

# NATIONAL PARKS

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## INSTITUTE

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10-DAY EXECUTIVE LEADERSHIP SEMINAR

### PARTNERS:

**INSTITUTE AT THE GOLDEN GATE**  
**THE UNIVERSITY OF CALIFORNIA, MERCED**  
**STANFORD GRADUATE SCHOOL OF BUSINESS**  
**CALIFORNIA STATE POLYTECHNIC UNIVERSITY, POMONA**  
**UC MERCED ERNEST & JULIO GALLO MANAGEMENT PROGRAM**





## CHANGE, ENERGY AND INNOVATION

**FROM CALIFORNIA'S SIERRA FOOTHILLS TO KENYA'S SAVANNAH PLAINS, THE CHALLENGES FACING THE WORLD'S NATIONAL PARKS AND RESERVED LANDS ARE IMMENSE AND REQUIRE A NEW WAY OF THINKING.**

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Park leaders are faced with rapidly escalating issues such as climate change, habitat loss, encroachment into parks and protected lands, budget constraints and frequent changes in leadership — all of which make management a sometimes overwhelming challenge. That's where the University of California, Merced, and its National Parks Institute Executive Leadership Seminar step in.

- › The seminar — a partnership between UC Merced, the Institute at the Golden Gate, California State Polytechnic University, Pomona and the Stanford Graduate School of Business — provides the opportunity for 30 park leaders from around the world to share knowledge, learn from world-renowned experts on topics that affect the future of natural lands, and learn how to anticipate and lead strategic change, reinvigorate their organizations and incorporate innovative thinking into their management repertoires.
- › Each year, during the seminar's intensive 10-day program, park leaders use the lens of business management strategy to build a framework for future management action.
- › The framework is based on the foundational concepts of an ambidextrous, responsive, triple bottom line thinking organization and three underlying pillars of support: science, law and policy. Within this framework, students learn how to lead change and facilitate organizational renewal.
- › Interactive discussions are lead by premier researchers, naturalists, innovators and park leaders and are supplemented by field excursions, course work, small-group problem-solving sessions and case-challenge learning.

# EDUCATIONAL SETTINGS



## SAN FRANCISCO

The journey participants take during the program is a key element of the seminar's design. This exploration begins at historic Fort Baker and the Golden Gate National Recreation Area, where the key foundational concepts for the course are set by Stanford Graduate School of Business Professor Charles O'Reilly. At this location, the seminar delves into the innovative partnerships and management approaches pioneered by Golden Gate National Recreation Area and the Institute at the Golden Gate in an urban interface protected area.



## UNIVERSITY OF CALIFORNIA, MERCED

The second section of the seminar is hosted by the University of California's newest campus, in Merced. Located in the heart of the San Joaquin Valley, near Yosemite National Park, the university's world-class researchers meld research, technology, innovation and leadership to scrutinize resource challenges and provide management recommendations. The unique relationship between UC Merced and the National Park Service, demonstrated through the collaboration on the National Parks Institute, highlights the value of engagement and partnership between protected-area managers and academic research institutions.



## YOSEMITE NATIONAL PARK

The seminar culminates in breathtaking Yosemite National Park, in the Sierra Nevada mountains. At Yosemite, participants integrate the knowledge and tools learned during previous sessions through interaction with on-the-ground application of protected-area management. As a large, flagship protected area with significant natural and cultural resources, high visitation and world-wide visibility, Yosemite provides the perfect case study for stewardship.



# CASE-CHALLENGE APPROACH

MANAGEMENT, CONSERVATION AND PROTECTION ISSUES ARE APPROACHED FROM A REAL-WORLD CASE PERSPECTIVE. THIS APPROACH, TEACHES HOW TO APPLY A PRACTICAL FRAMEWORK TO ISSUES AND WORK THROUGH CHALLENGING SITUATIONS TO ARRIVE AT A STRATEGIC, INNOVATIVE, WELL-INFORMED PATH FORWARD.

## THE CASE PERSPECTIVE IS ALSO TAKEN ONE STEP FURTHER:

- › Each participant brings a local park management challenge.
- › With feedback from their instructors and peers, each participant develops an implementable action plan for their challenge to take home at the conclusion of the course.

# LEADERS AID LEARNING

SEMINAR PARTICIPANTS ALSO LEARN FROM THE WORLD'S LEADERS AND INNOVATIVE THINKERS. AFTER A PUBLIC, PLENARY ADDRESS HOSTED BY UC MERCED, KEYNOTE SPEAKERS RETREAT WITH PARTICIPANTS FOR AN INTIMATE, CLASS-ONLY DISCUSSION.

## PREVIOUS KEYNOTE SPEAKERS INCLUDE:

Former U.S. President Jimmy Carter, former National Park Service Director Robert G. Stanton and Harvard Professor E.O. Wilson.



PRESIDENT JIMMY CARTER



ROBERT G. STANTON



E.O. WILSON

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The opportunity for partnership between the two — and in the greater scale between an institution of the high quality and probity of the National Park System and the University of California system — is quite extraordinary for the advancement of both research and teaching.



### PHOTO CAPTION:

AT LEFT, PULITZER PRIZE WINNING ECOLOGIST AND AUTHOR E.O. WILSON WITH FORMER NPS DIRECTOR JON JARVIS DISCUSSING THE VALUE OF THE RESEARCH RELATIONSHIP BETWEEN UC MERCED AND NATIONAL PARKS WITH COURSE PARTICIPANTS.



# CURRICULUM AND FORMAT

**THIS SEMINAR IS DESIGNED SPECIFICALLY FOR LEADERS IN PARK AND PROTECTED AREA MANAGEMENT. PARTICIPANTS WILL LEARN TO LEAD STRATEGIC CHANGE BY ANTICIPATING CHANGE, REINVIGORATING THEIR ORGANIZATIONS, AND INCORPORATING INNOVATIVE THINKING INTO THEIR MANAGEMENT.**

A practical framework will be applied to real-world case studies and take-home action plans.

## **FOUR MODULES WILL FOCUS ON:**

- › Leading Change and Organizational Renewal
- › Context Matters: Trends and Critical Issues in Public Land Management
- › Innovation in the Field
- › Generating Motivation and Commitment

## **LEADING CHANGE AND ORGANIZATIONAL RENEWAL**

Learn a universally-adaptable framework and create a usable action plan for strategic leadership that includes:

- › Setting a forward-thinking strategic direction with measurable objectives
- › Analyzing performance gaps and opportunity gaps and their root causes
- › Defining, diagnosing, and shaping desired culture change to execute strategy
- › Managing for short-term solutions while building capacity for long-term strategic visioning and innovation
- › Overcoming resistance to change



## **CONTEXT MATTERS: TRENDS AND CRITICAL ISSUES IN PUBLIC LAND MANAGEMENT**

- › Managers need to understand the context in which they work in order to articulate a clear vision and set a strategic direction.
- › The context surrounding today's parks and protected areas are rapidly changing. They are linked to the economic welfare of nearby communities and to the global welfare at large.
- › Boundary-crossing issues of global concern such as climate change, watershed protection, and an increase in the severity of wildfires have arisen. Partnerships and fundraising have become central to park operations, and parks are increasingly struggling with relevancy due to demographic changes and cultural shifts.

## **INNOVATION IN THE FIELD**

- › This module will focus on expanding the opportunities and mindset of public land managers in imagining possibilities through contact with innovators and best on-the-ground practices in a variety of disciplines.
- › Participants will learn how emerging technologies and creative communicating may allow for more effective operations. Besides hearing from leading innovators, participants will become a think tank of ideas through the creation of a global cohort network of park and protected area leaders.

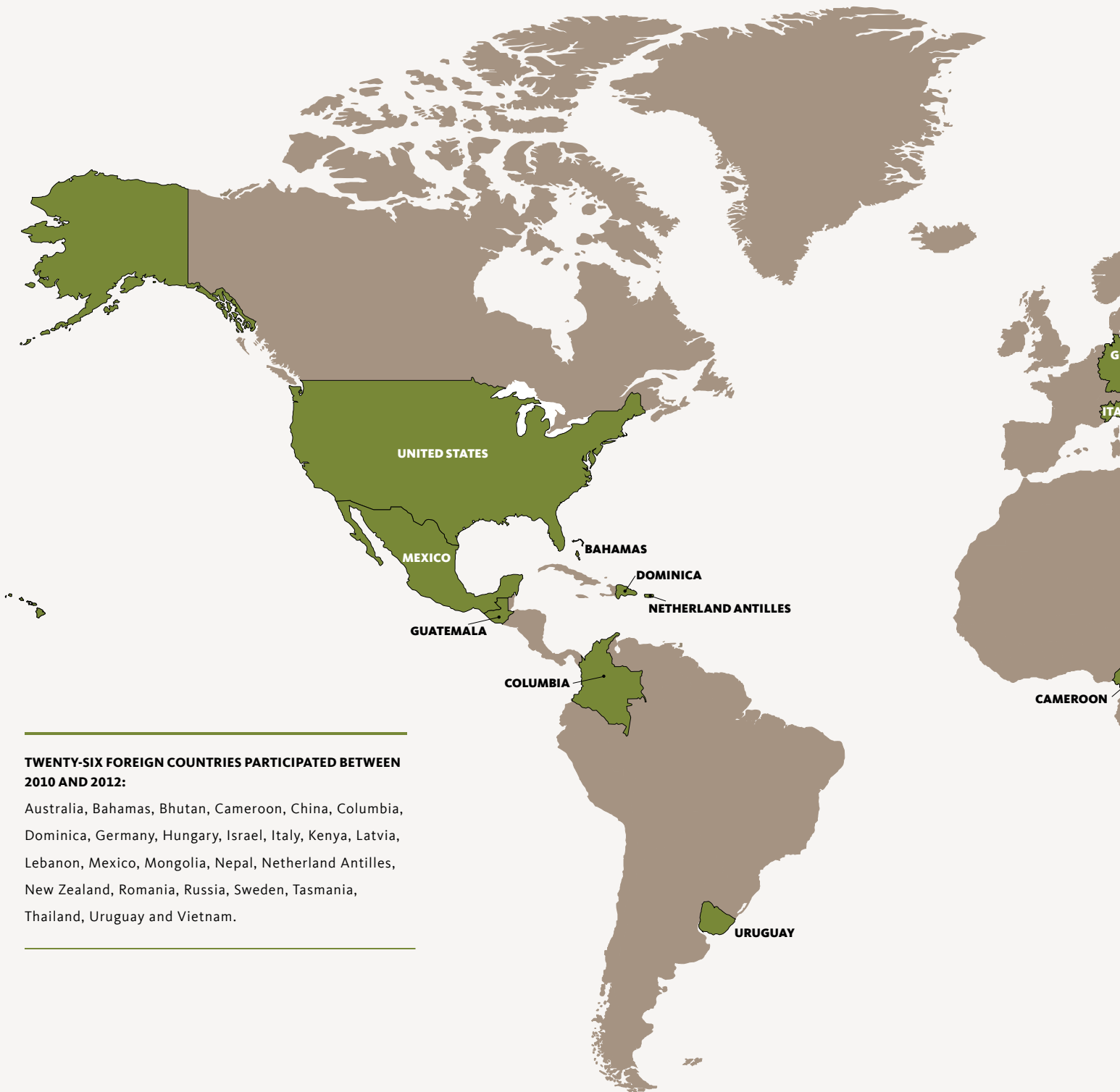
## **GENERATING MOTIVATION AND COMMITMENT**

- › One of the most challenging tasks for a leader is to generate the motivation and commitment necessary to implement change efforts.
- › Managers need to analyze the current culture's ability to execute the desired strategy, and, if necessary, shape the culture. In doing so, they create satisfied employees who understand the goals they are working toward.
- › Highly engaged employees tend to be more resilient to, and supportive of, organizational change initiatives, and can lead to better company performance overall.
- › Strong leaders help shape culture by building clear and consistent communication across the organization, empowering employees, and creating systems for rewards and incentives.

# GLOBAL SCOPE

THE NATIONAL PARKS INSTITUTE EXECUTIVE LEADERSHIP SEMINAR INTENTIONALLY DRAWS NATIONAL PARK AND PROTECTED AREA LEADERS FROM THE UNITED STATES AND AROUND THE WORLD.

By involving multinational park leaders, the seminar gives participants many opportunities to explore how different nations manage park resources under different systems. Each cohort of participants is specially chosen to represent a diversity of perspectives: geographic, political, ecosystem, gender, age, organization type, management level and knowledge area.



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**TWENTY-SIX FOREIGN COUNTRIES PARTICIPATED BETWEEN 2010 AND 2012:**

Australia, Bahamas, Bhutan, Cameroon, China, Columbia, Dominica, Germany, Hungary, Israel, Italy, Kenya, Latvia, Lebanon, Mexico, Mongolia, Nepal, Netherland Antilles, New Zealand, Romania, Russia, Sweden, Tasmania, Thailand, Uruguay and Vietnam.

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# THE FUTURE

Knowledge exchange and relationship development across political boundaries and widely varying backgrounds is critical for the future sustainability of effective and appropriate protected-area management. The personal and professional relationships developed in the seminar serve as an anchor for the professional network and global alumni community of NPI leaders and provide avenues for collective knowledge exchange and continued innovation.



# ABOUT THE NATIONAL PARKS INSTITUTE

**THE NATIONAL PARKS INSTITUTE (NPI) IS THE CULMINATION OF MORE THAN 15 YEARS OF DIALOG AND COLLABORATION BETWEEN YOSEMITE NATIONAL PARK, THE UNIVERSITY OF CALIFORNIA, MERCED, AND THE NATIONAL PARK SERVICE.**

- › The vision for NPI is to have a sustained academic-agency partnership with a physical center on the UC Merced campus.
- › The multidisciplinary institute is devoted to addressing and providing innovative solutions to the challenges that face domestic and international national park and protected-area management.

## **PRESENTED BY UC MERCED'S ERNEST & JULIO GALLO MANAGEMENT PROGRAM:**

- › **The Executive Leadership Seminar**
- › **The Yosemite Leadership Program**
- › **The Wilderness Education Center**
- › **California Center for Parks and Protected Areas Leadership**
- › NPI is part of the Gallo Management Program and will be part of the new School of Management at UC Merced.



## **NPI IS MATURING TOWARD ITS GOAL OF FOCUSING ON:**

- › Scientific research and scholarly thought
- › Technological innovation
- › Non-traditional audience outreach and education
- › International cooperation
- › Academic workforce preparation and management development for current and future national and international park managers and staff
- › Collaboration between academics, researchers, nonprofit organizations, government agencies and private industry

## **AREAS OF SPECIAL EMPHASIS WILL INCLUDE:**

- › Multidisciplinary scientific research
- › Collaborative relationships among national laboratories, state and federal agencies, cooperating universities and within the 10-campus UC system
- › Establishment of a multidisciplinary parks issues think tank for long term problem-solving
- › Research facilities on campus including a center for strategic fire studies and geographic information system (GIS) technology laboratory
- › Forum for discussions on large-scale global issues that challenge protected-area management
- › Curriculum tracks that lead to four-year degrees, advanced degrees and certificate programs in specific areas of land management and leadership
- › Lifelong learning for leadership in environmental and cultural-resource management
- › Development of sustainable technologies for use in public-land-management arenas