

SUSAN G. CLARK

Joseph F. Cullman 3rd Adjunct Professor of Wildlife Ecology and Policy Sciences School of Forestry & Environmental Studies, and Fellow, Institution for Social & Policy Studies, Yale University, Curriculum vitae (January 15, 2020)

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A Scholarship, Activities, and Publications

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EDUCATION

| | | | |
|-------------------------------------|---------------|-----------|---------------|
| Northeastern Oklahoma State College | Tahlequah OK | 1960-1964 | B.S. Biology |
| Oklahoma State University | Stillwater OK | 1964-1966 | |
| University of Wyoming | Laramie WY | 1966-1969 | M.S. Zoology |
| University of Wisconsin | Madison WI | 1971-1973 | Ph.D. Zoology |
| University of Wisconsin | Madison WI | 1973-1974 | Post Doctoral |

GOALS

My goals are those described in the Carnegie Foundation report (1990) on higher education targeting four areas of scholarship: research, education, applications, and integration. These goals are consistent with the advertised goals of Yale, FES, and the contemporary professional and educational movement. Five former Deans at FES have confirmed a commitment to these goals and my FES role in helping to meet them.

I continue to write about, teach, and apply the skills essential for effective leadership, problem solving, and participation in conservation, management, policy, and democratic process. They are, functionally speaking: (1) skills of thought (critical thinking, five task of procedural rationality), (2) skills of observations using extensive and intensive procedures, (3) skills of management (primary and public relations), and (4) skills of technicality (disciplinary and integrative skills). I use these in diverse applications.

EXPERIENCE

1989-Present: Professor (adjunct) Wildlife Ecology and Policy Sciences, Yale University, School of Forestry and Environmental Studies. Taught or co-taught: “Foundations of Natural Resources Policy and Management,” “Species and Ecosystem Conservation: An Interdisciplinary Approach,” “Biology and Conservation of Rare and Endangered Species and Biodiversity “Management Plans for Protected Areas,” “Rapid Assessment for Forest Conservation and Biodiversity Protection,” “Wildlife Policy,” “Projects in Natural Resources Policy,” “Society and Natural Resources,” and courses in “Managing the Coastal Nutrient Problem: The Case of Long Island Sound,” and “Large-Scale Conservation: Integrating Science, Management, and Policy. “Projects in Biodiversity Conservation.” “Also led seminars: “A Reflexive Conservation,” “Situated Leadership,” “Knowledge for Environmental Management,” “Interdisciplinary Problem-Solving,” “War and Environmental Security,” “Human Dignity, Professionals, and Sustainability,” “Topics in Psychology and Sociology: Lessons for Environmental Professionals,” “Wildlife Conflict,” “Nonprofit Environmental Organizations,” and “Nature, Knowledge, and Pragmatism.” Contributed to the Institution for Social and Policy Studies Faculty Seminars. Advised students, served on committees (Duke, Wyss, admissions, hiring, disciplinary, others), and directed research.

1987-Present: President and Founder, (1987 – 2007) – Emeritus Board (2007 – Present) Northern Rockies Conservation Cooperative, a 501(c)(3) organization, Jackson, WY. NRCC’s goal is creative, cooperative, practical problem solving in the conservation of nature. NRCC seeks to provide reliable scientific and policy information, help formulate and implement effective policies, and build support through education and best practices. Work focuses on the northern Rocky Mountains of the United States and Canada, but we seek exemplary projects nationally and internationally. NRCC has worked in Australia, Russia, Mongolia, Mexico, and elsewhere.

- 1992: Visiting Professor**, University of Michigan, School of Natural Resources and Environment. Taught “Endangered Species Seminar” and “Species and Ecosystem Conservation: Developing and Applying a Policy Orientation.” Organized and carried out a conference that resulted in a book, *Endangered species recovery: Finding the lessons, improving the process* (Island Press 1994).
- 1988-1997: Field Instructor**, Taught one to three five-day field seminars each summer in Yellowstone National Park, Grand Teton National Park, and at Teton Science School, Kelly, WY. Classes have addressed conservation and natural resources policy and management, endangered species, carnivores, ecosystem management, and sustainability policy in the Yellowstone region. One annual class from 1988-92 was for schoolteachers in Wyoming, Montana, and Idaho.
- 1988-1990: Research Associate**, Department of Conservation Biology, Chicago Zoological Society, Brookfield, IL (half time appointment). Managed Species and Ecosystem Conservation Program. Conducted field work on endangered species in Australia and in the western U.S. and planning work in Indonesia (Javan rhino), assisted in program and policy development, organized national-level conference in Australia on “Conservation and Management of Small Populations” and edited proceedings.
- 1987-1990: Adjunct Professor** of Conservation Biology, Department of Biology, Montana State University, Bozeman. Assisted graduate students and served on a graduate committee.
- 1987: Visiting Assistant Professor**, Yale University, School of Forestry and Environmental Studies. Taught “Conservation Biology,” carried out policy, organization and management research, and attended classes in the School of Organization and Management on natural resource policy, managing nonprofit organizations, and other topics.
- 1982-1987: Research Associate**, Wildlife Conservation Society, New York Zoological Society, Bronx Zoo. Focus on conservation biology of the endangered black-footed ferret.
- 1980-1989: President and Co-Founder**, Biota Research and Consulting, Inc., Jackson, WY. Conducted research and consulted on natural resources issues and wildlife, with special expertise in endangered species. In addition to contract consulting for private companies and state and federal agencies, Biota also actively conducted research supported by grants.
- 1978-Present: Adjunct Faculty**, Department of Biological Sciences, and Graduate Faculty at Large, Idaho State University, Pocatello. Served as research advisor to graduate students, conducted research, advised in grant writing and research, and presented seminars.
- 1978-80: Director**, Yellowstone Institute, Yellowstone National Park, WY. The institute, an educational subsidiary of the Yellowstone Association, offers college-accredited field seminars in the park. Developed curriculum, budget, promotion, and acted as liaison among instructors, students, accrediting universities, and National Park Service.
- 1975-77: Professor**, Continuing Education, and Instructor, Department of Biological Sciences, Idaho State University, Pocatello. Taught “Man in his Environment,” “Ecology of Jackson Hole, Wyoming,” “Wildlife Behavior and Ecology,” and “Plant and Animal Ecology of Western Wyoming.”
- 1971-75: Research positions:**
Honorary Fellow, Department of Zoology, University of Wisconsin, Madison;
Chairman, Arashiyama West Committee, Laredo, TX (Japanese macaque troop transplanted to the U.S.);
Research Assistant, Wisconsin Regional Primate Research Center, Madison.
- 1968-71: Chairman**, Biology, and Natural Resources (2 departments), Wisconsin State University, Medford. Managed all departmental, administrative and budgetary duties, and responsible for building up laboratory and library facilities. Developed and taught seven courses and conducted ecological research on the mammals of the region.
- 1965-69: Various positions during graduate studies:**
Bio-Space Technology Training Program, NASA and University of Virginia;

Research, Jackson Hole Biological Research Station, sponsored by New York Zoological Society and University of Wyoming;

Research and Teaching Assistant, Department of Zoology and Physiology, University of Wyoming;

Deputy Game Warden, Wyoming Game and Fish, Department, Laramie, WY;

Research Fellow, Oklahoma Cooperative Wildlife Research Unit, Oklahoma State University, Stillwater, OK.

AWARDS AND APPOINTMENTS (selected)

2019:

World Academy of Arts and Sciences, about 750 members worldwide. *Leadership in thought that leads to action*. Members are chosen for eminence in the arts, the natural and social sciences, and the humanities, and are mandated by the Academy's founders to explore "the social consequences and policy implications of knowledge."

FES Class of 2019 for a **Faculty Award on Theory to Practice** is embodied by an individual who embraces new ideas and bridges disciplines, joining academia to real-world application, engaging with tensions, and manifesting environmental progress. This award is the third I receive in last four years in addition to several other student awards in previous years.

"This person changes how her students see, understand, and move through the world. She pushes students to "think analytically and act rationally while harnessing a sense that we can do better." Her focus on elevating human dignity above all else has reframed how students view the natural resource professions. Students described how she upended their sense of the world and gave them the practical skills to identify problems in the fast-paced race for solutions. This year's winner of the Theory to Practice award is Susan Clark."

2018:

FES Class of 2018 for a **Faculty Award** recognize outstanding service inside and outside the classroom. Students say: "Susan is one of the only truly interdisciplinary professors at FES. She actively works to create bridges between natural and social sciences, having worked extensively in both fields herself. Although many think she only teaches the policy sciences, her courses actually incorporate biology, sociology, ecology, anthropology, and psychology. There is really no one else who better fits the description of bridging disciplines."

Invited to be editor of various journals.

2017:

Invited to be editor of *Journal of Ecology & Natural Resources*

2016:

"Class Award." **"The Class of '16 Thanks Susan Clark for Truly Interdisciplinary Thinking**

"Inspiring Yale" (invited as speaker). "Students within the School of Forestry & Environmental Studies believe that you are an amazing teacher and thought leader doing some of the most interesting and exciting work at your school. They have nominated you as an honor Speaker at Inspiring Yale."
Wyss Scholars Program at Yale FES, Program Chair and Principal Investigator: Over last eight years, we selected twenty-six student professionals for conservation in the American West. Report of program available.

2015:

“Integration and Interdisciplinary: Concepts, Method, and Education.” This is an invited paper to Policy Sciences. The Policy Sciences journal is one of the most successful and competitive in several categories - it is now ranked #1 journal (#1 out of 45) in the “Public Administration” category of the Social Sciences Citation Index. It is also near the top of SSCI’s “Planning and Development category (#3 out of 54 journals), and “Social Sciences, Interdisciplinary (#4 out of 89 journals). I continue to be active in the society and journal.

International Partner and Advisor to Yufang Gao, Executive Director, **Everest Snow Leopard Conservation Center**, Qomolangma National Nature Reserve, 19 Shandong Road, Rikaze, Tibet, 857000, P.R. China.

2014:

“Life Time Achievement Award” – Association for Environmental Studies and Sciences (attached).

“Susan Clark has had a profound impact on the field of environmental studies and sciences through teaching, applied conservation, and scholarship – each of which she has conducted with great aplomb. She has selflessly dedicated her career to integrating knowledge from many fields of science and policy toward environmental problem solving. Her efforts have inspired and influenced the careers of several generation of environmental professionals, had substantial direct impact on conservation of several high-profile species and ecosystems (including the eastern barred bandicoot and koalas in Australia, the black-footed ferret and several species of large carnivores in the American West, and the entirety of the Greater Yellowstone Ecosystem), and resulted in the promotion of knowledge and experience through her many books and hundreds of articles.”

“Student FES Class of 2014 Award” - “Most Controversial—**Out of the Box Thinker**”

2012:

Keynote Talk, Department of Ecology and Evolution, First Graduate Student Research Symposium. OML, Yale University, May on “Integrating science, management, and policy: A perspective from a career in science and biodiversity conservation.”

Member, Invited by **Town of Guilford Board of Selectmen to serve on the East River Preserve Deer Study Committee, CT.**

Chair, The Undergraduate Awards, Agricultural & Environmental Sciences Category for the adjudication of the awards programme 2012. International nonprofit organization based in Ireland that aims to inspire, support and celebrate the ideas of undergraduates. The awards programme rewards innovation and academic excellence in undergraduate coursework across the island of Ireland, the UK, the US, and Canada. The aim is to promote young talent and ultimately create a culture of excellence where students share their ideas on a global level.

2011:

Best Faculty Mentor, Nomination from the Class of 2011, Yale School of Forestry and Environmental Studies.

Invited and all expenses paid to 6th **International Conference on Interdisciplinary Progress in Environmental Science and Management**, Newcastle, England. I was one of 100 people invited worldwide.

Invited contributor of University of Akron School of Law volume on law and jurisprudence of ecosystem management.

Chair of committees on The Doris Duke Foundation fellowships and The Wyss Foundation fellowships to Yale FES students (continuing appointment).

Fellowship, Yale Women Faculty Forum’s “Public Voices Through Leadership.”

Member of Yale FES Global Institute of Sustainable Forestry.

Member of Five-Year Program for Yale College Students/the Yale College - School of Forestry & Environmental Studies joint degree program.

Mentored students from The Energy Resources Institute, India. Yale FES has a research and exchange programme - the Yale-TERI Fellowship program.

Mentored students in one-year master's program, mid-career students, on a one-to-one basis
Mentor Yale College undergraduates on individual basis.

Admissions Committee, support Admissions Office at Open Houses. In previous years served on Admissions Committee numerous times.

2010:

Yale Women's Faculty Forum, Appointed to Strategic Change Committee.

Myers S. McDougal Prize, awarded by Policy Sciences for best article in the volume.

Appointed Member, Denver Zoological Foundation, Outside Review Committee for Domestic and International Programs.

2009:

Appointed Chairperson, Association of Environmental Studies and Sciences (AESS) Professional Development Committee (two years).

Harold D. **Lasswell Prize** for best article in each volume of the journal Policy Sciences, contributing to the theory and practice of the policy sciences.

2007:

Appointed Research Affiliate, Canadian Circumpolar Institute, University of Alberta, Edmonton.

"Professor Clark is one of our most extraordinary faculty: a prolific researcher and author; a dedicated, innovative, and admired teacher; and a leader in conservation within the Yale community and in the academic, governmental, and nonprofit communities of the West." Dean Gus Speth.

Appointed Chair - Joseph F. Cullman 3rd Adjunct Professor of Wildlife Ecology and Policy Sciences School of Forestry & Environmental Studies, and Fellow, Institution for Social & Policy Studies, Yale University.

2006:

Outstanding Conservationist, Denver Zoological Foundation, Denver, CO

Mentoring Award, The Society of Policy Sciences Annual Meeting

Executive Council, Society for The Policy Sciences. Elected for a three-year term.

Invited as a **researcher** with the Canadian Circumpolar Institute (polar bears, Inuit, climate change) University of Alberta, Canada.

2005:

Appointed Chair: Joseph F. Cullman 3rd, Professor Adjunct of Wildlife Ecology and Policy Sciences.

2003:

Upper 25% of best teachers in Yale School of Forestry and Environmental Studies for the last 11 years.

Acting Coordinator, Social Ecology Conservation and Development faculty focal group, Yale University.

Scientific Advisory Board, The Central Rockies Wolf Project, Canmore, Alberta, Canada.

Organized an international congress on "**Bridging Science and Community.**"

Scientific Advisory Board, The Cougar Fund, Jane Goodall, et al., Jackson, WY.

2002:

Chair at University of Calgary, Alberta, Canada meeting on Conservation Initiative Conference on Science in Yellowstone to Yukon area.

2001:

“Thank you for your good work and insightful report on East Timor.” Dean Gus Speth.

Certificate of Attendance from Organizational Development and Learning Center, Yale University for completing course “Richard Hackman: Creating and Leading Effective Teams.”

1997:

Special Recognition Award in Grateful Appreciation of Superior Teaching and Dedication to Students. Award from the Class of 1997, Yale School of Forestry and Environmental Studies.

Certificate of Appreciation. Award from The Honorable Marie Tehan, Minister for Conservation and Land Management, Victoria, Australia in recognition of significant contributions to the recovery of the eastern barred bandicoot.

Executive Council, Society for The Policy Sciences. Elected for a three-year term.

1995:

Outstanding Commitment to Interdisciplinary Studies. Award from the Class of 1995, Yale School of Forestry and Environmental Studies.

1990:

Best Advisor. Nomination from the Class of 1990, Yale School of Forestry and Environmental Studies.

1989 & 1990:

Nominated to the Pew Scholars Program in Conservation and the Environment. This program awards fellowships to outstanding scientists. Conservation Scholars are individuals who show outstanding performance and promise in the application of their special skills to the conservation of biological diversity and resolution of related environmental problems.

1988:

Outstanding Contribution Award, US Fish and Wildlife Service. Rocky Mountain Continuing Education Program for dedication to the principles of conservation and wise resource stewardship through the Take Pride in America campaign.

Outstanding Publication Award, Denver Wildlife Research Center, US Fish and Wildlife Service.

1985:

Presidential Award, Chicago Zoological Society, in recognition of “outstanding work in conservation.”

1983-84:

Richard King Mellon Fellowship, Yale School of Forestry and Environmental Studies, Yale University. Studied organization, management, and policy dimensions of natural resource management and conservation, focusing on state and federal agencies and nongovernmental organizations.

Appointed member, Black-Footed Ferret Recovery Team, US Fish & Wildlife Service.

Appointed member, Conservation Committee, American Society of Mammalogists.

1983-Present:

Appointed member, Species Survival Commission, World Conservation Union (IUCN), Switzerland. I presently serve on three Specialist Groups: 1983—Mustelid and Viverrid Specialist Group, 1991—Reintroduction Specialists Group, 1991—Monotreme and Marsupalia Specialists Group.

MEMBERSHIPS IN PROFESSIONAL ORGANIZATIONS (recent or current)

| | |
|---|--|
| American Association for the Advancement of Science | Sigma Xi (honorary scientific) |
| American Institute for Biological Sciences | Society for Conservation Biology |
| American Management Association | Society for The Policy Sciences |
| Ecological Society of America | The Wildlife Society |
| Phi Sigma (honorary biological) | World Professional Association for Transgender Health |
| American Association for University Professors | The Xerces Society |
| Yale Women’s Faculty Forum | |
| Association of Interdisciplinary Scholars | |

PROFESSIONAL CERTIFICATION

The Wildlife Society, Certified Wildlife Biologist
The Ecological Society of America, Certified Professional Ecologist, Grade 6 (highest)

TRAVEL

Australia (15 trips), Belize, New Zealand (2), Japan, South Africa, Great Britain (3), Canada (numerous), Mexico, Indonesia, Inner Mongolia, China, Panama (3), Sweden, Costa Rica (3), Ecuador (2), Spain, Fiji, Tahiti, and 50 U.S. states.

SERVICES (selected)

2018:

Organizing committee for a conference on Human-Wildlife Coexistence, Jackson, WY, March 8, 2018

2017:

Invited to review project of the **Wyoming Council for the Humanities** on Indian Treaties Matter **MacArthur Fellows Program**, contacted for advise and consultation, confidential

National Science Foundation, invited to serve on one or more National Science Innovations in Graduate Education panels

Yale Health and Veterans Administration, invited to offer advice of their research (Dr. Liana Fraenkel, MD, VA and Dr Barabara Gaski, MD), confidential

Conference Human Wildlife Co-Existence: 6TH Jackson Hole Wildlife Symposium, Jackson, WY, March 15-16, Jackson, Wyoming. Initiated and organized conference, and presented on several panels and individual talks.

Yale Graduate & Professional Student Senate. “*Students within the School of Forestry and Environmental Studies believe that you are an amazing teacher and thought leader doing some of the most interesting and exciting work at your school. They have nominated you to give a short presentation in a TED-style at Inspiring Yale ... to showcase your accomplishments ...*”

2016:

Advisor to several ENGO’s in greater Yellowstone region (list of organizations on request).

2015:

Invited personal advice from National Park Service leadership on science, management, and policy issues for Yellowstone and Grand Teton National Parks. Each year, I get dozens of requests for services. Typically I do not list these in my CV.

2011-2013:

Each year, I get dozens of requests for services. Typically I do not list these in my CV.

For 2011, these included requests from (1) Ombudsperson at University of Iowa to help, (2) Jagiellonian University, Institute of Environmental Sciences, Kraków, Poland, (3) advise a university in Indian on environmental studies programs, and others.

Organized Yale Women Faculty Forum on invitation to all graduating students of the Yale School of Forestry and Environmental Studies to discuss your professional and social experiences at Yale.

2009:

Chairperson, Association for Environmental Studies and Sciences (AESS) Professional Development Committee. Acting Coordinator, Social Ecology Conservation and Development Yale faculty focal group.

1980-present:

Scientific Advisor to three IUCN species specialist committees, Greater Yellowstone Coalition, and others.

1970-present:

Reviewer, technical articles for Journal of Mammalogy, American Midland Naturalist, Animal Behavior, Wildlife Society Bulletin, Great Basin Naturalist, Conservation Biology, Journal of Social Studies in Science, Environmental Management, National Geographic Society, British Broadcasting Co., Human Ecology, Ecological Modeling, Wildlife Research, Policy Sciences, Journal of Wildlife Management, various monograph series, Yale University Press, Island Press, Smithsonian Press, Duke University Press, Holt, Reinhart, and Winston Publishers, MIT Press, University of Minnesota Press, and others.

Community Services:

2010-Present Yale Women Faculty Forum, Committee on Strategic Change

2004-Present Board of Advisors, The Cougar Fund, Jackson, WY

Board of Advisors, The Charture Institute, Jackson, WY

1995-Present Board of Directors, Craighead Environmental Research Institute, Bozeman, MT

1987-Present President (emeritus), Board of Directors, Northern Rockies Conservation Cooperative, Jackson, WY

1985-87 Board of Directors, Greater Yellowstone Coalition, Bozeman MT

1988-Present Scientific Advisory Committee, Greater Yellowstone Coalition, Bozeman MT

1980-83 Board of Directors, Jackson Hole Alliance for Responsible Planning, Jackson WY

INVITATIONS (selected)

2019:

Invited to serve as editor and review from several journals.

2017:

MacArthur Fellows Program, contacted for advice and consultation, confidential
National Science Foundation, invited to serve on one or more National Science Innovations in Graduate Education panels

Yale Health and Veterans Administration, invited to offer advice on their research for Dr. Liana Fraenkel, MD, VA and Dr Barbara Gaski, MD, VA and Yale Health, confidential

2016:

ETH Zurich (invited as speaker). USYS Transdisciplinary Lab on “Sharing experiences in interdisciplinary, transdisciplinary and design-thinking and teaching.”

2015:

Plenary Speaker, Large Carnivore Conservation, Invitation from Dr. Carlos A. Lopez Gonzalez, Universidad Autonoma de Queretaro, Mexico City, Mexico Nov 2-5.

Invited Speaker at Human Society of the United States conference on “Living Large: Wolves, Cougars, and Humans in North America” Washington DC, Oct 12-14.

Invited to discuss to the Association of Interdisciplinary Studies, Annual Meeting on: “Overcoming impediments to integrative problem solving in environmental studies.”

Invited to lead Panel Discussion on “Diagnosis challenges to problem-oriented learning in the academy and generating alternatives for its development” Annual Institute of Policy Sciences, World Bank, Washington DC, Nov 11-13. Topic: “State of the Field: The Policy Sciences and its relationship to Interdisciplinary Studies.”

Panelist, Yale African Studies Group.

2013:

Lecture in Applied Urban Ecology on Design and Science in Urban Ecology: Integration via Interdisciplinarity.

2012:

Appraisal of University of Newcastle, UK research on marine protected areas and workshop Lecture in “science to solutions” course, Yale.

2011:

“Best Faculty Mentor” The election is the students’ way of expressing that you made a difference in our lives. Thank you.” May 20, 1990, The Student Affairs Committee.

Inaugural presentation at Yale Human Rights and Environmental Dialogue (co-presented with David Mattson), Yale University.

Co-lead Workshop “Navigating Interdisciplinary Waters Workshop” Annual Meeting of the Association for Environmental Studies and Sciences (AESS) conference.

Respondent to Presentations, 6th International Conference on Environmental Future (ICEF): Interdisciplinary progress in environmental science and management, England.

Invited to affiliate with the Denver Zoological Foundation, Conservation Biology Program and International Programs.

Invited to affiliate with University of Saskatchewan, Canada, and continue work in northern and Arctic with Canadian colleagues.

2010:

Invited participant and speaker, the Association for Environmental Studies and Sciences (AESS) conference, Lead Workshop on “Interdisciplinary Scholarship”.

2009:

Invited participant in 6th International Conference on Environmental Future (ICEF): Interdisciplinary progress in environmental science and management, England.

Speaker, two talks on biological conservation and professional challenges. University of Alberta, Yukon College.

Keynote speaker and workshop organizer, Inuit, human dignity, polar bears, and global change. Yukon College.

Speaker, Perspectives on transgendered lives. Yale, Women and Gender Studies Department.

Day long workshop on interdisciplinary problem solving. Annual meeting, Society for Conservation Biology.

2006:

Speaker and organizer in three workshop on interdisciplinary problem solving, Banff National Park, Alberta, Canada.

2005:

Keynote speaker, GL-CRSP Program Conference. University College, Dublin, Ireland.

Invited to lead workshop for Instituto de Pesquisas Ecologicas, Brazil.

2004:

Invited to conference on tiger conservation, Bhutan.

2003:

Workshop, “Finding integrated solutions: Understanding people in the management policy process. “Conference Proceedings of a Provincial Government of Alberta and British Columbia and Parks Canada meeting on Grizzly Bears of the Central Rockies Ecosystem. Radium, British Columbia, Canada.

Conference session chairman with presentation. Making science, making change in Yellowstone to Yukon (Y2Y): Four years of research and collaboration on ecological connectivity. Yellowstone to Yukon Initiative, Canmore, Alberta, Canada, University of Calgary.

2002:

Seminar, Getting out of the box: Lessons from terrestrial ecosystem management policy for the Large Marine Ecosystem management initiative. University of Rhode Island, Department of Marine Affairs.

Presentation, An overview of Australian endangered species conservation: An American perspective. Centro de Educacion Ambiental de la Comunidad Valenciana, Spain.

Workshop on large carnivore conservation in US and Canada. Used Q method. Report and paper followed. Bozeman, MT.

2001:

Invited to presentation for the Yellowstone to Yukon Governing Board. Kanaskias, Southern Alberta.
Session chair in conference on Transboundary Protected Areas: The Viability of Regional Conservation Strategies. Yale Student Chapter of the International Society of Tropical Foresters.
Lecture encompassing the international Yellowstone to Yukon initiative. Environmental Science and Policy Program at Smith College.
Discussant and summarizer at Governance of Marine Ecosystems Workshop. W. Alton Jones Campus, University of Rhode Island.

2000:

Invited to address superintendent and senior management staff of Banff National Park, Canada and invited to a workshop for biologists, planners, and public relations staff of the four national park complex in southern Alberta.

Presenter and session organizer. At the Public-Private Interface in Carnivore Conservation: Lessons of the Future. Carnivores 2000 conference, Denver, CO.

Panelist on Non-profit Conservation Organizations at FES Centennial Celebration. Letter of thanks from Dean Speth.

1999:

Invited to address National Academy of Sciences/National Resource Council appraisal group on elk management in northern Yellowstone National Park, WY.

1997:

Invited participant. Weeklong U.S. Forest Service seminar on carnivore conservation in Lamar Valley, Yellowstone National Park, WY.

1996:

Invited speaker. Peabody Museum, John H. Ostrum Lecture Series, Yale University.

1995:

Keynote speaker, “Back from the brink; Refining the threatened species recovery process.” Commonwealth Endangered Species Advisory Committee, Sydney, Australia.

Invited speaker. Harvard University, J. F. Kennedy School of Government, Cambridge.

Featured speaker. U.S. Fish and Wildlife Service. Anchorage and Fairbanks, AK.

1994:

Invited participant in workshop on Principles of Living Resource Conservation. Marine Mammal Commission, Airlie House, VA.

1993:

Keynote speaker. Conservation Biology: Successful Problem Solving. Conservation Biology Initiative, Hilo, HI.

1992:

Invited participant. Conference on Barriers and Bridges for the Renewal of Regional Ecosystems. Led by C.S. Holling, funded by the Ford Foundation and the University of Florida, Tallahassee.

1988-89:

Invited participant. Policy review committee on Research and Resource Management in the U.S. National Park Service. National Parks and Conservation Association in cooperation with U.S. National Park Service.

Outstanding Contribution Award, Rocky Mountain Continuing Education Program, US Fish and Wildlife Service, US Department of Interior.

1990-91:

Featured speaker. Annual meeting. Flora and Fauna Guarantee Unit, Department of Conservation and Natural Resources, Melbourne, Australia.

RESEARCH AND THESIS ADVISOR, GRADUATE COMMITTEE MEMBER OR READER
(all from Yale unless noted otherwise)

Doctoral (29 students)

- Gao, Yufang. 2018. Living with Snow Leopards: The Quest for Harmonious Human-Wildlife Coexistence on the Tibetan Plateau. PhD Thesis, New Haven: Yale University.
- Terway, Timothy. 2017. *Sustained in Significance With(out) Context and Ourselves: Expert Environmental Knowledge and "Social-Ecological-Systems*. PhD Thesis, New Haven: Yale University. Towards transformation in social-ecological systems: Integration and learning in shaping systems of which we are a part. Chair Alex Felson.
- Jaicks, Hannah, Pd.D. 2016. Coexisting with carnivores in the Greater Yellowstone Ecosystem: The significance of place, myth, and cultural politics. Environmental Psychology Program, Graduate Center at the City University of New York.
- Jurgens, Uta Maria. 2015. Human-wildlife relations in cultural and mental landscapes: From conflict to coexistence. ETH Zurich, Department of Environmental Systems Science (Informal ex officio member).
- Picard, Catherine. Ph.D. 2010. The promise and peril of large-scale conservation: An appraisal of the Selous Niassa Wildlife Corridor. Co-chair with Bill Burch. Graduated 2010.
- Cherney, David. Ph.D. 2011. Yellowstone's saviors: Nongovernmental organizations in environmental policy and American democracy. University of Colorado. Graduated 2011.
- Papochuis, Chris. Ph.D. In Progress. Public involvement in mountain lion conservation in California and Oregon: An assessment and recommendations. In Progress.
- Spencer, Sharon. Ph.D. In Progress. Community based participation in local and regional planning.
- Whitfield, Mike. Ph.D. In Progress. Bald eagle conservation biology in greater Yellowstone. Montana State University, Bozeman.
- Mehta, Jai. Ph.D. In Progress. Conservation policy, wildlife organizations, and park-people interface in Nepal: A case study.
- Trefts, Deb. Ph.D. In Progress. Toward integrated management in the Gulf of Maine: An analysis of United States-Canadian transboundary marine policy and diplomacy.
- Hohl, Aaron. Ph.D. 2009. Decision support and monitoring for sustainable forestry. Graduated 2009
- Garen, Eva. Ph.D. 2006. Negotiating sustainable development: An ethnographic appraisal of the Bay Islands Environmental Project (PMAIB). Co-chaired with Michael Dove.
- Eves, Heather. Ph.D. 2006. Bush meat conservation problem in West Africa. Co-chair with Bill Burch.
- Newcomer, Quint. Ph.D. 2006. Innovations in private land conservation: An integrated evaluation of payment for environmental services in the Path of the Tapir Biological Corridor in Costa Rica. Co-chair.
- Rutherford, Murray. Ph.D. 2003. Ecosystem management and the U.S. Forest Service.
- Wallace, Richard. Ph.D. 2000. Marine mammal recovery: The human dimension.
- Garay-Fluhmann, Rosa. Ph.D. 2000. Social ecology of Latin American dry land: A comparative analysis in Paraguay and Chile.
- Flores, Aljandro. DFES. 1999. Air pollution in Baltimore, Maryland. Co-chair with William Smith.

- Bormann, Lincoln. Ph.D. 1997. An applied analysis of public values and ecosystem integrity for U.S. National Forest management. (Reader).
- Kamemoto, Horoshi. Ph.D. 1997. Incorporation of participatory development into Japanese foreign aid policies and projects: Organizational change and inertia in Japan's aid system. (Reader).
- Dovers, Steve. Ph.D. 1997. Policy processes for sustainability. Australia National University, Canberra. (Reader).
- Bentrupperbauer, Joan. Ph.D. 1997. Reciprocal ecosystem impact and behavioral interactions between cassowaries, *Casuarius casuarius*, and humans, *Homo sapiens*: Exploring the natural-human environmental interface and its implications for endangered species recovery in northern Queensland, Australia. James Cook University, Townsville QLD, (reader).
- Davenport, Jane. J.D. 1997. Using the Migratory Bird Treaty Act to regulate incidental take: An Analysis of federal migratory bird conservation policy. J.D., Yale Law School and Masters, Yale School of Forestry and Environmental Studies.
- Stolenson, Scott. Ph.D. 1996. Hatching asynchrony in the green-rumped parrotlet: A multiple hypothesis analysis.
- Meyerson, Fred. Ph.D. 1995. The relationship between human population density, growth rates, and the loss of biodiversity: A neotropical case study.
- Noriega, Rodrigo. J.D. 1995. Biodiversity and jurisprudence: Exploiting national biodiversity. Yale Law School.
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Masters (132 students)

- Benitez, L. 2020. Fruit trees influence elephant movement in East African forests.
- Zuckerwise, Amy. 2020. Tracking the tigrillo: indigenous knowledge for ocelot conservation.
- Boepple, Brendon. 2019. Landscape conservation in the American West: The role of and benefits to private landowners
- Howell, Jillian. 2019. Environmental justice and energy extraction industries
- Omsula, Sarah. 2019. Evaluation of Compensation scheme in Kenya; Case study Tsavo West National Park, Kenya.
- Lee, Andy. 2019. Reintroduction in southern Africa: Comparative studies on private reserves and National Parks
- De Silva, Gyan. 2018. Environmental consulting for the startup company Kuli Kuli, Sri Lanka
- Feng, Mingmin. 2018. Comparative analysis of different approaches in conservation Planning for protected areas in Sichuan, China
- Haber, Greg. 2018. An appraisal of national conservation efforts through three interviews: What's working, what Isn't, and what to do about It
- Kiersted, Carli. 2018. Managing water in a changing climate: Assessing the feasibility of a decision support tool in the Popo Agie Watershed, Fremont County, WY.
- Rempel, Austin. 2018. Beaver and stream flow restoration, Wyoming.
- Change Estrella, Veronica Maria. 2017. Tropical forest restoration in the Atlantic forest, Brazil
- Gavin, Samantha. In Progress. A jumbo problem: Orienting the problem of crop-raiding behaviors by elephants (*Loxodonta africana*)
- McCall, Kira. 2017. Pathways and consequences of human-chimpanzee interaction around Nyungwe National Park, Rwanda.
- Morse, Joshua. 2017. Conservation context: A social process map for Wyoming's Red Desert to Hoback mule deer migration.

- Holsinger, Katherine 2016. The Artist's Field Guide to Greater Yellowstone.
- Lisner, Katelyn. 2016. Coastal surge resiliency in New Haven, CT.
- Oliva, Pearman. 2016. Strategies for managing greater sage-rouse habitat and development conflict.
- Wooten, Nichole. 2016. A management plan for protected area: The Estell Property, Union, CT
- Fain Josh. 2015. Perspectives, Scale, and Ways of Knowing.
- Sackrider, Maggie. 2015. Exurban residents' relationship with naturally returning predators: Connecticut case study.
- Zink, Emily. 2015. Mitigating wildlife-vehicle collisions in an urban environment: An appraisal of the trends and costs associated with wildlife-vehicle collisions in Calgary, AB, Canada.
- Holcombe, Lind. 2015 Penguin politics: Perspectives of African penguin conservation in Cape Town, South Africa.
- Meyer, Tara. 2015. Snow leopard (*Panthera uncial*) status and conservation opportunities in western Tajikistan.
- Vernon, Marian. 2014. Elk management in Grand Teton National Park and adjacent areas, Wyoming.
- Gao, Yufanag. 2014. The elephant ivory trade: Africa and China.
- Lia Nicholson. 2014. Network cohesion of environmental actors in the Caribbean.
- Lilly Sweikert. 2014. Motivating factors of cattle ranchers in the eastern plains of Colorado to advance the conservation of the black-tailed prairie dog.
- Kelly Stoner. 2014. Adapting camera trap methods to estimate a population of leopards (*Panthera pardus*) in northern Tanzania.
- Scwartz, Jason. 2013. "What hell is (are) environmental studies?" or "what we talk about when we talk about the environment".
- Goldstein, N. 2013. An appraisal of management and policy for large mammal migration conservation in the Greater Yellowstone Ecosystem.
- Davis, Elle. 2013. The killing of a grizzly bear in Grand Teton National Park: The anatomy of an incident.
- Doyle-Capitman, Catherine 2013. Managed white-tailed deer hunts in northeastern National Wildlife Refuge: An analysis of decision-making, adaptive management, and stakeholder involvement. (Underway).
- Peterson, Jonathan. 2012. Elk management in western Wyoming: An analysis of social and decision process and institutional dynamics.
- Barnett, Andrew. 2012. Local climate solutions: An ethical case for adaptive governance.
- Shrestha, Kanchan. 2012. Disaster management policy in Nepal: Using system dynamics to explore the potential for wastewater reclamation and reuse in different municipal water systems.
- Marini, D. 2012. The political ecology of fire in the Andean-Patagonian region of Argentina.
- Sanjines, Paulo. 2012. Opportunity analysis for the national payment for environmental services policy in Agroforestry coffee systems in Costa Rica.
- Thompson, Paul. 2012. Humans and carnivores in Kenya: An analysis of conflict.
- Whelpton, Leigh. 2012. Contrasting priorities for co-management: The NAM place protected landscape conservation areas initiative, Namibia. (assisted).
- Brooks, Stephen. 2012. Changing coastlines: A closer look at the Kalpataaru award and mangrove management in South Sulawesi, Indonesia (assisted).
- Higgins, Amy. 2012. Snow and ice harvesting in the Himalayan region of Ladakh, Indian, as a response to water scarcity (assisted).

- Adler, Dena. 2011. Seeing the future of the forest for the trees: Finding common ground for managing Yellowstone's whitebark pine in a time of changing climate. (Brown University).
- Cava, Eliza. 2011. The evolution of an idea and an institution: The progress of the Army Corps of Engineers in ecosystem restoration and cultural change in the Florida Everglades.
- Sarmiento, Mariana. 2011. Seeking reconciliation between the mining and environmental institutions in Colombia.
- Richie, Lauren. 2011. Appraising the social process in grizzly bear conservation, Banff National Park, Alberta.
- Oppenheimer, Daniel. 2011. Collaborative grizzly bear management in Banff National Park: Learning from a prototype.
- Reed, Pablo. 2011. Indigenous community lands under a REDD project framework, Ecuador.
- Steinberg, Rebecca. 2011. Felid Conservation in an Urban Landscape: A Problem-Orientation Analysis.
- Biesecker, Emily. 2010. The review of the Alaska federal subsistence management program.
- Burns, David. 2010. Protected area downgrading, downsizing, and degazettement: Trends and patterns in Latin America and the Caribbean.
- Carman, Kate. 2010. Sustainable beef production: From farm to market.
- Thomas, Elizabeth. 2010. Large scale corridor conservation: Challenges and issues along the Pacific Crest National Scenic Trail.
- Khalil, Kathayoon. 2009. Evaluating the effectiveness of zoo-based conservation education.
- Wynn-Grant, Rae. 2009. Analyzing the spatial dimensions of human-carnivore conflict: A case study from northern Tanzania.
- Agarwala, Meghna. 2009. Habitat selection by Indian wolves (*Canis lupus pallipes*) in agricultural landscapes in Western India.
- Newsome, Darcy. 2009. Mustangs of the American West: The pioneer myth and the search for the common interest.
- Peter-Contesse, Tristan. 2009. A functional analysis of the large marine ecosystem approach to conservation.
- Macknick, Jordan Evan. 2009. Cooperative transboundary natural resource management in Nicaragua and Honduras.
- Watters, Rebecca. 2007. Wolves in Wyoming: The quest for common ground in Native American and ranching communities.
- DeCoteau, Aja. 2007. Wildlife conservation on the Yakima Indian Reservation.
- Murray, Hannah. 2007. Conservation at the ends of the earth: The Tierra del Fuego case.
- Sullivan, Colleen. 2007. Building strategic alliances for the Charles Darwin Research Station in the Galapagos, Ecuador.
- Velez, Luisa Lema. 2007. Vicuña conservation in the High Andes of Peru.
- Anderson, Avery. 2007. Wolves in Wyoming: The quest for common ground in Native American and ranching communities.
- Zetterberg, Johanna. 2007. Breaking the global warming deadlock: A comparison of two solutions to a persistent policy problem from a grantmaker's perspective.
- Woodruff, Kathryn. 2007. Global perspectives on large dams: Evaluating the state of large dam construction and decommissioning across the world, editor. The future debate about large dams – Finding the common ground with problem-orientation.
- DiFrancesco, Kara. 2007. Global perspectives on large dams: Evaluating the state of large dam construction and decommissioning across the world, editor.
- Basso, Georgia. 2007. Corredor Biológico Paso de la Danta, Costa Rica: Shifting policy arena for effective decision making.

- Meaney, Chris. 2006. Understanding coastal pollution as a facet of an ecosystem-based approach to New England fisheries management.
- Dooley, Kerry. 2006. Ruminations: An analysis of the conservation efforts of the Sahelian ecosystems and grazing impacts.
- Deliso, Elizabeth. 2006. A policy analysis of elk management in western Wyoming: Recommendations.
- Adler, Jen. 2006. Invasive species in a contentious landscape: The blue gum eucalyptus trees in California.
- Lai, Wei-Chein. 2006. Cetacean conservation in the humpback whale National Marine Sanctuary, Hawaii: Appraisal and recommendations.
- Zarella, Christina. 2006. Appraisal of the Doris Duke Charitable Trust and National Council for Science and the Environment wildlife habitat policy research program's research options workshop.
- Sinnott, Myra. 2006. Wildlife damage compensation models: An overview of strengths, weaknesses, and effectiveness.
- Franco, Oscar. 2006. Natural resources and mining exploitation: The policy process of a conflictive mining project in Huancabamba, Peru.
- Griebnenow, Gonzalo. 2006. Conflicts in human-elephant interactions: Case study from Bia Conservation Area, Ghana.
- Arrowood, Heather. 2006. Mozogo-Gokoro National Park: Local-national collaboration in conservation.
- Welch, Aaron. 2005. Community based natural resource management in the Dominican Republic.
- Townsend, Jessica. 2005. Endangered species conservation in the shrublands of south Texas.
- Lorne, Virginia. 2005. Public participation in forest management, California.
- Golden, Brett. 2005. The Columbia River basin salmon recovery process: Multiple stakeholders, multiple species, multiple failures?
- Critchley, Victoria. 2005. A study of aboriginal perspectives in Cape York, Australia.
- Lamb, Robert. 2005. Mapping social and decision process in land conservation, North Carolina.
- Del Campo, Alvaro. 2004. Rapid appraisals: An innovation in search of sustainability, Podocarpus National Park, Ecuador.
- Cherney, David. 2004. Ecosystem management in the Connecticut River System, New England.
- Malcolm, Trent. 2004. Whose corridor? – The intersection of roads and wildlife in Crowsnest Pass, Alberta.
- Quiros, Theodora. 2004. Whale shark ecotourism in the Philippines and Belize: A comparison.
- Jeong, Eunhae. 2003. International environmental policy in northern Asia (China, Japan, Korea): Tumen transboundary case.
- Gordon, Liz. 2002. Bush meat problem and great ape conservation, West Africa.
- Murray, Karen. 2002. Wolf management in Denali National Park, Alaska.
- Wilmot, Jason. 2002. Wolf management in western Wyoming.
- Pascasio, Alicia. 2002. Watershed management in Brazil.
- Umezawa, Masa. 2002. RAMSAR site management, Japan.
- Munno, Lyn. 2002. Mountain lion management in western Wyoming.
- Ban, Elizabeth. 2001. Virgin Island Marine Park conservation.
- Diamas, Alexandra. 2001. Olympic Games and environmental management.
- Richards, Heather. 2001. Privately-led wildlife reintroduction: Making private partnerships and collaboration work for wildlife.

- Stein, Julie. 2000. From extinction to reintroduction: A snapshot of large carnivore conservation at the millennium.
- Brown, Mark. 2000. Conservation of biodiversity in the Federal Islamic Republic of Comoros.
- Miller, Carrie. 2000. Anthropogenic fire in Madagascar: Clarifying and securing the common interest.
- Halverson, Anders. 1999. The National Elk Refuge and Jackson Hole Elk Herd: Appraising management and recommendations.
- Matson, Noah. 1999. Biodiversity and biodiversity management on the National Elk Refuge, Wyoming.
- Borovansky, Jena. 1999. Assessing the effectiveness of endangered species management recommendations from a participatory decision making process.
- Keans, Marty. 1999. Organizational side effects of on-the-ground restoration projects.
- Lawrence, Jessica. 1999. Improving the policy process for the restoration of Beaver Ponds Park, New Haven, Connecticut.
- Elwell, Christopher. 1999. Analysis of the proposed pumped-storage hydroelectric power project, Sequatchie Valley, Tennessee.
- Kaczka, David. 1999. Use of turtle excluder devices to save sea turtles around the world. Lieberknecht, Katherine. 1999. How everything becomes bigger in Texas: The Barton Springs salamander controversy.
- Cromley, Christina. 1999. The killing of Grizzly Bear 209: Identifying norms for grizzly bear management.
- Garen, Eva. 1999. Appraising ecotourism in conserving biodiversity.
- Lyon, David. 1999. An integrated approach to conservation and human development in the management of Kyabobo Range National Park, Ghana.
- Wilshusen, Peter. 1999. Local participation in conservation and development projects: Ends, means, and power dynamics.
- Le Breton, Gus. 1999. Greening the United Nations High Commissioner for Refugees: Improving environmental management practices in refugee situations.
- Burke, Barbara. 1996. BCG: The quandary. Yale University, School of Medicine, Physician Associate Program.
- Brownlow, Alex. 1995. Changing political and economic dynamics in Russia: Implications for conservation in the Russian Far East.
- Cole, Sarah. 1995. Endangered species act implementation and state-federal interactions in five New England States.
- Goodyear, Molly. 1994. Restoration of salmon in Idaho: How federal policies have affected individuals, organizations, and local economies.
- Spear, Mellisa. 1994. The effectiveness of local land use regulation as a conservation tool.
- Griffin, Jeff. 1993. Formulating reserve design recommendations for the Uvs Nuur Basin, Mongolia: A survey of large mammal distribution and abundance, and human land-use patterns.
- England, Jeff. 1993. Wildlife conservation policy in Kenya.
- Pultz, Susan. 1993. The large marine ecosystem concept and its application to ocean policy and management.
- Houston, Brent. 1985. Mountain lion ecology and conservation in south central Idaho. Idaho State University, Pocatello.

St. Amant, Jim. 1980. Relationships of small mammals to pine marten distribution and abundance. University of Wisconsin, Madison.

Hauptman, Ted. 1979. Winter ecology of the pine marten. Idaho State University, Pocatello.

Campbell, Tom. 1978. Short-term effects of logging on pine martens. Colorado State University, Ft. Collins.

Stromberg, Mark. 1975. Aspects of habitat of black-tailed prairie dogs. University of Wisconsin, Madison.

Undergraduate (8 students)

Magdanz, R. 2012. Cabins, parks, and people: Subsistence and the National Park Service in northwest Alaska.

Currey, Kevin. 2009. "We're Iñupiat, we're hunters:" Subsistence, development and cultural identity in Nuiqsut, Alaska.

Berkley, Adrio. 2009. From settlement to seeds: How fire catalyzed native plant development on public lands.

Au, Kathryn. 2008. Wolves and ranchers: Finding a common interest in the southwest.

Biesecker, Emily. 2008. Subsistence hunting in Alaska: 364 million acres and no common ground?

Montgomery, Todd. 2004. Private land development and endangered species: A case study of Jackson, Wyoming.

Suttle, Geoff. 2000. Rethinking natural resource management in the Greater Yellowstone Ecosystem.

Marvin (Johnson), Venessa. 2000. Comparing grizzly bear management policy in two national forests in the Yellowstone region.

STATEMENT OF RESEARCH, TEACHING, AND CONSULTING INTERESTS

My primary goal is to improve natural resource conservation at professional, scientific, organizational, management, leadership, and policy levels. This requires interdisciplinary problem solving in theory, research, practice, and teaching. My interests intersect in various ways in most of my projects and activities. I currently have several major interests: applied conservation, professional and organizational behavior in the natural resources arena, and analysis and development of policies and programs for conservation of species and ecosystems. Representative activities include koala conservation and management policy in Australia, a policy study aimed at improving carnivore conservation in the Rocky Mountains of the United States, Canada, and Mexico, and an analysis of ecosystem management policy in the Greater Yellowstone region. I have written 400+ papers, monographs, and books.

Theory development: Theory for interdisciplinary problem solving is well developed and grounded in practice. Central theory is abstracted in the policy sciences, which are simultaneously a comprehensive theory about the individual, society, and policy process and an analytic framework to guide research, inquiry, and problem solving. Despite the significance of this powerful theory, it is little known or used currently in ecology, natural resource policy and management, or international development. Recasting this theory in appropriate language to various audiences and applying it in diverse cases thus illustrating its utility, takes up most of my research, practice, teaching, and publishing.

Ecological and conservation research: I have investigated 30+ mammal species (marsupials, insectivores, rodents, carnivores, ungulates, primates) in ten states and three foreign countries, mostly with threatened and endangered species in recent years. I conduct fieldwork to develop reliable population estimates, habitat models, field monitoring techniques, and help design preserves and produce management plans. I work closely with theoreticians, modelers, geneticists, and others both to develop and refine theories and to introduce appropriate concepts and technical tools to actual management.

Professional and organizational behavior: I have investigated the roles and behavior of natural resource practitioners and the challenges they face. I have also produced models drawing on organizational theory that suggest new organizational arrangements and policy processes to enhance performance in the natural resources field. My general thesis is that professional norms need to be expanded to include more diverse and practical skill in organizational and policy processes as well as pragmatic problem solving.

Policy research: I am interested in natural resource policy and management. I have several ongoing projects in the Greater Yellowstone Ecosystem and the Yellowstone to Yukon region of western North America aimed at developing ecosystem management policy and sustainable development. A number of case studies, mostly focusing on wildlife, are under study (e.g., grizzly bears, wolves, elk). Large carnivores are a special interest of mine. Also, I have studied implementation of the Endangered Species Act and its Victorian, Australia, equivalent, the Flora and Fauna Guarantee Act. I have also evaluated policies (e.g., National Forest Management Act) and programs (e.g., endangered species restoration) in the conservation field.

Teaching: I am interested in teaching and advising students at undergraduate, graduate, and professional levels to upgrade performance in the conservation arena. I also teach field courses and workshops. This requires teaching critical thinking and developing skill in interdisciplinary problem solving. My particular aim is to help students develop a policy orientation and an interdisciplinary approach to society's natural resource problems and proficiency in the policy sciences method of inquiry and central theory. Better-qualified practitioners and researchers will, in turn, improve the functioning of their employing organizations as well as the larger social processes by which society decides how to manage itself and its resources.

Consulting: In the past ten years, I have consulted with a number of groups with the general aim of improving problem solving in the conservation of species and ecosystems. These efforts have included five one- to four-day workshops for state government agencies in Australia, a three-week field tour to consult with managers of nature reserves in Inner Mongolia, and a week-long meeting in Indonesia to plan strategies for the protection of Javan rhinos. I also helped The Nature Conservancy in evaluating and planning their operations in the Greater Yellowstone Ecosystem. Other projects include evaluating koala management in Victoria, Australia, appraising grizzly bear recovery, various analytic exercises for conservation groups, and assisting Teton County, Wyoming Commissioners on various issues.

Leadership: Leadership is about promoting and safeguarding the process of deliberation in the common interest. Leaders show good timing, responses to clear needs, and may or may not be highly visible to the public. They inspire commitment, action and lead in problem solving, encourage broad-based involvement, and sustain hope and participation. Chief among their skills is leading in problem solving by helping to clarify goals, mapping events and social interactions, and in explaining, futuring, and finding practical solutions. They have a way to understand and value demands and identities of potential followers, meeting their higher needs and engaging them fully. In short, they raise people and themselves to a higher level of motivation and morality. They empower others and give them a new sense of value, perspective, and energy. I focus on helping people become skilled leaders, aware of their own psychodynamics and follower relations in both symbolic and material ways to advance the common interest.

Interdisciplinarity: Interdisciplinarity (or interdisciplinism) as embodied in the policy sciences is an integrative or configurative conception with an associated analytic framework. It is problem focused, and it enables the use of diverse methods from the disciplines. Interdisciplinarity offers people an explicit and systematic way of addressing environmental problems, organizing more effectively for educational and influential advantage, and contributing practically to redress environmental problems. The interdisciplinary approach is a type of “higher order” rationality not found in any single discipline or combination of disciplines nor in conventional problem solving. It includes “ways and means for blending wisdom and science, for balancing free association and intellectual discipline, for expanding and refining information, and for building a problem solving culture that mixes ‘permanent’ with ‘transient’ membership, thereby remaining open to new membership and fresh ideas while retaining a capacity for cumulative learning that refines, clarifies, and simplifies.” In the policy sciences’ interdisciplinary approach, the problem is viewed as a process of people making decisions about how they will manage themselves in relation to the environment.

Human Dignity/Rights: Human dignity is a widely supported goal in human affairs, made clear in the United Nations Universal Declaration of Human Rights and many other constitutions, declarations, and conventions worldwide. Human dignity arises from respect for the value of the individual, equal treatment under the law, individual freedom, and social justice. However, applying this principle in practice is problematic. Using a narrow “diversity” concept based on group identities and allocations of power may obscure the more comprehensive, more basic human dignity construct. I seek to help communities’ foster dignity through increased respect, greater freedom of choice, and enhanced mutual deference.

PERSONAL AND PROFESSIONAL STATEMENT

Susan Clark is the Joseph F. Cullman 3rd professor (adjunct) of wildlife ecology and policy sciences in the School of Forestry and Environmental Studies and fellow in the Institution for Social and Policy Studies, Yale University. I received my Ph.D. from the University of Wisconsin-Madison in 1973. My interests include conservation biology, organization theory and management, natural resources policy, leadership, governance (ordinary and constitutive), interdisciplinary problem solving, education, and the policy.

In general terms, I seek to contribute to the integration of morals, science (in the broadest sense), and policy. My moral value is that of an individual in a democratic society in which I have been reared, and to which I am loyal: the dignity of the human personality in a free society. Science as used here is the free use of reason on human experience, thus it is used more broadly than most people use the term. Science is useful to generate insight, improve judgment, and upgrade decision-making. I invite whatever collaboration there can be on the part of all people who are benevolently disposed toward my aims or toward me.

My skill is analysis and creative, disciplined criticism. I seek to be an integrator of knowledge and action and thereby helping myself and other people practically solve problems. In meeting problems, I seek to elicit and give effect to all the rationality those individuals and groups are capable of giving at the time on whatever issue that is before them.

The trend of our time is for integration and collaboration in problem solving. This is sometimes called the “interdisciplinary approach” or the “policy sciences.” There is ample and growing evidence of the desire for integration in many sectors of society and throughout the world community. There have been many recent advances in fact-gathering and technical means that aid integration. I seek to contribute to and promote this trend. I want to spend part of my time on the systematic explication of “policy theory,” that is an inclusive model of self in social and decision process, but also largely on demonstrating its application practically. This continually challenges me to improve my “theory in action,” analytic and communication skills, and practices.

I have deliberately set out to acquire familiarity with many disciplines that contribute to the policy sciences, yet move beyond them. This is reflected in part in the presses and journals where my work has been published: Yale University Press, Cambridge University Press, Oxford University Press, Cornell Press, Island Press, Sinauer Associates Press, Duke University Press, Greenwood Press, CCI Press, Smithsonian Press, Glenwood Press, Perspectives in Biology and Medicine, Policy Sciences, Society and Natural Resources, Journal of Sustainable Forestry, American Midland Naturalist, Plains Anthropologist, Primates, Oryx, Journal of Wildlife Management, Journal of Mammalogy, National Geographic Society reports and magazines, , Renewable Resources Journal, Environmental Management, Ecological Society Bulletin, Endangered Species Update, Social Studies of Science, Human Dimensions in Wildlife Newsletter, Transactions of the Royal Zoological Society of New South Wales, Australian Zoologist, Journal of Applied Mathematics, Conservation Biology, Human Ecology, Wildlife Research, New York Times, Journal of Organizational Behavior, InfoNorth, Arctic, Meridian, Journal of Canadian Zoology, Animal Conservation, Ecological Applications, Biological Conservation, and 20+ more.

I hope to aid the intelligence activities in society. Intelligence is the process of making available to those who make decisions, the facts and interpretations designed to improve the rationality, practicality, and morality of their judgments. Good intelligence is a prerequisite to a resilient democracy. An adequate intelligence function should clarify goals and appraise them not only in terms of expediency but also of principled morality (dignity). It should clarify alternative solutions. It should offer pertinent information about trend and causal relations. It should evaluate these in clear, understandable terms. It should support finding common interest outcomes.

The location for my activities must be a research/application organization that is devoted to scientific/research work and the improvement of decisions. I choose to work without being totally identified with any one organization of higher learning, nongovernmental group, or other organization. This gives me the advantage of independence, or at least a varied status so that I am freer to express my judgments, free of many conventional constraints by which other people are burdened.

PROGRAM IN INTEGRATED STRATEGY FOR LEADERSHIP

Program Leader and The Program: Susan G. Clark. This program is defined by the courses taught by Professor Clark, which rely on the policy sciences—the oldest, most comprehensive, yet practical approach to problem solving, management, and policy. It focuses on concepts and methods for an integrative application of strategic thinking, including appraisal, learning for future improvement and gains, and effective leadership. It defines strategy as “the calculated relation of means to larger ends.” It focuses on how parts relate to the whole in any individual, organizational, or institutional situation one might seek to improve. The course of study includes a two-semester, genuinely interdisciplinary seminar (and allied courses) and individual and group components. This approach is introduced in:
Clark, S.G., and R.L. Wallace. 2015. Integration and interdisciplinarity: Concepts, framework, and education. *Policy Sciences*.

Clark, S. G. 2002. The policy process: A practical guide for natural resource Professionals. New Haven: Yale University Press.

Clark, S. G., and R. L. Wallace. 2002. Interdisciplinary environmental leadership: Learning and teaching integrated problem solving. Pages 420-429 in D. R. Gallagher, ed., *Environmental leadership: A reference handbook*. Thousand Oaks, CA: Sage Publications.

It also draws on strategy conceptualized in:

Lasswell, H. D. 1952. Political factors in the formulation of strategy. *Naval War College Review* IV(10): 49-64.

Program Objectives: This two-semester program (and allied courses) aims to examine the theory and practice of problem solving, as well as effective strategy and tactics in contemporary conservation contexts, from the analytic perspective of an integrative approach (i.e., genuine interdisciplinarity). This integrative approach is introduced in:

Clark, S. G., et al. 2011. College and university environmental programs as a policy problem (Part 2): Strategies for improvement. *Environmental Management* 47: 716-726.

The grounded strategies considered in this program range over a broad array of experiences, cases, and land, freshwater, and marine locations worldwide. Some represent the best thinking and writing on the subject. Others illustrate successes and failures in the formulation, implementation, appraisal, and succession of policies and programs of strategy. From a careful examination of this range of examples, using a “stable frame of reference,” students can extract a set of practical operational skills for formulating a strategy that will be useful in any future leadership role in which they may be called on to connect (or create) desired ends with available means. Skills include critical thinking, observation, management, and technical matters. These courses complement, not duplicate, material in other courses in the university.

The first semester (every fall) is organized to introduce a comprehensive approach to management and policy. This research course/seminar, *Foundations of Natural Resource Policy and Management*, focuses on the people, their perspectives, and values in environmental studies or other disciplines. Its purpose is to help you improve your skills in thinking more effectively and acting more responsibly in complex policy cases. The seminar explores comprehensive and integrated (interdisciplinary) methods for thinking about problems in natural resource policy and management and proposing solutions to them.

In the **second semester** in alternate springs, we apply this approach either to large-scale conservation as a societal goal in a capstone course, or to other related subjects (e.g., species and ecosystem conservation, society and natural resource issues, and current topics).

PROGRAM ON CONSERVATION IN THE AMERICAN WEST

Program Leader and The Program: Susan G. Clark. This program is a partnership that brings top minds to collaborate on conservation in the West. Since 1987, Yale FE&S and the Northern Rockies Conservation Cooperative (NRCC) have been in partnership in Greater Yellowstone, throughout the West, and at diverse sites worldwide.

See:

Ensuring Greater Yellowstone's Future: Choices for leaders and citizens. *Yale University Press*, New Haven, CT. S.G. Clark. 360 pp. 2008

Large Scale Conservation: Integrating Science, Management, and Policy in the Common Interest. S.G. Clark, Hohl, C. Picard, and E. Thomas, eds. *Springer Press*. 191 pp. 2014

Program Objectives: As the basis for the partnership, both organizations share the goal of addressing conservation problems from an interdisciplinary and hands-on approach. NRCC is often referred to as "Yale West." It is proving grounds for Yale FE&S students interested in working in the Rocky Mountain West. The program has proven to be a significant career-building step for many. NRCC is often considered an incubator for emerging conservation leaders and programs.

Record: Many current and former staff, interns, research associates and board members are Yale alumni, including NRCC's Executive Director, the President of the Board, Emeritus Board. Since 1987, NRCC has hosted 58 interns, of whom 43 were Yale students. The Board currently has 3 FE&S graduates, and 12 of NRC's 33 Research Associates are FE&S alums. As well, a number of NRCC affiliates are also members of the Yale Large Carnivore Group, whose goal is to facilitate coexistence between people and carnivores in practical, cultural, and ecological and policy-wise ways. The NRCC-Yale partnership serves a leadership and in a problem-solving role in the Rockies, and is a training ground for emerging conservation professionals by addressing key issues through ecological and policy research, workshops, conferences, published papers presentations, demonstration projects, and books. The partnership's record is unparalleled. The NRCC-Yale partnership, although unofficial, functions as an applied arm of Yale's School of Forestry and Environmental Science in the American West. Yale and NRCC have collaborated on work and publications focused on large-scale management and policy, sustainability management for elk in Wyoming, bridging local and professional environmental knowledge, and to the topics including the book, *Coexisting with Large Carnivores: Lessons from Greater Yellowstone*.

THE YALE LARGE CARNIVORE GROUP

Program Leader and The Program: Susan G. Clark. This program's goals are to: (1) develop and advance initiatives and management policies that promote carnivore conservation and carnivore-human conflict mitigation and coexistence; (2) provide a forum that can stimulate carnivore research and discussion; and (3) promote carnivore research by students and faculty.

See:

Coexisting with Large Carnivores: Lessons from Wyoming. *Island Press*, Washington, D.C., TWC, M. Rutherford, and D. Casey, eds. 289 pp.

Large Carnivores, People, and Governance: Reforming Conservation in the North American West. Chicago: *University of Chicago Press*. S.G. Clark and M.B. Rutherford, eds. 407 pp.

The Group is a diverse group of Yale University affiliates and cooperators whose goal is to facilitate coexistence between people and carnivores in practical, cultural, ecological and policy-wise ways. We are professors in ecology, wildlife management, policy sciences, anthropologists, lawyers, graduate students, scientists, and practitioners engaged in the conservation and study of carnivore species worldwide. We are a truly interdisciplinary group. We want to contribute to mitigating conflicts between carnivores and humans. We work with bears, lions, mountain lions, snow leopards, tigers, wolves and wolverines.

In different contextually relevant ways, we are all enabling coexistence in the face of mounting pressures. We seek new and creative collaborative and effective conservation processes. In trying to implement measures that can minimize conflicts, we work with local people, indigenous people, ranchers, landowners, industry, wildlife managers, and a wide range of stakeholders and seek their strong participation in conserving carnivores. We are also engaged in dialogue with governments, non-governmental organizations, natural resource professionals and others, seeking to organize arenas where a broader range of perspectives can influence the decision-making process securing carnivore conservation.

Selected Work:

We work in Western North America, East Africa and Asia. We have:

- Created innovative conservation programs for the snow leopard in Pakistan where compensation is provided to farmers who lose livestock to snow leopard predation;
- Created a livestock predation program and participatory programs for reducing human-lion conflicts in Tanzania;
- Designed protected areas in Africa and Italy;
- Contributed to discoveries in behavioral ecology of grizzly bears and wolverine ecology projects in Montana.

Wherever we work, we seek to help manage conflicts between people and carnivores by engaging local communities and officials.

We formed the **Group** because we care about carnivores and the people affected by them. Our group serves as a platform to communicate, shares our experiences, and stimulates more intensive and extensive discussion of on the ground conservation. We host guest lectures, seminars, and conferences to highlight and promote successful approaches to addressing conflicts between humans and carnivores.

Challenges: "Managing large carnivores is a complex, dynamic, ongoing, social process. It directly reflects the feelings, beliefs and values of the many people who participate in one way or another.

TECHNICAL PUBLICATIONS

Susan G. Clark, Ph.D.

(Before 2006 Susan G. Clark published under name T.W. Clark (TWC))

1965:

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9. Postnatal development and growth of the golden-mantled ground squirrel (*Spermophilus lateralis lateralis*). *Journal of Mammalogy* 50: 227-229. TWC and D.D. Skryja.
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17. *Cynomys leucurus*. White-tailed prairie dog. *Mammalian Species* No. 7. 4 pp. TWC, R.S. Hoffmann, and C.F. Nadler.
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23. Notes on white-tailed prairie dog (*Cynomys leucurus*) burrows. *Great Basin Naturalist* 31: 115-124.

1972:

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GRANTS (sources on request)

1971-1980 \$240,000 (various sources, many private)

1981-1990 \$662,000 (various sources, many private)

1991-2000 \$960,000 (various sources, many private)

1999-2015 \$3,100,000 (SGC Program PI, various projects)

2006-2020 Wyss Scholars Program \$2,000,000 (24+ scholarships awarded)

1999-2011 \$2,500,000 Doris Duke Conservation fellows Program (over 100 scholarships awarded)

2012-2020 Approximately \$75,000 for my work