



**COLUMBIA MOUNTAINS INSTITUTE OF APPLIED ECOLOGY
STRATEGIC PLAN**

2014 – 2017



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Introduction

Nature and history of the organization

CMIAE is a non-profit society incorporated in 1996 under the *BC Societies Act*. It is currently based out of Revelstoke, BC. CMIAE connects people working in the various fields of applied ecology – natural resource practitioners, managers, environmental and social science researchers, educators, academics, stewardship groups, and others with an interest in the ecology of southeastern British Columbia. To accomplish this, CMIAE:

- Hosts balanced, science-driven conferences;
- Provides specialized courses to present the newest information and methodologies on a chosen topic of interest;
- Provides access to unique resources such as conference summaries and a database of regional research projects through its website.

The organization is run by a volunteer Board of Directors (BOD) and a paid Executive Director. There are three categories of members: corporate (academic institutions, corporations, businesses, government agencies), individuals and students.

During the late 1990s and early 2000s CMIAE also provided contract administration for several applied research projects associated with provincial ministries. Research scientists and assistants were appointed on a term basis to provide contract services to complete these projects. After administering several of these projects, the CMIAE Board of Directors and their Executive Director decided that risk associated with managing these projects did not warrant the potential community benefit or financial return.

CMIAE Collaborators

CMIAE works collaboratively with other organizations to realize shared goals. These groups include:

- **Columbia Basin Trust (CBT)** – shared interest in disseminating information and increasing knowledge about the ecology of the region in order to support improved ecological management. CBT provides financial support for specific events that are successful competing through their Environmental Initiatives Program.
- **Parks Canada** – shares interest in training of technical professionals and facilitating interactions among disciplines, agencies and stakeholders. Parks Canada provides financial support via single year agreements.
- **BC Hydro** – shares interest in ecological management in the region, in particular, reservoir ecology. BC Hydro has provided financial support.
- **Provincial government agencies** – provides resource people to serve on organizing committees, speakers for conferences on topics of mutual interest.
- **Consultants and regional organizations** - sponsors specific events f (e.g., VAST Resource Solutions, DWB Consulting, Regional Districts, Keefer Ecological, KAST, Summit Environmental, and others).
- **Selkirk College** – provides in-kind support to promote professional development opportunities in the region.

- **Employers of people who are members of the CMIAE Board of Directors** – support involvement of those who participate on the Board.

Planning horizon

The CMIAE Strategic plan provides direction for a 4-year term. The strategic plan will be used to develop detailed annual work plans (see goals, below).

Background

In the past, strategic planning occurred at one-day directors retreats scheduled every few years. In these meetings, directors would review previous purpose, goal and action statements. The directors would also brainstorm ideas for new conferences and workshops, based on perceived gaps in regional ecological knowledge and training. Although no formal Strengths, Weaknesses, Opportunities, and Threats (SWOT) analyses were done, financial concerns and possible remedies were noted at several of these planning sessions.

CMIAE Strategic Planning Statements – January 2008

CMIAE Purpose Statement

The purpose of the Columbia Mountains Institute of Applied Ecology is to increase knowledge about the ecology of the Columbia Mountains and regional ecosystems, with the aim of improving ecological management in the region.

CMIAE Goal

To identify the most relevant ecological themes in the Columbia Mountains and regional ecosystems, and build a program that addresses communication, collaboration, and scientific research in support of these themes, with the aim of improving ecological management in the region.

CMIAE Objectives

CMIAE Objective #1

To guide CMIAE actions and priorities, periodically identify the most relevant ecological themes for this region.

CMIAE Objective #2

Facilitate communication and sharing of knowledge related to the chosen ecological themes.

CMIAE Objective #3

Collaborate with other agencies and individuals with the aim of improving CMIAE's ability to encourage the exchange of knowledge and applications of that knowledge.

CMIAE Objective #4

Offer continuing education and skill development opportunities to support communication, collaboration, and scientific research related to the chosen themes.

CMIAE Objective #5

Encourage and support scientific research that will further knowledge, and applications of that knowledge, as related to the chosen ecological themes.

CMIAE Objective #6

Continue to be a financially sound and well-managed society.

Current situation

Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis

During the spring of 2013, CMIAE directors held a retreat in New Denver to review both operational and strategic planning for the organisation. The outcomes of these discussions were used to develop a SWOT analysis (Table 1).

Table 1: Summary of SWOT information

Internal	<p>Strengths</p> <ul style="list-style-type: none"> • Multi-disciplinary Board of Directors (BOD) who are well connected • Many Directors are actively supported by their employers to participate in CMIAE • Executive Director role is a paid position and provides consistent energy and stores organisational knowledge over the long-term • Regional identity brings focus to CMIAE, while the issues and needs are common to other areas and so events can be marketed elsewhere • CMIAE serves as a hub for the conservation community • CMIAE is flexible and responsive • CMIAE fulfills a niche of providing professional development and networking • Strong credibility because CMIAE is non-political, takes a science-based approach, and focuses on improving knowledge transfer • CMIAE Is a non-profit society under BC Societies Act • Connected to other education institutions, which enables partnerships to efficiently deliver common learning objectives to the public 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Retirement of the long-time Executive Director means a loss of organizational memory and the network of contacts that she has built up over the years • There are limits of what a voluntary BOD can do • Lack clear benefits of membership • Have experienced a reduction in membership, in terms of both corporate and individual members • Have experienced a reduction in the number of significant sponsors, so increasingly dependent on a small number of sponsors for both core funding and event funding • With respect to courses, CMIAE has depended on a small number of instructors • Not accurately identifying the most important ecological themes, or relevant research techniques of interest to the community • CMIAE does not have registered charity status, thus cannot issue income tax receipts for donations as can other NGOs
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External	<p>Opportunities</p> <ul style="list-style-type: none"> • Recognized need for professionals living/working in smaller communities/isolated area to be connected • Recognized need for continuous learning by professionals • Ecological management requires multi-disciplinary and cross-disciplinary approach • CMIAE can address the big, difficult topics that others (e.g. government staff) can not • Greater emphasis on accessing information online could offer CMIAE new opportunities to support its members and clients • Lack of mentorship in many organizations • The game is changing for consultants, which may require more training and collaboration, e.g. increasing safety requirements, insurance, and certification requirements • Professionals working in energy sector (coal and oil and gas) are potential new markets • Qualified individuals with an interest in teaching could help diversify CMIAE’s course offerings and work with other well-known instructors 	<p>Threats</p> <ul style="list-style-type: none"> • Budget cuts within organizations makes it more difficult for their professionals and managers to attend events • Trend is towards short-term contracts rather than long-term positions in members’ employers • Increasingly specialization affects conference programming – it is challenging to provide relevant sessions to broad, mixed audiences • Need to define how to support consultants who live in the region (but work elsewhere) as they are not focused on the local ecosystems • Passing on cost increases for some workshops may reduce enrolment to untenable levels • Similar course offerings are occurring in surrounding urban centres with greater frequency, potentially reducing clients for CMIAE courses
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The internal strengths highlight the commitment of the Directors and their collective experience in driving the organisation, and the dynamic nature that this provides for making decisions. CMIAE also has strong core of community members who attend events and enjoy exchanging information and networking.

Internal weaknesses include how changes to the Board of Directors and Executive Director can reduce the organisation’s network and operational knowledge. Much of what CMIAE has been able to accomplish is directly related to the team of individuals that make up the Board of Directors. It is important that the organisation attempt to maintain an active and productive group of Directors that are well placed in the range of industrial, research, government, and educational institutions in the Columbia Mountains.

There is concern that the lack of diversity in CMIAE courses and instructors creates risk. If the popularity of the subjects, or instructors were to decrease, or if an instructor no longer offered a particular course, significant revenue could be lost. An effort should be made to look for opportunities with new, qualified people to offer relevant courses. CMIAE should also review past offerings that were popular, which have not been delivered recently.

Another related weakness is CMIAE’s lack of charity status. This limits the funding that might be available from a broader spectrum of donors. However, CMIAE has explored obtaining this status several times in the past, and after those experiences, deemed the extra administration time associated with meeting the status requirements likely outweigh the perceived benefit. The lower diversity of funding organisations does limit resilience of CMIAE to changes in these assistance programs. Therefore, CMIAE should review the pool of opportunities with the view to identify new potential funders, critical changes (positive or negative) in known delivery programs, and whether there is merit in exploring charitable status again.

Looking forward: CMIAE’s renewed Vision, Mission, and Values

Vision: Outstanding natural resource management through building and sharing knowledge about the ecology of the Columbia Mountains and its associated regional ecosystems.

Mission: To foster collaboration, communication, and education in support of relevant applied ecological research within our area.

Values

1. **Relevant ecological knowledge transfer:** We provide environments that enable learning and collaboration on ecological management priorities.
2. **Quality Work Environment:** We establish and maintain a high-quality work environment, where creativity and innovation are encouraged, individuals are treated with respect and dignity, and people work collegially and cooperatively to achieve common goals;
3. **Legal Obligations:** We accomplish our work using the regulatory framework, contracts, and agreements that guide our actions and decisions as we carry out our business;
4. **Building Partnerships:** We build strong partnerships by treating our funding partners and volunteers with respect, and providing them opportunities to derive value from their association with CMIAE
5. **Fiscal Prudence:** We are efficient and effective in our utilization of the limited financial resources available to achieve our goals.

Strategic Priorities 2014-2017

Goals, Objectives and Actions

1. Strategic Action: Build Capacity

Goal: *To build the capacity of people working in the various fields of applied ecology so as to support improved natural resource management.*

Objectives	Actions
<p>Facilitate communication and sharing of knowledge related to priority ecological themes among members and clients.</p> <p>Support inter-disciplinary continuing education, skill development, and networking/collaboration opportunities.</p>	<ul style="list-style-type: none"> • Use the results of membership surveys, summary of field expert opinion, and Directors’ professional contact information to determine desirable events. • Offer a minimum of five course choices per year; • Organize a minimum of two workshops/conferences per year; • Provide workshops/conferences summaries within three months of events; • Assess effectiveness of workshops, conferences, and courses through “satisfaction surveys” of event participants; • Share monthly updates with members and encourage people to submit information to newsletters; • Provide networking opportunities at all CMIAE events • Promote CMIAE in its operating area to increase corporate and regular memberships to 50 and 100 respectively, by 2016. • Keep track of student membership and encourage them to subscribe after graduation;

	<ul style="list-style-type: none"> Develop partnerships with professional organizations (e.g., College of Applied Biology, Association of Professional Biologists, Association of BC Forest Professionals) to offer “recognized” courses and workshops that contribute to Continuing Professional Development credits, by 2016.
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2. Responsive Management

Goal: *CMIAE is responsive and accountable to our region, providing well-managed, efficient services.*

Objectives	Actions
Collaborate with other agencies and individuals to advance the mutual Goals and Objectives of the CMIAE.	<ul style="list-style-type: none"> Increase the number of “formal” relationships with other agencies or influential individuals, where these associations provide a net gain with respect to CMIAE Values.
Continue to be a financially sound and well-managed society.	<ul style="list-style-type: none"> Make efforts to monitor and critically assess the returns from different revenue streams, compared to expenditures, with a view to increase CMIAE financial assets. Analysis of past financial data indicates that net losses are possible for several years in succession. The CMIAE should plan to maintain one year’s operating cost plus enough funds to cover initiating projects being planned over a two year horizon.
Provide formal short-term planning goals for the Board of Directors that enable better monitoring of annual achievements	<ul style="list-style-type: none"> With the help of the CMIAE Executive, the Executive Director will develop a draft Annual Work Plan that will define strategies, timelines, and deliverables for advancing each Goal and associated Objective contained in the Strategic Plan. The draft Annual Work Plan will be presented to the CMIAE Board of Directors for review and approval at the last meeting before the summer.
Develop processes for Evaluation and Reporting	<ul style="list-style-type: none"> On a semi-annual basis, the Board of Directors will evaluate the outcomes of the Annual Work Plan to determine if adjustments are required. The Board of Directors will publicly report efforts to achieve the Strategic Plan Goals and Objectives in the CMIAE Annual Report.
Maintain the CMIAE as the best place to work in the Basin	<ul style="list-style-type: none"> The happiness and well-being of CMIAE’s Executive Director is paramount to the success of the organisation. To help enable this, the maintenance of excellent communication between the Executive Committee and Executive Director is important. Members of the Executive Committee should regularly visit the CMIAE’s physical office space to assess and address any needs of the Executive Director to sustain a healthy work environment. Continue to recruit accomplished new board members to not only help steer the direction of the learning/networking opportunities, but also to inject energy and enthusiasm in to board activities.

Appendix I

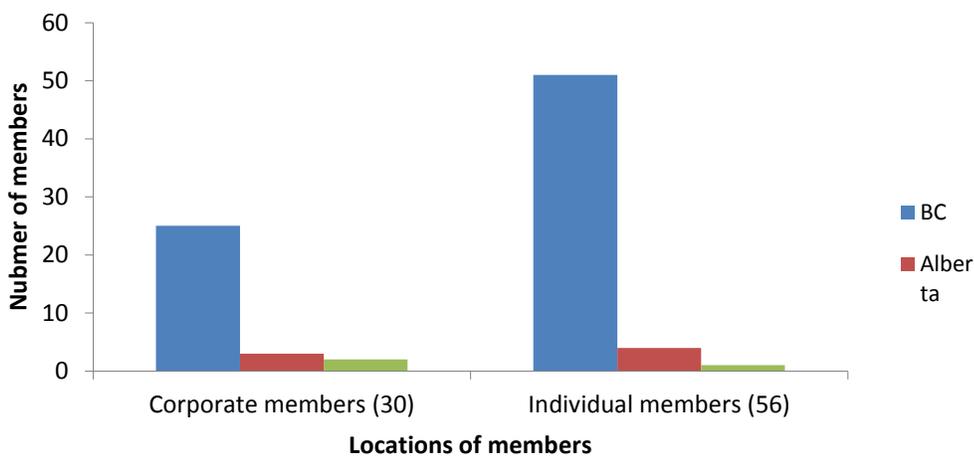
Membership

CMIIE Memberships by category 2008/2009 to 2013

Year	# Corporate	# Regular	# Student	# Free Students*
2008-2009	40	98	4	
2009-2010	34	74	5	
2010	33	63	6	
2011	37	71	11	
2012	31	67	6	33: 16 Selkirk 12 UBC 5 UVic
2013	30	56	7	Not reported

*In 2012, CMIIE began offering free memberships to students who are enrolled at academic institutions that are corporate members.

Where do CMIIE members live?



As all CMIIE events and resources on the website are available to the public, there is little distinction between being a CMIIE member, client or member of the public. CMIIE relies on its membership for revenue, support, conduits to resource people and information, as well as validation of its efforts.

Event statistics

Since 1997, CMIAE has offered 90 events on a cost-recovery basis, including (as of Dec 2013):

52 courses

- 25 statistics courses
- 9 restoration courses
- 18 “other” courses
- 16 Annual Researchers’ Meetings
- 27 Conferences or workshops

A detailed list of events hosted by CMIAE from 1997-2013 is listed in [Appendix II](#).

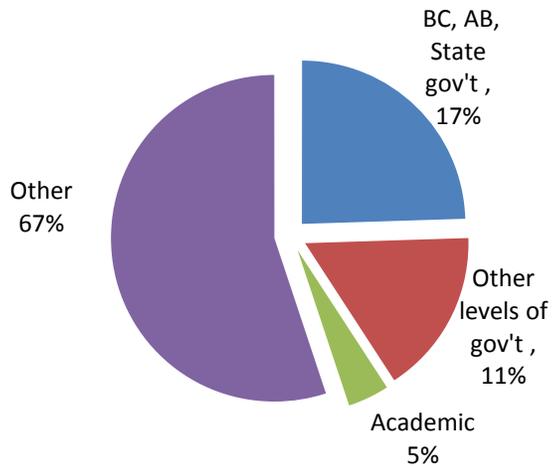
Ideas for events come from:

- CMIAE Directors
- course and conference evaluations
- queries by members and others

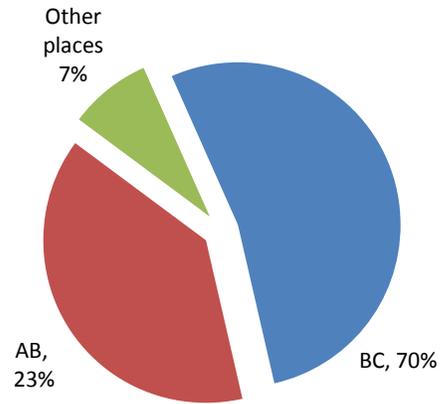
CMIAE hosts courses that have already been developed, which means an instructor has already taught the course and references about the quality of the instruction are available. The cost of developing courses has generally been prohibitive, unless a course can be offered multiple times so that development costs can be amortized.

Clients

To date, attendance at events varies depending on the nature of the event but has always included people from outside the Columbia Mountains region. Participation by Albertans has been important for financial viability of events. Provincial and federal agency participation has also been important, including as presenters. The Figures below illustrate client affiliation and geographic representation. A section describing CMIAE collaborators is available in this Strategic Plan’s introduction.

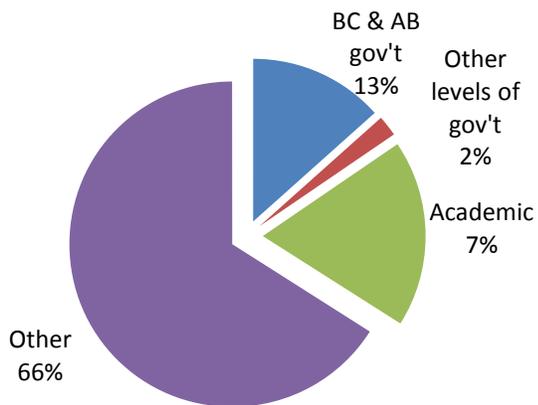


Affiliation of course participants in 2013
(49 people)

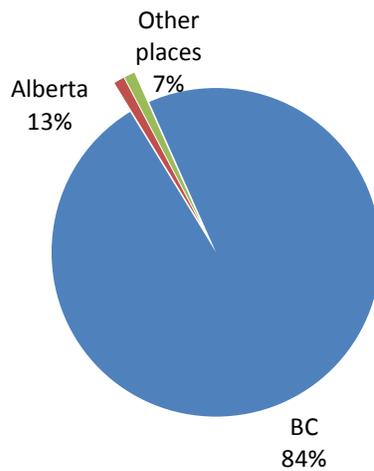


Where course participants came from in 2013
(49 people)

Information about CMIAE workshop and conference participants in 2013



Affiliation of workshop and conference participants in 2013 (97 people)



Where workshop and conference participants came from in 2013 (97 people)

CMIAE works with clients on two levels:

- Planning events – consider the needs of groups, which may be sectors, organizations, professions, etc.
- Marketing – to individuals, based on hosting events in desirable and accessible locations, on topics of interest and providing opportunities for networking.

To date, CMIAE clients have generally included:

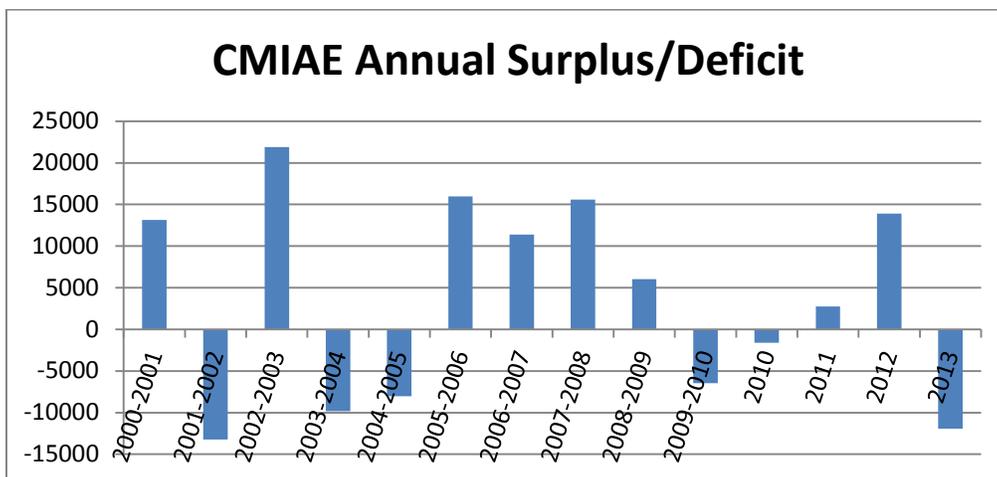
- Professionals – there have been fewer foresters since the economic downturn in 2008; biologists have had varied needs
- Consultants – mostly sole proprietors with some larger consulting firms
- Generally an even split between females and males
- Those who are committed to being life-long learners
- Fewer younger people (in their 30s).

Finances

The amount of retained earnings each year varies, depending on:

- Number of events
- Grants received to support the events
- Participation rates for events
- Other projects that do not earn revenue
- Unavoidable expenses in a given year, such as website overhauls, equipment purchase.

Depending on the year, the total amount of money CMIAE turns over has been between \$80,000 - \$120,000. Courses are hosted on a cost-recovery basis with CMIAE being dependent on grants and sponsorships to support ongoing operations.



Appendix II

CMIAE Events and Courses 1997-2014

More information about all past CMIAE events is available on our [website](#).

2014

1. Solving Wicked Problems – Using Human Dimensions to Inform Natural Resource Management, conference, Sept 30-Oct 1, 2014 in Kimberley
2. Data Manipulation and Scripting in R: Becoming an R-expert, course, May 27 -29, 2014 in Revelstoke
3. Resource Roads in British Columbia: Environmental Challenges at a Landscape Level, conference, May 14-15 2014 in Nelson
4. Natural Processes for the Restoration of Drastically Disturbed Sites, course, May 13, 2014 in Nelson
5. Annual Researchers' Forum and AGM, May 2, 2014 in Revelstoke
6. Statistics Refresher for Biologists: in "R" software, course, May 1, 2014 in Revelstoke

2013

7. Introduction to R Software course, November 5 – 7, 2013 in Revelstoke
8. Statistics for Biologists – A Refresher, course, October 22-24, 2013 in Revelstoke
9. New Ways to use Digital Technology in the Field conference, May 15-16, 2013 in Castlegar
10. CMIAE Annual Researchers Meeting and AGM, May 10, 2013 in Silverton
11. Occupancy Modeling Course, April 16-18, 2013 in Revelstoke

2012

12. Design and analysis of distance sampling studies, course, November 27-29, 2012 in Revelstoke
13. Ordinary and logistic regression, course, November 20-22, 2012, Revelstoke
14. Resource Roads in British Columbia: Environmental challenges at the site level, workshop, November 7-8, 2012 in Cranbrook
15. Natural processes for the restoration of drastically disturbed sites, course, November 6, 2012 in Cranbrook
16. Introduction to "R" Software, course, June 5-6, 2012 in Nelson
17. Soils Refresher, course, May 31 and June 1, 2012 in Castlegar
18. Capture-Recapture for Spatial Data, course, May 29-31, 2012 in Nelson
19. CMIAE Annual Researchers Meeting and AGM, May 1, 2012 in Nelson
20. Urban Wildlife: Challenges and Management, conference, April 18-19, 2012 in Cranbrook

2011

21. Trend Analysis and Environmental Impact Assessment, April 12-14, 2011 in Revelstoke
22. Design and Analysis of Mark-Recapture Studies, April 18-20, 2011 in Revelstoke
23. CMIAE Annual Researchers' Meeting and AGM, May 12, 2011, in Kimberley
24. Carbon Management in British Columbia Ecosystems, June 15-16, 2011 in Nelson
25. Occupancy Modelling, November 1-3, 2011 in Revelstoke
26. Statistics for Biologists - A Refresher Course, October 18-20, 2011, in Revelstoke

2010

27. Aboriginal Cultural Awareness for Natural Resource Managers, April 20-21, 2010, in Revelstoke
28. CMIAE's Annual Researchers' Meeting and AGM, May 12, 2010, in Castlegar
29. Online GIS for Citizen Science and Stewardship, May 13, 2010, in Castlegar
30. GPS Unleashed - Making the most of your GPS unit and online mapping resources, May 14, in Castlegar
31. Introduction to "R" software, August 24-25, 2010
32. Ecological Approaches to Invasive Plant Management, September 13-14, 2010 in Revelstoke
33. Statistics for Biologists - A Refresher Course, September 21-23, 2010, in Revelstoke
34. Trend Analysis and Environmental Impact Assessment, September 28-30, 2010, in Revelstoke
35. Public Participation Skills for Natural Resource Managers, October 4-5, 2010, in Revelstoke
36. Human Dimensions of Natural Resource Management, conference, October 6-7, 2010, in Revelstoke

2009

37. Introduction to Bayesian Methods for Ecologists, November 3-5, 2009
38. Statistics for Biologists - A Refresher Course, October 20-22, 2009, repeated November 17-19, 2009
39. Soil Bioengineering, September 24-25, 2009
40. Ecological Approaches to Invasive Plant Management, September 21-22, 2009
41. Introduction to using R Software, August 19-20, 2009
42. Conserving Wetlands in British Columbia, May 28-29, 2009, Revelstoke
43. Ecological Approaches to Invasive Plant Management, May 26-27, 2009, Revelstoke .
44. CMAIE Annual Meeting, May 7-8, 2009 Creston Valley Wildlife Management Area,

2008

45. Wildland / Urban Interface Fires, Fuel Management, and Ecosystems, November 5-6, 2008 in Cranbrook
46. Ecological Approaches to Managing Invasive Plants, September 25-26, 2008, Revelstoke
47. Design and Analysis of Mark-Recapture Studies, October 7-8 and October 21-23, 2008, Revelstoke
48. Soil Bioengineering course, September 22-23, 2008, Revelstoke
49. Introduction to R Software course, May 28-29, 2008, Revelstoke
50. CMAIE Annual Researchers' Meeting 2008, May 1, 2008, Revelstoke
51. Soil Bioengineering course, April 29-30, 2008, in Revelstoke

2007

52. Design and Analysis of Mark-Recapture Studies, November 20-22, 2007 in Revelstoke
53. Managing Environmental Impacts of Linear Corridors, November 7-8, 2007 in Revelstoke
54. Ecological Restoration in Southeastern British Columbia: Grasslands to Mountaintops, October 11-13, 2007 in Cranbrook .
55. Soil Bioengineering course, October 10-11, 2007 in Cranbrook .
56. Introduction to R Software course, May 7-8 Nelson , repeated May 15-16, 2007, repeated September 25-25, 2007.
57. CMAIE Annual Researchers' Meeting and AGM, May 5-6, 2007 in Radium .

2006

58. Ordinary and Logistic Regression Course, November 7-9, 2006 in Revelstoke and again on April 10-12, 2007 In Revelstoke .
59. Bear Conservation in a Fast-Changing North America, October 24-25, 2006 with field trips on October 26, in Revelstoke .
60. Multidisciplinary Approaches to Recovering Caribou in Mountain Ecosystems, May 29-31, 2006, Revelstoke
61. CMAIE Annual Researchers' Meeting and Annual General Meeting 2006, April 27 – 28, 2006 - Nelson Rod and Gun Club Hall, Nelson

2005

62. Statistics for Biologists - A Refresher Course, November 15-17, 2005 - Revelstoke
63. Creating Bear Smart Communities, November 2-3, 2005
64. Identifying Critical Habitat: Methods, Issues, and Solutions October, 18-19, 2005, Cranbrook
65. Statistics for Biologists – A Refresher Course, May 31- June 2, 2005 - Revelstoke
66. Implications of Climate Change in British Columbia's Southern Interior Forests, April 26-27, 2005
67. CMAIE Annual General Meeting, 2005 April 26, 2005

2004

68. Statistics for Biologists – A Refresher Course, May 11-13, 2004 - Revelstoke
69. Applying DNA Methods to the Study of Wildlife Distribution and Abundance, May 3-6, 2004 - Nelson
70. CMAIE Annual Researchers' Meeting, April 28, 2004 - Nakusp

2003

71. Applying DNA Methods to the Study of Wildlife Distribution and Abundance, December 1-4, 2003 - Nelson
72. CMAIE Annual Researchers' Meeting, April 29-30, 2003 - Blue Lake Forest Education Centre
73. Climate Change in the Columbia Basin, January 17-18, 2003 - Prestige Inn, Cranbrook

2002

74. DNA-Based Wildlife Studies - Study Design, Field Methods, Genetic Analysis, and Analysis of Mark-Recapture Data, November 18-21, 2002
75. Mountain Caribou in 21st Century Ecosystems, October 16-18, 2002

- 76. Conducting Wildlife Post Mortems in the Field, October 15, 2002
 - 77. CMIAE Annual Researchers Meeting & CMIAE Annual General Meeting, April 22-23, 2002
 - 78. Wildlife Chemical Immobilization Course March, 12-15, 2002
- 2001**
- 79. Creating Bear Aware Communities, November 16-17, 2001
 - 80. Non-Invasive DNA Hair Sampling Course, October 2, 2001
 - 81. CMIAE Annual Researchers' Meeting & Annual General Meeting, April 25-26, 2001
 - 82. Fifth Annual Roads Rails and Environment Workshop, March 13 - 14, 2001
 - 83. Wildlife Chemical Immobilization, February 27 - March 2, 2001
- 2000**
- 84. Managing for Bears in Forested Environments, October 17-19, 2000
 - 85. Ecology of the Columbia River Reservoirs, May 9-10, 2000
 - 86. CMIAE Annual Researchers' Meeting, April 27th, 2000
 - 87. Wildlife Chemical Immobilization Course, January 24-27, 2000
- 1999**
- 88. Roads, Rails, and Environment IV, November 2- 3, 1999
 - 89. Managing Forests for Lichen: the Mountain Caribou Issue, September 29-30, 1999
 - 90. DNA Fingerprinting for Wildlife and Fisheries Officers, April 8, 1999
 - 91. Wildlife Immobilization, April 13-15, 1999
 - 92. CMIAE Annual Researcher's Workshop, April 27-28, 1999
 - 93. Learning From the Past Workshop, April 22-23, 1999
- 1998**
- 94. DNA Analysis for Field Biologists, Dec 1, 1998
 - 95. Forestry and Avalanches, Oct 16, 1998
 - 96. Roads, Rails and the Environment III, September 29-30, 1998
 - 97. Researcher's Workshop, May 7, 1998
 - 98. DNA and Field Ecology, May 6, 1998
- 1997**
- 99. DNA Fingerprinting for Wildlife Officers, December 1997
 - 100. Climate Impacts in Mountain Basins, (CLIMB) November 19-20, 1997
 - 101. Roads, Rails and the Environment II, April 9-10, 1997