutionalization	
Mon Jan 28	Guest: Conservation Leadership among local elected officials	* Gottlieb, Chapter 5: Grassroots and Direct Action	
Wed Jan 30	Guest	Evening webcast, Focus the Nation	
Fri. Feb. 1		Discuss Focus the Nation	
Mon. Feb. 4	Discuss McPhee	* John McPhee, <i>Encounters with the Archdruid</i>	
Feb 5 & 6	2008 CNR/ Agriculture Career Fair held from 11am-3pm in the SUB ballroom		
Wed Feb 6	Attend Career Fair		
Fri. Feb. 8	Guest: Conservation Leadership in Agriculture		
Mon Feb 11	Non-Profit Leadership Skills	* Wolf, Chapter 1: Understanding Nonprofit Organizations	
Wed Feb 13	Boards/ Missions	TBA	
Fri. Feb. 15	Strategic planning	* Bryson, John M. Why Strategic Planning in Public and Nonprofit Organizations Is More Important Than Ever.	
Mon Feb 18	No class, UI closed: Presidents' Day		
Wed Feb 20	Fundraising	* Olson, "The Politics of Fundraising" * Klein, Fundraising for Social Change * Ten most important things you can know about fundraising, by Kim Klein	
Fri. Feb. 22	Grant proposal writing		
Mon Feb. 25	Conservation Leadership in Academia		
Wed Feb 27	Conservation Leadership in Science		Mid term take home exam assigned
Fri Feb 29	Guest		
Mon Mar 3	Guest		
Wed Mar 5	Mid term exam due		
Fri Mar 7	No Class, Work day	Do not come to class today	
Mon-Fri. Mar 12-16	Spring Break		
Mon Mar17	No Class, Work Day	Do not come to class today	
Wed Mar 19	TBA		
Fri. Mar. 21	Guest		
Mon Mar24	TBA		
Wed Mar	TBA		

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Fri. Mar 28	TBA		
Mon. Mar 31	Tom Trail, Idaho Legislature		
Wed. Apr 2	Individual presentations		
Fri. Apr. 4	Individual presentations		
Mon Apr 7	Individual presentations		
Wed Apr 9	Individual presentations		
Fri. Apr. 11	Individual presentations		
M, Apr 14	Individual presentations		
W, Apr 16	TBA		
Fri Apr 18	TBA		
MonApr21	Earth Week Activities		
WedApr23	Earth Week Activities		
Fri. Apr. 25	Arbor Day planting		
M, Apr 28	Team presentations		
W, Apr 30	Team presentations		
F, May 2	Team presentations		
M-F May 5-9	Finals week	No final	
Sat May 10	Graduation Day		
M, May12	Grades due		

Readings and Informational Resources

Assigned readings available for purchase:

John McPhee, *Encounters with the Archdruid* (1971)

Plan B 2.0: Rescuing a Planet under Stress and a Civilization in Trouble (2006), Lester R. Brown, Earth Policy Institute

Assigned readings on website. To access electronic articles, go to the course website:

<<http://www.pcei.org/tom/css481.htm>>. Email me immediately if you have any problems accessing these articles.

Bryson, John M. Why Strategic Planning in Public and Nonprofit Organizations Is More Important Than Ever. From: *Strategic Planning for Public and Nonprofit Organizations*. Publ: Jossey-Bass. New York. 1995. p. 1-20.

Carter, Jimmy. The Forty-Ninth State, but First in Fishing. From: *American Nature Writing*, 1996. Publ: Sierra Club Books. San Francisco. 1996. p. 1-18.

Dowie, Mark. The Environmental Imagination. From: *Losing Ground: American Environmentalism at the Close of the Twentieth Century*. Publ: MIT Press. Cambridge, MA. 1995. p. 10-28.

Gordenker, Leon and Thomas G. Weiss. Pluralizing Global Governance: Analytical Approaches and Dimensions. From: *NGOs, the UN, and Global Governance*. Publ: Lynne Rienner Publishers. Boulder. 1996. p. 17-47.

Gottlieb, Robert. Professionalization and Institutionalization: The Mainstream Groups. From: *Forcing the Spring: The Transformation of the American Environmental Movement*. Publ: Island Press. Washington, D.C. 1993. p. 117-161, 352-364.

Helvarg, David. Unwise Use: Gale Norton's New Environmentalism. From: *The Progressive*. Volume 67(6). June 2003. p. 25-29.

Klein, Kim. How to Begin. From: *Fundraising for Social Change*. 2nd edition. Publ: Chardon Press. Inverness, CA. 1988. p. 16-29.

Klein, Kim. The Ten Most Important Things You Can Know About Fundraising. From: *Grassroots Fundraising Journal*. Volume 23(1). January/February 2004. p. 11-13, 15.

Olson, W. Kent. The Politics of Fundraising. From: *Environmental Leadership: Developing Effective Skills and Styles*. Publ: Island Press. Washington, D.C. 1993. p. 123-142.

Roush, G. Jon. Conservation's Hour-Is Leadership Ready? From: *Voices from the Environmental Movement: Perspectives for a New Era*. Publ: Island Press. Washington, D.C. 1992. p. 21-40.

Snow, Donald. Key Issues of Conservation Leadership. From: *Inside the Environmental Movement: Meeting the Leadership Challenge*. Publ: Island Press. Washington, D.C. 1992. p. 133-191.

Wolf, Thomas. Understanding Nonprofit Organizations. From: *Managing Nonprofit Organization*. Publ: Prentice Hall Press. New York. 1990. p. 1-23.

Supplemental Readings at the library:

Grossman, Mark. Chronology. From: *The ABC-CLIO Companion to The Environmental Movement*. Publ: ABC-CLIO. Santa Barbara, CA. 1994. p. 369-380.

Thomas Bethell, Deborah Tuck, Michael Clark, eds. *The Native Home of Hope: People and the Northern Rockies* (1986)

Founders of a New Northwest 2000

Robert Gottlieb, *Forcing the Spring* (Island Press, 1995) Chapter 1: The Environmental Imagination

Donald Snow, "Preface," "Executive Summary," "Introduction," from *Inside the Environmental Movement* (1992).

Jeff Sirmon, "National Leadership," in *Environmental Leadership: Developing Effective Skills and Styles* (1993), Joyce K. Berry and John C. Gordon, eds.

Paul F. Steinberg, *Environmental Leadership in Developing Countries* (2001).

Ronald D. Brunner, et. al., *Finding Common Ground: Governance and Natural Resources in the American West* (Yale University Press, 2002).

Mark Dowie, *Losing Ground: American Environmentalism at the Close of the Twentieth Century* (1995).

Michael E. Kraft, "Making Decisions About Environmental Issues," from *Better Environmental Decisions* (1999), Ken Sexton, et. al., eds.

Stuart L. Hart, "Business Decision Making About the Environment: The Challenge of Sustainability," from *Better Environmental Decisions* (1999), Ken Sexton, et. al., eds.

Instructor:

Thomas Lamar has served as the Executive Director of the Palouse-Clearwater Environmental Institute (PCEI) since 1990. He was appointed to the Moscow City Council in June 2007, and elected to a four-year term in November 2007. Tom's work background includes Central American peace organizing in the 1980's. He also worked as an advocate for pesticide exposure victims with the Northwest Coalition for Alternatives to Pesticides. His twenty-seven years of experience in the public interest sector has helped PCEI increase citizen involvement in environmental issues. Lamar holds an MS degree in Environmental Science from Washington State University (1985). He received his Bachelor of Arts degree in Biology and Anthropology at the University of Delaware in 1982. While at Delaware and WSU, he studied the medicinal use of plants by the Shipibo Indians of the Peruvian rainforest.