

## Section III:

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# *Conservation Leadership Network<sup>SM</sup>*

*Building the capacity of professionals and organizations committed to conservation*

### **Conservation Leadership Network<sup>SM</sup>**

The Conservation Leadership Network<sup>SM</sup> is a program of The Conservation Fund. All courses in this section are sponsored by The Conservation Leadership Network<sup>SM</sup>. Tuition and room-and-board charges for non-NCTC-sponsored courses are the responsibility of the student. Please call the contact in the course description for additional information.

#### **The Conservation Fund**

The Conservation Fund forges partnerships to protect America's legacy of land and water resources. Through land acquisition, community initiatives, and leadership training, the Fund and its partners demonstrate sustainable conservation solutions emphasizing the integration of economic and environmental goals.

# CLN General Information

## What is the Conservation Leadership Network?

The Conservation Leadership Network<sup>SM</sup> (the Network) is a strategic alliance of non-profit and public and private sector organizations dedicated to building the capacity of professionals committed to conservation. The Conservation Fund created the Network in 1998 to provide formal training to conservation professionals from all sectors. The Network is managed by The Conservation Fund's staff housed at the U.S. Fish and Wildlife Service's National Conservation Training Center in Shepherdstown, West Virginia.

The goal of the Conservation Leadership Network<sup>SM</sup> is to expand the knowledge and skills of conservation professionals and, in doing so:

1) increase the effectiveness of conservation organizations; 2) enhance relationships among the non-profit, public and private sectors of the conservation community; and 3) broaden the base of the American conservation movement. The desired outcome of the Network's activities is to cultivate conservation professionals for the 21st century who possess core skills relating to organizational management and leadership; are aware of new conservation theories, approaches, and technological applications; can apply both theory and practice to current conservation issues; can work across disciplinary and sector boundaries to build consensus between diverse stakeholders; and incorporate the land ethic into their daily actions and relationships.

## Strategic Partnerships

Land and water conservation in America is accomplished by conservation practitioners from diverse backgrounds and professional affiliations. The Conservation Fund has cultivated lasting partnerships with a variety of agencies and organizations committed to conservation and leadership training. The strength of the Conservation Leadership Network<sup>SM</sup> is its ever-increasing number of strategic partners working together

to give conservation practitioners the knowledge, skills, and tools necessary to do their jobs effectively. Since 1998, the Network has grown to include over 20 conservation training partners.

The Land Conservation Leadership Program of the Land Trust Alliance and The Conservation Fund is an excellent example of the course development and delivery resulting from the strategic partnerships of the Conservation Leadership Network<sup>SM</sup>. Other Network partners include the National Conservation Training Center/U.S. Fish and Wildlife Service, Urban Land Institute, Sonoran Institute, Conference Board, American Forest and Paper Association, National Park Service, NPS Conservation Study Institute, USDA Forest Service/Cooperative Forestry, U.S. Environmental Protection Agency, USDA Natural Resources Conservation Service, Department of Defense, NOAA Coastal Services Center, Maryland Department of Natural Resources, University of Florida's GeoPlan Center, National Association of Home Builders Research Center, Wharton Executive Education, and Canaan Valley Institute.

## Diverse Learning Opportunities

The Network offers high-quality, affordable, and accessible training to meet the needs of today's conservation professionals.

Conservation Leadership Network<sup>SM</sup> courses and workshops are designed to be relevant to conservation professionals from diverse backgrounds and levels of expertise; be taught by experienced practitioners from the non-profit, corporate, and public sectors; be delivered to a small class to maximize discussion and application to real life; and promote peer learning and cross-sector networking among participants.

Since 1998, the Conservation Leadership Network<sup>SM</sup> has developed 20 courses, a core 16 of which continue to be offered on a regular basis. The Network has also developed and offered over 20 customized regional

capacity building and technology training workshops, as well as executive leadership sessions for key decision-makers of non-profits, corporations, and government.

Network courses, workshops, and leadership sessions are offered at the National Conservation Training Center in Shepherdstown, West Virginia, and at locations around the United States.

Due to increasing demand for Network programs and the rapid growth of land conservation needs at the state, local, and grassroots levels, the Fund has initiated ConservationDirect, a new training program focused on distance learning. ConservationDirect has been developed for conservation professionals working in government, non-profit, and private organizations. Building on our successful place-based training courses, this next phase of the Network will result in distance learning programs that provide professional training for "anyone, anytime, anywhere." Look for more distance learning opportunities through the Network as we make conservation training more accessible and cost-efficient for conservation professionals from across the nation.

The curriculum currently consists of 16 courses developed by the Fund and its partners and funded through the generous support of the Peter Jay Sharp Foundation, the Bingham Trust, the Surdna Foundation, Inc., Ford Motor Company Fund, the Abell Foundation, Inc., Citicorp Foundation, the Ittleson Foundation, Inc., Marpat Foundation, Inc., Richard King Mellon Foundation, Claude Worthington Benedum Foundation, Wallace Genetic Foundation, Tortuga Foundation, The Woodstock Foundation, Inc., The Tucker Foundation, and Jackson Hole Preserve, Inc. In addition, the following public agencies have provided support for the Network's educational offerings: USDA Forest Service, National Park Service, Bureau of Land Management, U.S. Environmental Protection Agency, the Department of Defense, and the U.S. Fish and Wildlife Service's National Conservation Training Center.

# CLN General Information

## Course Participation, Fees, and Registration Procedures

All Conservation Leadership Network<sup>SM</sup> courses are open to participants from the non-profit, private, and public sectors. Course fees and registration procedures vary depending on course provider and location.

## Availability

Most Conservation Leadership Network<sup>SM</sup> courses are available on an annual basis.

## Other Education Opportunities

The U.S. Fish and Wildlife Service offers diverse conservation learning courses that are applicable to the needs and activities of conservation professionals from non-profit, corporate, and other non-governmental organizations. Refer to the NCTC/U.S. Fish and Wildlife Service course descriptions in the first section of this catalog for details.

## Additional Information

Call the contacts listed in the course descriptions for specific information on the dates, locations, fees, and registration procedures for courses offered through the Conservation Leadership Network<sup>SM</sup>. Visit The Conservation Fund's site on the World Wide Web for more information on the Conservation Leadership Network<sup>SM</sup>:  
<http://www.conservationsfund.org>.

### Contacts:

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## About The Conservation Fund

The Conservation Fund is a national non-profit organization that forges partnerships to protect America's land and water resources. Since 1985, the Fund has protected over 5 million acres of open space across the country and initiated a variety of programs to balance conservation and economic development. With the support of our partners, the Fund has become the nation's foremost land and water conservation non-profit. The Fund focuses on a proactive, results-oriented approach to conserving our most important wildlife habitat, wetlands, working farms, forests, and ranchlands. The Fund's leadership training programs are developed "by practitioners, for practitioners" and cover practical tools and techniques for resource conservation.



## Balancing Nature and Commerce in Gateway Communities

Gateway communities are towns and cities that border America's national and state parks, wildlife refuges, forests, and other public lands. What makes gateway communities significant and unique is the public land resource that often serves as the focus of that community's identity and livelihood. This introductory course helps prepare public land managers and gateway community leaders to develop and promote their own gateway community initiatives. The course explores significant issues facing gateway communities and adjacent public lands and the tools that can be used to address those issues. College Credit: 1 semester hour.

**Who should attend:** Managers of public conservation lands, town and city planners, non-profit organization members, community members, and concerned citizens from gateway communities should plan to attend as a team for their locale.

**Length:** 4 days/32 hours

**Objectives:** Describe the social, political, and economic characteristics of gateway communities and public lands;

Identify the benefits of protecting and enhancing the natural, cultural, and visual resources of gateway communities and public lands;

Identify opportunities and procedures for developing partnerships between gateway communities and public land managers; and

Develop implementation and monitoring plans for gateway community and public land actions.

**This course is offered by:** NCTC/U.S. Fish and Wildlife Service, The Conservation Fund, the Sonoran Institute, and the National Park Service [also listed as OUT8115 on page 93].

**Contact:** Margarita Carey  
The Conservation Fund  
**Phone:** 304/876 7924



## Strategic Conservation Planning Using a Green Infrastructure Approach

Green infrastructure represents an interconnected network of natural areas and working landscapes that support native species, maintain ecological processes, sustain air and water resources, and contribute to the health and quality of life for citizens. Through lecture, case studies, and class exercises, this course will introduce participants to the concepts and values of green infrastructure; to innovative tools and techniques for planning, designing, and implementing green infrastructure networks; and to successful approaches for integrating green infrastructure into local, regional, state, and national land use plans, policies, practices, land protection strategies, watershed planning, and community decisions. College Credit: 1 semester hour.

**Who should attend:** Individuals at the local, state, and national level who are engaged in conservation planning, land protection, and management; individuals or organizations who influence decisions regarding the use of land; and stakeholders in all land use decisions.

**Length:** 4 days/32 hours

**Objectives:** Describe green infrastructure concepts and principles and explain their ecological and social benefits;

Discuss techniques for planning and designing green infrastructure networks at the statewide, regional, and local levels;

Describe options for financing and implementing green infrastructure plans; and

Compare and contrast successful approaches for integrating green infrastructure into conservation planning and land protection.

**This course is offered by:** The Conservation Fund, Maryland Department of Natural Resources, the USDA Forest Service, and NCTC/USFWS [also listed as ECS3146 on page 49].

**Contact:** Donna Brewer  
**Branch:** Conservation Science and Policy Training  
**Phone:** 304/876 7451



## How to Plan and Deliver Green Infrastructure Training

The course will provide practitioners involved in strategic conservation planning with the skills and tools to design and deliver green infrastructure (GI) training events for diverse audiences.

Participants of this course will receive the knowledge and skills to design, facilitate, and champion the delivery of a tailored workshop. As participants design their event, assistance will be available from The Conservation Fund and the FWS/NCTC for successful delivery.

**Who should attend:** Individuals at the local, state, and national level who are engaged in conservation planning, land protection, and management; individuals or organizations who influence these decisions; and stakeholders.

**Prerequisite:** Participants are required to take "Strategic Conservation Planning Using a Green Infrastructure Approach" (ECS/CLN 3146) – or comparable training, to be accepted into this course.

**Length:** 4.5 days/36 hours

**Objectives:** Provide an overview of instructional design and delivery techniques;

Discuss methods and opportunities for adapting the national course to a local or regional audience; and

Review the tasks and components involved in organizing and delivering a GI educational training event.

**This course is offered by:** The Conservation Fund and USFWS/NCTC [also listed as ECS3161 on page 53].

**Availability:** Annually  
**Contact:** Mary Kimble  
**Branch:** Environmental Conservation  
**Phone:** 304/876 7449

*Looking for other courses relevant to community action and partnerships? Try "Conservation Partnerships" (OUT8110) p. 90, "Conservation Partnerships in Practice" (OUT8118) p. 90, and "Building Community Support" (OUT8111) p. 92 in the NCTC section of this catalog.*



## **The Practice of Environmentally Sensitive Development**

The last two decades have seen the emergence and increasing marketability of “green” or “sustainable” development. These approaches share the common objective of being designed and marketed to balance environmental protection with economic return. This course provides “why” and “how to” advice to members of the development community and others interested in practical, cost-effective ways to apply the principles and techniques of environmentally sensitive development to the real estate industry. The course is designed to provide knowledge and tools needed to plan and market conservation developments that are both environmentally suitable and financially profitable. College Credit: 1 semester hour.

**Who should attend:** Builders, developers, lenders, community planners, elected officials, and others interested in environmentally and economically sustainable real-estate development.

**Length:** 2 days/16 hours

**Objectives:** Explain the environmental, economic, and design principles fundamental to achieving environmentally sensitive land development;

Identify “best practices” that promote both project- and site-level environmental sensitivity;

Examine “how to” examples that describe specific developments and demonstrate environmentally sensitive design;

Define short- and long-term cost differentials between environmentally sensitive and conventional development; and

Learn how to stimulate and support market, community, and public sector acceptance of environmentally sensitive and sustainable products.

**This course is offered by:** The Urban Land Institute and The Conservation Fund.

**Contact:** David Mulvihill  
The Urban Land Institute  
**Phone:** 202/624 7000

CLN7111

## **GIS Overview for Natural Resource Conservation**

A geographic information system (GIS) is a versatile computer tool that can assist in natural resource conservation planning and decision-making for a community, watershed, region, or state. This overview course describes the basic principles of GIS and helps community-based conservation groups and watershed organizations assess how it can be used to support their conservation goals. Topics include an overview of GIS and global positioning systems (GPS) technology, an evaluation of available GIS tools and data, and the basics of using ESRI’s desktop GIS software.

**Who should attend:** Representatives from land trusts, community-based conservation organizations, watershed and outreach groups, public agencies, and others interested in exploring the application of GIS to natural resource conservation. No previous experience with GIS is required.

**Length:** 1.5 days/12 hours

**Objectives:** Define GIS and GPS;

Describe the basic functionality of GIS;

Explain the availability of GIS tools and data;

Determine how GIS can be used in support of community-based natural resource conservation and watershed protection; and

Learn the basics of a desktop GIS software package.

**This course is offered by:** The Conservation Fund, The Canaan Valley Institute, and NCTC/U.S. Fish and Wildlife Service [also listed as TEC7111 on page 70].

**Contact:** GIS Training Coordinator  
**Branch:** Conservation Land Management  
**Phone:** 304/876 7470



CLN7115

## **GIS Design for Regional Conservation Planning**

Learn how to design a geographic information system (GIS) for a community, region, watershed, or field station to facilitate conservation planning and decision-making. Participants identify system design needs, use GIS software to learn vector- and raster-based analysis techniques, and apply GIS development to a realistic conservation problem. College Credit: 2 semester hours.

**Who should attend:** GIS developers planning or implementing a large-area GIS. Also applicable to developers of systems for large-area ecosystem planning or FWS Ecological Services field offices. Completion of “GIS Introduction for Conservation Professionals” (TEC7112) is recommended. Prior experience with ArcView is required.

**Length:** 5 days/40 hours

**Objectives:** Learn the disciplinary foundations of regional conservation planning;

Discuss GIS design issues for large-area projects, including needs assessment, data acquisition, data quality, coordinate systems, and metadata;

Apply vector- and raster-based spatial analysis techniques (including surface modeling, cell neighborhood functions, and suitability analysis) to regional conservation planning; and

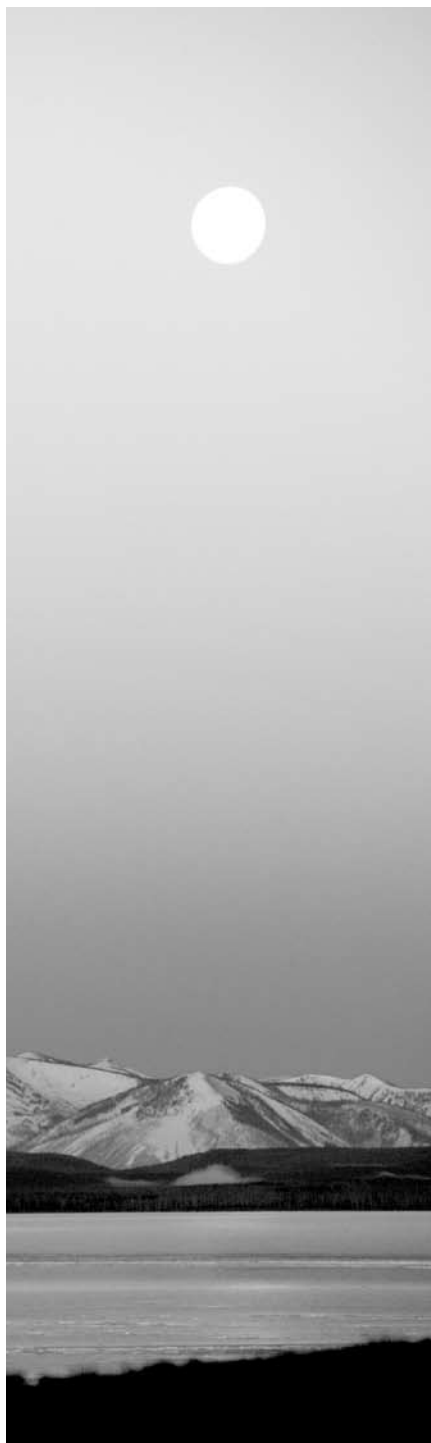
Conduct a regional planning exercise.

**This course is offered by:** The Conservation Fund, University of Florida, and NCTC/U.S. Fish and Wildlife Service [also listed as TEC7115 on page 71].

**Contact:** GIS Training Coordinator  
**Branch:** Conservation Land Management  
**Phone:** 304/876 7470



## Conservation Easement Stewardship



As land trusts and natural resource agencies protect more and more land using conservation easements, their stewardship responsibilities inevitably expand and often become more complex. Therefore, it is crucial for these organizations to be fully aware of the many issues that surround the art and science of conservation easement stewardship. The course “Conserving Land with Conservation Easements” p. 133 and this course are complementary, making it worthwhile for one person to attend both of these courses — the order does not matter. College Credit: 1 semester hour.

**Who should attend:** Land conservationists responsible for conservation easement stewardship. Also suitable for land protection staff, attorneys, and board members interested in better understanding the stewardship implications of conservation easement language.

**Length:** 2.5 days/20 hours

**Objectives:** Explain how the conservation easement language and organization affects stewardship;

Describe the impacts of land planning on stewardship;

Describe baseline documentation—what to include and why;

Discuss archive maintenance and storage;

Discuss how to manage amendment requests;

Describe how to handle minor and major violations;

Explore the budget for and funding of stewardship expenses; and

Learn how to work with future landowners of already-encumbered land.

**This course is offered by:** the Land Conservation Leadership Program of the Land Trust Alliance and The Conservation Fund.

**Contact:** Lisa Jacobson  
Land Trust Alliance  
**Phone:** 202/638 4725



## Conserving Agricultural Lands

Over the past several decades, we have seen agriculture change in many ways, with some farms going out of business, some expanding to tremendous proportions, and others diversifying or changing their economic focus entirely. At the same time, suburban sprawl is relentlessly consuming our farmland. The net result is that the United States is losing over 1 million acres of farmland each year. Farmers want to see their farms endure and are increasingly willing to protect their land, but land trusts, municipalities, and public agencies need to understand their unique and constantly evolving circumstances.

This course gives participants the insight and technical skills needed to effectively protect working farms and the businesses that sustain them in their communities. While most of the topics to be covered are applicable to landscapes across the country, the course focuses on issues most pertinent to eastern and midwestern farmland. College Credit: 1 semester hour.

**Who should attend:** Land trust and other land conservation professionals who have a working knowledge of conservation easements and are involved in farmland protection projects.

**Length:** 2.5 days/20 hours

**Objectives:** Summarize local and global trends affecting agriculture;

Discuss land and estate planning for agricultural land;

Understand the drafting and enforcement of agricultural conservation easements; and

Explain purchase of development rights programs and other approaches to farmland protection.

**This course is offered by:** the Land Conservation Leadership Program of the Land Trust Alliance and The Conservation Fund.

**Contact:** Lisa Jacobson  
Land Trust Alliance  
**Phone:** 202/638 4725



## Conserving Land with Conservation Easements

As property under conservation easements changes hands and surrounding land uses change, land trusts and natural resource agencies must often confront new issues. As a result, we learn valuable lessons for drafting and monitoring new conservation easements. This course reviews state-of-the-art conservation easements as they are used today by land trusts, including basic tax law strategies, drafting, monitoring, and enforcement issues. Special emphasis will be on how conservation easements should be designed with appropriate performance standards to ensure long-term viability and best achieve an organization's goals. This course also addresses planning, drafting, and stewardship issues. Participants dissect and compare conservation easements to better understand how phrases might be interpreted in the future. College Credit: 1 semester hour.

**Who should attend:** Experienced professionals from land trusts and other conservation organizations actively involved with conservation easement programs.

**Length:** 2.5 days/20 hours

**Objectives:** Describe baseline documentation, monitoring programs, and recordkeeping;

Explore drafting lessons learned from latest court decisions and the outcome of easement disputes;

Discuss avoiding major conservation easement violations and dealing with minor violations, as well as handling requests for amendments, approvals, and estoppel; and

Describe drafting conservation easements with performance standards for working lands and working with second-generation landowners.

**This course is offered by:** the Land Conservation Leadership Program of the Land Trust Alliance and The Conservation Fund.

**Contact:** Lisa Jacobson  
Land Trust Alliance  
**Phone:** 202/638 4725



## Conservation Options: The Land Protection Tool Box

To do a job well, you must use the right tools. This truism certainly applies to land conservation projects. Years ago, outright acquisition was the only option available to protect land from inappropriate development. Today, conservation easements are often the land protection tool of choice. These two techniques still form the basic underlying framework for all land conservation transactions, but land conservationists have learned to apply additional creativity and ingenuity to these methods to enhance their effectiveness and flexibility in getting the job done right. Expanding on the Land Trust Alliance's "Conservation Options: A Landowner's Guide," this course helps attendees better understand how specific techniques are best applied to land protection projects. The course also helps demystify title evaluations and appraisals, emphasizes records management, sets the stage for sound stewardship after the deal is closed, and reviews the applicable Standards & Practices for Land Trusts. College Credit: 1 semester hour.

**Who should attend:** Individuals new to the land conservation field, as well as professionals who want a refresher course on the fundamental tools of land conservation.

**Length:** 2.5 days/20 hours

**Objectives:** Discuss land protection tools: fee acquisition, conservation easements, and more;

Explain basic conservation tax law, as well as title evaluations, appraisals, and surveys;

Describe land protection selection criteria, land trust policies, project checklists, and records management; and

Discuss preparations for ongoing stewardship.

**This course is offered by:** the Land Conservation Leadership Program of the Land Trust Alliance and The Conservation Fund.

**Contact:** Lisa Jacobson  
Land Trust Alliance  
**Phone:** 202/638 4725



## Fund-Raising for Land Trusts

For a land trust to be successful, it must develop a sophisticated, targeted land protection program. But to truly succeed, a land trust must simultaneously develop an equally sophisticated fund-raising program. This 2.5-day course provides participants with proven techniques, skills, and the mind-set necessary for effective fund-raising. Participants will learn how to communicate their land trust's work to make it relevant, important, and persuasive to supporters. In addition, the course addresses issues such as determining what type of membership program your land trust should offer, if any; examining how much money your organization needs; and deciding how to measure success. College Credit: 1 semester hour.

**Who should attend:** Development staff from land trusts with one to five staff members, as well as land protection/stewardship staff seeking to gain a much better understanding of how their responsibilities work hand-in-glove with development staff.

**Length:** 2.5 days/20 hours

**Objectives:** Describe how to develop a fund-raising plan;

Explain techniques and basics of annual giving and direct mail;

Address major gifts, capital campaigns, and planned giving; and

Discuss and critique communication pieces, including acknowledgment letters, newsletters, brochures, and other fund-raising materials.

**This course is offered by:** the Land Conservation Leadership Program of the Land Trust Alliance and The Conservation Fund.

**Contact:** Lisa Jacobson  
Land Trust Alliance  
**Phone:** 202/638 4725

## Gateway Communities: Keys to Success (ITV Workshop)

This introductory, televised workshop identifies both the challenges to and tools necessary for successful gateway community/public land partnerships, including how to balance growth and natural resource management, keys to successful communities, and sustainable tourism. The workshop highlights examples in which concerned citizens and public land managers have partnered on joint initiatives that promote community integrity and respect natural, cultural, and historic assets. This is the first workshop in the Gateway Communities distance learning series.

**Who should participate:** Managers of public conservation lands, town and city planners, non-profit organization members, community members, and concerned citizens from gateway communities.

**Length:** 3 hours

**Objectives:** Identify key issues that influence gateway communities and public lands, including growth, tourism, and transportation;

Determine how to promote your community's natural, cultural, and economic assets to preserve community character and the environment; and

Learn tools to promote good development and sustainable tourism.

**This course is offered by:** NCTC/U.S. Fish and Wildlife Service, The Conservation Fund, the Sonoran Institute, and the National Park Service.

**Contact:** Margarita Carey  
The Conservation Fund  
**Phone:** 304/876 7924

## Building Partnerships Between Gateway Communities and Public Lands (ITV Workshop)

Gateway communities and their public land neighbors are challenged to address issues of growth, tourism, and transportation without losing their unique local character and special natural resources. By building long-term, sustainable partnerships, communities and public land managers can more effectively and efficiently resolve these issues and promote a balanced and livable future. This interactive TV broadcast focuses on successful techniques and case studies for building partnerships between local, regional, Federal, and non-governmental entities. This is the second workshop in the Gateway Communities distance learning series.

**Who should participate:** Managers of public conservation lands, town and city planners, non-profit organization members, community members, and concerned citizens from gateway communities.

**Length:** 3 hours

**Objectives:** Identify best practices for building gateway community/public land partnerships;

Discuss case studies that highlight partnership opportunities and challenges and review lessons learned from partnership experiences; and

Learn tools, techniques, and strategies for initiating partnerships between public lands and neighboring communities.

**This course is offered by:** NCTC/U.S. Fish and Wildlife Service, The Conservation Fund, the Sonoran Institute, and the National Park Service.

**Contact:** Margarita Carey  
The Conservation Fund  
**Phone:** 304/876 7924

## Sustainable Tourism in Gateway Communities (Webcast)



This 2-hour Webcast provides an introduction to sustainable tourism as a viable economic strategy as it relates to promoting the natural, cultural, and historic assets of a community. A mixture of case studies, presentation, and discussion will be used to illustrate the various types of tourism and tourists; how gateway communities can capitalize on visitors who pass through on their way to neighboring public lands; and strategies for eco-tourism and heritage tourism that protect the resources and tell the stories of "place." This is the third workshop in the Gateway Communities distance learning series.

**Who should participate:** Public land managers and staff, planners, elected officials, non-profit organization members, community leaders, private business owners, and concerned citizens from gateway communities.

**Length:** 2 hours

**Objectives:** Describe the keys to success for sustainable tourism in gateway communities;

Discuss how sustainable tourism differs from mass market tourism;

Identify strategies for maximizing the benefits and minimizing the burdens of tourism; and

Determine strategies for promoting and interpreting the natural, cultural, and historic features in your community that tell the stories of "place."

**The course is offered by:** NCTC/U.S. Fish and Wildlife Service, The Conservation Fund, and the National Park Service.

**Contact:** Margarita Carey  
The Conservation Fund  
**Phone:** 304/876 7924

*Looking for other related courses? Consider "Introduction to Interest Based Negotiation" (LED5102), p. 107 in the NCTC section of this catalog.*