

## **Roundtable on Sustainable Forests**

# **Participant Perceptions of Regional Workshops on Sustainable Forests**

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## Executive Summary

From late 2003 to early 2004, the Roundtable on Sustainable Forests (RSF) sponsored four regional workshops—in the South, West, North, and Indian Country—to help take the dialogue on sustainable forests to a wider audience and foster discussion of regional issues and data. This analysis examines the perceptions of a representative sample of the regional workshop participants about the workshops’ logistics, content, execution, and outcomes, with special focus on the role of the Montreal Process Criteria and Indicators (C&I) in spurring and informing the discussion of regional issues. The analysis is not based on objective or strictly factual information about these workshop elements, but rather reflects the impressions and insights of individuals as related through interviews.

### *Key Findings*

**Meeting Expectations:** With few exceptions, interviewed participants found the workshop presentations to be informative and well prepared, and appreciated the networking opportunities.

**Identifying Regional Issues and Next Steps:** Almost all of the respondents said the workshops raised issues and ideas that could contribute to a long-term vision, but no single vision emerged. Across the entire pool of respondents, most did not recall particular regional issues that rose to the surface, although a majority from the South were able to point to a handful of issues that emerged at several points. Most workshop participants interviewed did not remember determining specific next steps, but many of the Southern participants thought that subregional workshops would follow, and many Northern workshop participants believed the workshop organizers would use the workshop findings to determine next steps and follow up.

**Providing Leadership:** Most participants who offered an explanation for the absence of next steps and implementation noted a lack of leadership. Some faulted the USDA Forest Service, suggesting the agency should take the lead, provide the resources, and determine the approach. Other respondents looked to the USDA Forest Service not to assume leadership, but to serve as a catalyst for action closer to the ground, while a few sought follow up at the state and local levels.

**Using the Montreal Process Criteria and Indicators:** The Montreal Process Criteria and Indicators (C&I) are widely recognized as a valuable tool at the international, national, regional, and state levels, and the vast majority of workshop participants interviewed saw the relevance of the C&I to understanding sustainable forest issues at multiple scales. However, most of them had difficulty seeing how to scale down and apply the C&I below the national and regional levels or link them to sustainable forest management efforts on the ground.

About one third of the participants interviewed thought that events focused on Montreal Process C&I discussions were an effective model for identifying and addressing regional issues associated with sustainability. Another third held the opposite view. The final third thought the Montreal Process C&I provide a good starting point for discussion, but that more work needs to be done to make them relevant and applicable on the ground. They also stressed that the C&I are just a tool—one of many—and should not be the primary focus of discussion.

**Designing Future Workshops:** Almost all of the participants interviewed said they would attend another regional workshop focused on sustainable forests, but they had strong opinions about workshop structure and content. Most of them stipulated that the workshop would have to have a clear purpose and produce specific outcomes. Several respondents emphasized including a broad spectrum of interests that balances

state and federal agency representatives with nongovernment participants—particularly landowners, land managers, and key decision-makers on the ground.

**Determining a Geographic Scale:** Interviewed participants generally agreed that the multi-state, regional scale of the workshops was appropriate for starting a dialogue on sustainable forest management. However, many respondents said multi-state workshops are not effective for reaching community-level participants and private landowners. Several members of the workshop steering committees thought dialogue should at least begin at a multi-state, regional level, followed by subsequent workshops to address more issues specific to the local/community level.

### ***Key Challenges of Ongoing Dialogue***

The workshops demonstrated a great deal of interest in the goal of sustainable forests and widespread desire to for collaboration, presenting both an opportunity and some challenges for the RSF and USDA Forest Service. For the RSF, the first challenge is that its primary mission is to foster the communication and understanding that creates a foundation for action, while many stakeholders want to move directly to action itself. If the RSF fosters dialogue to support regional and local sustainability efforts, it may need to enlist additional participation from more locally focused organizations to help follow through with the action that regional and local stakeholders seek. In addition, the RSF still needs to convince many stakeholders how its work in general, and the Montreal Process C&I in particular, will enhance existing regional and local sustainable forest efforts.

As the federal lead for the regional workshops, the USDA Forest Service was in the awkward position of convening stakeholders and enlisting their support without the benefit of a formal program to channel the energy and enthusiasm the workshops produced. The Forest Service should clarify for participants both outside and within the agency what it is prepared to do to follow up, as well as what it cannot do.

### ***Effective Strategies and Approaches for Facilitating Regional Efforts***

Feedback from workshop participants points to three basic strategies for facilitating regional efforts:

- Reach out to key forest stakeholder groups that were underrepresented at the workshops. Identify their interests and activities and use their own networks, meetings, and publications to inform them of how the Roundtable's ongoing dialogue could support their priorities.
- In targeted areas, identify key regional or local issues relevant to forest sustainability that spark stakeholder interest and concern. Support dialogue and collaboration focusing on those issues, and help illustrate how the Montreal Process C&I and the *National Report on Sustainable Forests – 2003* can inform efforts to address them.
- Remain engaged as a technical and policy resource in ongoing sustainability activities, such as those of the Upper Mississippi River Basin Partnership. Employ the Montreal Process C&I and the *National Report on Sustainable Forests – 2003* as needed to enhance ongoing activities.

For any of the above strategies, the workshops demonstrated how face-to-face meetings can be valuable and even necessary to achieve the level of education and collaboration that sustainability efforts demand.

## I Introduction and Methods

In mid-2003, the [Roundtable on Sustainable Forests](#) (RSF) proposed holding regional workshops to expand the dialogue on sustainable forests to a wider audience. Focusing on the South, West, North (Upper Mississippi River Basin), and Indian Country, the workshops aimed to foster discussion of issues as well as data, while staying true to the roots of the Roundtable process. Those roots include an explicit shared commitment to the goal of [sustainable forests](#); the use and continuous improvement of the [Montreal Process Criteria and Indicators](#) (C&I) for forest sustainability to better understand trends and conditions of our nation's forests; a balanced and inclusive process; and a culture of mutual respect and shared learning. With this in mind, the RSF defined four purposes to guide planning for the regional workshops:

- Achieve a greater understanding among regional stakeholders of the opportunities and challenges associated with the goal of sustainable forests at a regional scale and within the context of each region's unique ecological, social, and economic conditions.
- Serve as a catalyst and a foundation for ongoing regional dialogue about the goal of sustainable forests.
- Identify the criteria and indicators of sustainable forests that are especially relevant to the particular region within which the workshop is conducted, thereby serving as an important means of input on how to improve the relevance and utility of the Montreal Process C&I in the United States.
- Enhance communication and the sharing of perspectives among forest stakeholders at the national and regional levels.

This analysis sheds light on whether the regional workshops, when taken as a whole, fulfilled their purposes. It examines the perceptions of a representative sample of workshop participants about the regional workshops' planning, logistics, content, execution, and outcomes, with special focus on the role of the Montreal Process C&I in spurring and informing the discussion of regional issues. The analysis is not based on objective or strictly factual information about these workshop elements, but rather reflects the impressions and insights of individuals as related through interviews.

The analysis has three goals:

- Contribute to ongoing dialogue and learning about opportunities and challenges associated with moving towards the goal of sustainable forests at a regional scale.
- Identify effective strategies and approaches for facilitating coordinated and collaborative efforts among regional stakeholders to address regionally specific issues and concerns that may emerge from the ongoing dialogue.
- Inform the RSF leadership and participants about possible future directions of Roundtable activities.

### *Methods*

To conduct an analysis of participant perceptions of the regional and Indian Country sustainable forest workshops, the [USDA Forest Service](#) and the [Meridian Institute](#) (facilitator of the RSF) decided it was critical to enlist a person who was not affiliated with any of the regional workshops or the federal

government. They contracted with Barbara Wells, an independent consultant with extensive experience in natural resource issues, who teamed with Jennifer Hayes and Megan Roessing of the USDA Forest Service. The Meridian Institute and other RSF participants then provided background information and suggestions for performing the analysis, which the project team used in conducting interviews and discussions, preparing a draft analysis, and creating a presentation to stimulate dialogue at the May 2004 RSF meeting in Denver, Colorado.

### ***Stakeholder Groups***

Using the list of eight target stakeholder groups compiled by the RSF Communications and Outreach Workgroup, the project team determined which stakeholder group each workshop steering committee member, participant, and invitee represented: community; Congress; environmental and conservation group; forestry profession; government agency (federal, tribal, state, local); industrial private forest landowner; non-industrial private forest landowner; or researcher. (See [Appendix 1: Targeted Stakeholder Groups](#).) Participants in more than one category (e.g., government agency researchers) were placed in only one category based on the role or affiliation with which they are most strongly associated.

### ***Interviews***

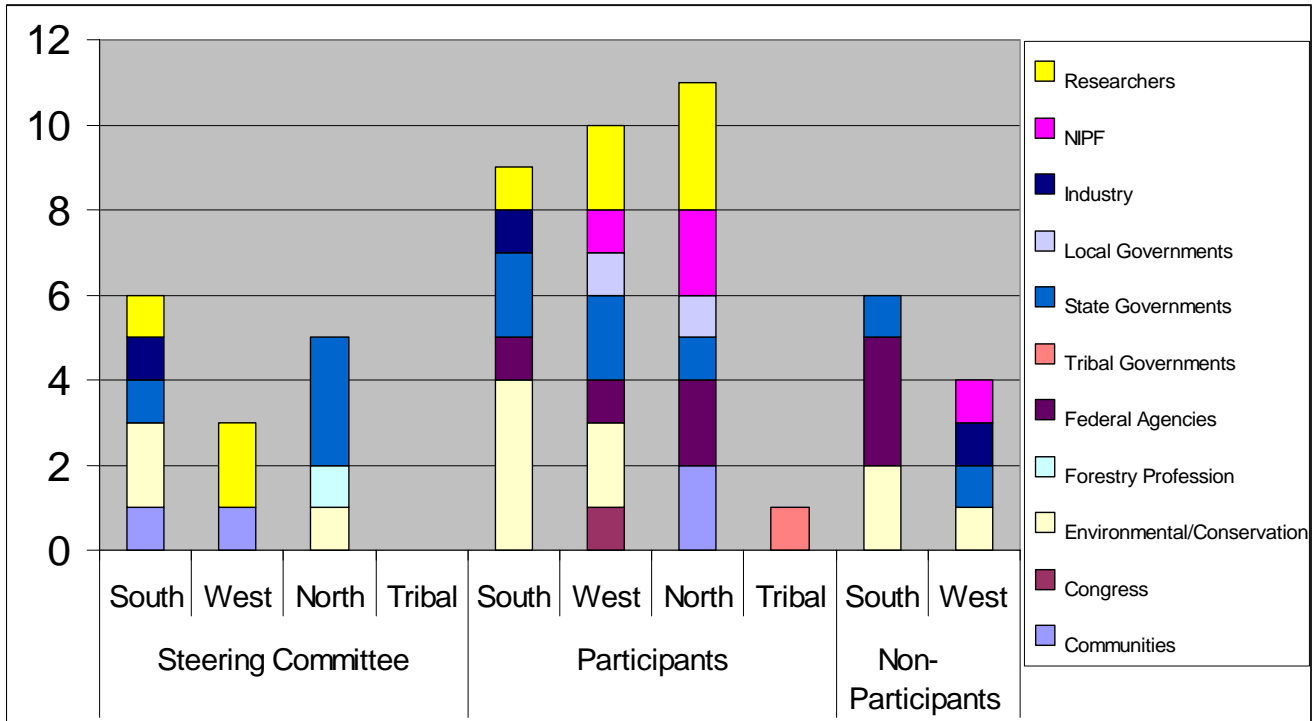
The project team held discussions and conducted interviews with primary workshop coordinators and a diverse sample of steering committee members, participants, and people who were invited but chose not to attend. The workshop coordinators were assigned this task by the USDA Forest Service regional project leads (See Figure 1).

**Figure 1. Overview of USDA Forest Service Regional Workshop Responsibilities**

<b>Region</b>	<b>USDA Forest Service Responsible Deputy Area</b>	<b>Lead</b>	<b>Workshop Coordinator/ Co-Lead</b>
South	<a href="#">Southern Research Station</a>	Peter Roussopoulos	Susan Fox Jennifer Hayes
West	<a href="#">Region 4</a>	Jack Troyer	Scott Bell
North	<a href="#">Northeastern Area</a> State and Private Forestry	Kathryn Maloney	Constance Carpenter Robin Morgan
Indian Country	<a href="#">Region 4</a>	Jack Troyer	Scott Bell

To identify a representative sample of workshop participants and invitees, each regional workshop coordinator submitted names based on subregional geographic areas, stakeholder groups (e.g. industry, local government, environmental and conservation group), and participation levels. The list for each region included four to six steering committee members, 10 to 15 participants, and four to six invitees who did not attend. Of the 82 contacts identified, the team was able to talk with 58, whose names will be kept confidential.

**Figure 2. Participants Interviewed by Region and Stakeholder Group.**



All of the discussions/interviews were done by phone over three weeks, using questions and topics prepared with the assistance of the Meridian Institute. (See [Appendix 2: Questions to Guide Participant Interviews](#).) Interview topics included logistics (location, duration, design); planning (role of the steering committee, compilation of participant names, invitations); content (expectations, objectives, agenda); the role of the Montreal Process Criteria and Indicators; and outcomes (long-term vision, next steps). In addition to the regional contacts, the team met with seven participants who attended all three regional workshops, one of whom also attended the Indian Country workshop. This group addressed similar topics to those used in individual interviews, offering their ability to comment based on all three workshops.

### **Analysis**

The project team compiled responses from all of the participants and analyzed them for commonalities as well as points of disagreement. The team also analyzed the documents used to plan and support the meetings. The agendas were reviewed to assess how they supported stated workshop purposes. The team also used available lists of steering committee members, participants, and invitees to identify the number of participants in each stakeholder group and compare them to the number of invitees.<sup>1</sup>

<sup>1</sup> The numbers drawn from these lists excluded facilitation team members who would not have participated otherwise.

## II Workshop Distinctions

While they shared common objectives, the regional workshops varied in their organization, timing, participation, duration, and scope. These distinctions reflected regional characteristics as well as each region's understanding of Montreal Process Criteria and Indicators (C&I) and level of experience in using them. In addition, for each region a different deputy area of the USDA Forest Service—research, national forests, and state and private forestry—assumed lead responsibility.

**South:** The first of the regional workshops was held in Charleston, South Carolina, on November 18 and 19, 2003. The USDA Forest Service's Southern Forest Research Station served as the federal lead for the workshop, facilitating a steering committee of 16 people. The [Southern Forest Resource Assessment](#)—produced by federal agencies in collaboration with the region's state forestry agencies—provided a foundation for discussion of regional issues.

**West:** The Western regional took place on February 3 and 4, 2004, in Phoenix, Arizona. Its organizers, led by Region 4 of the USDA Forest Service with the help of a nine-member steering committee, had the challenge of covering the West's extremely diverse subregions. However, the workshop benefited from the experience of state and local efforts, including a recently completed report on criteria and indicators by the State of [Oregon](#) and a more local perspective on sustainable forests from the workshop's host, the [Greater Flagstaff Forest Partnership](#).



**North:** The Northeastern Area – State and Private Forestry of the USDA Forest Service had the lead for the Northern regional workshop and enlisted the [Great Lakes Forest Alliance](#) to organize it, with the help of a 20-member steering committee. The workshop focused on the Upper Mississippi River Basin, with the Upper Mississippi Forest Partnership serving as host. The one-and-one-a-half day meeting was held in Lacrosse, Wisconsin, on March 23 and 24, 2004. The workshop drew on the work of the [Northeastern Area Association of State Foresters](#), which had already cooperated with the USDA Forest Service's Northeastern Area in completing a report on regional criteria and indicators based on the Montreal Process C&I.

**Indian Country:** A fourth workshop, *Sustainable Forest Management in Indian Country: Historical Roots and Modern Challenges*, aimed to stimulate an exchange of ideas and perspectives related to the meaning and historical roots of sustainable forest management in Indian Country, and to discuss the challenges of managing forests on Indian lands. The USDA Forest Service, State and Private Forestry, served as federal lead for the one-day workshop, held at the front end of the annual [Intertribal Timber Council](#) meeting on December 9, 2003, in Portland, Oregon. Because of its brief duration, the workshop included no break-out sessions, but the agenda included extended discussion.



### **III Workshop Planning**

#### ***Steering Committee Organization***

The principal regional workshop coordinators assembled steering committees to help plan each workshop. These committees ranged in size from nine to 20 members and covered a breadth of experience and perspectives. The committee members represented state and local governments, federal agencies, researchers, industrial forest landowners, environmental organizations, tribal forest managers, and community interests. Most members interviewed thought the committees were an appropriate size, but several commented that they would have preferred a larger committee with more than one person representing each stakeholder group, so that those interests would still be represented when one of them had to miss a conference call.

Steering committee members varied in their level of involvement, and several members mentioned that the organizational structure allowed people to be as active as they wanted or had time to be. Some attended every conference call and provided a great deal of input, while others could participate in only a few conference calls and the workshop. Interviewed members noted that frequently only about half the steering committee members were on the conference calls. Although the smaller number insured everyone could speak, the calls often had to repeat information to get everyone caught up on what had happened on previous calls.

All of the steering committee members interviewed believed that they had been appropriately engaged and had contributed to planning of the workshop, although several members noted that it was a bit difficult to work in such a short timeframe when people lived far away from each other and meetings had to be held by conference call. Each workshop's geographic area of focus was decided before the formation of the steering committees, but the committees could determine whether to focus on a subregion. The committees played an integral role in crafting the agenda, selecting a site, preparing the invitation lists, soliciting participation, and deciding on speakers and moderators.

Engagement of the steering committees continued up to and throughout the workshops. For example, a Southern steering committee member mentioned that during the workshop, many of the committee members met informally after the first day and suggested changes to the agenda, which were brought up with the larger group and implemented the next day. Many of the Southern and Northern steering committee members are involved in follow up to the workshops as well.

#### ***Invitation Process***

All of the regions recruited participants by invitation, using lists developed with the help of steering committee members, many of whom issued invitations personally. The steering committees chose registration by invitation to ensure that targeted stakeholder groups would be informed about the workshops. The goal was not to get as many people as possible to the workshops, but rather to assemble a diverse group of key stakeholders. This method also allowed workshop planners to set a maximum number of participants, which made organizing much easier and ensured that the cost of logistics and travel support would not exceed their limited funds.

Several committee members mentioned that it took active recruiting to get a good turnout at the meeting. After issuing invitations, the committee often needed to follow up with a personal contact. A committee member from the Northern workshop noted that providing travel support was particularly helpful in getting a good mix of participants at the meeting. Another said that the Northern workshop owed much of its success in developing an agenda and recruiting participants to the Great Lakes Forest Alliance's knowledge and contacts.

The Southern steering committee invited 133 participants, the Western planning team invited 126 participants, and while the exact number of Northern invitees was not available for this analysis, committee members estimate that nearly 1,000 postcard invitations were mailed. Although none of the workshops was openly advertised in newspapers or radio, all allowed participation by individuals who were not initially invited but expressed interest in attending.

### ***Logistics***

Regional factors and steering committee preferences led to various logistical choices for each workshop.

**South:** With just four months to plan, the steering committee for the Southern workshop had some logistical challenges, but one committee member said that working under a tight timeline might have catalyzed quick decision making. The workshop was held over two days in November 2003 at the Mills House Hotel in Charleston, South Carolina. The steering committee members interviewed thought that the location was convenient, with lots of restaurants nearby. Several mentioned that the breakout rooms were small and that the facilities could not have accommodated additional participants. There were opportunities to mingle, but one respondent would have liked an opening reception.

The participants interviewed enthusiastically praised the location. As one respondent noted, "The location was intrinsically interesting, which makes you want to attend." They also found ample time for networking, and agreed that the workshop length was appropriate. One mentioned that as long as participants had to stay overnight anyway, it was good to make use of the full two days rather than starting late on the first day or ending early on the second.

**West:** The Western workshop took place over two days in February 2004 at the Wyndham Phoenix Hotel in Phoenix, Arizona. The steering committee members interviewed said that Phoenix was a central, accessible, cost-effective location, but some thought it was strange to have a discussion of sustainable forests in a metropolitan area. One committee member also commented that the location did not provide many dining or nightlife options. In general, the participants interviewed agreed that the workshop logistics worked well and afforded good networking opportunities. However, one participant pointed out that Phoenix serves much better as a central location for the Southwest than for the whole West, and another said that although the location was nice, the meeting "would have attracted more people if it was in a cheaper, rural setting." One respondent also recommended holding workshops when landowners can be there, such as during weekends and evenings.

**North:** The Northern workshop took place over a day-and-a-half at the Radisson Hotel alongside the Mississippi River in LaCrosse, Wisconsin. The meeting concentrated on the Upper Mississippi River Basin, a much smaller geographic area than those covered by the other regional workshops. Steering committee members interviewed thought that LaCrosse was a good choice because it offered proximity

to both an airport and the interstate, as well as the opportunity to gaze at the Mississippi—the focus of the meeting—during the breakout sessions. However, a few respondents mentioned that it was a long drive for folks from the southern end of the watershed. Some of the participants felt the conference could have used some more time, as a few of the breakouts and the second day felt rushed.

Both steering committee members and participants mentioned the success of the Northern workshop's cabaret/poster session. Held in the evening, the event combined a poster session and social hour, featuring informal discussions of regional issues. Several respondents said they enjoyed the booths and the chance to network, but one participant thought the informal group discussions during the cabaret should have been more clearly announced.

**Indian Country:** The Indian Country workshop was held at the Holiday Inn in Portland, Oregon, one day before the Intertribal Timber Council's (ITC) Board and Committee meetings. The organizers did not choose the location or timing of the meeting, and all of the ITC Board and Committee members were invited to attend. A subgroup of the Western workshop steering committee planned the workshop and regularly reported back to the Western committee for its input.

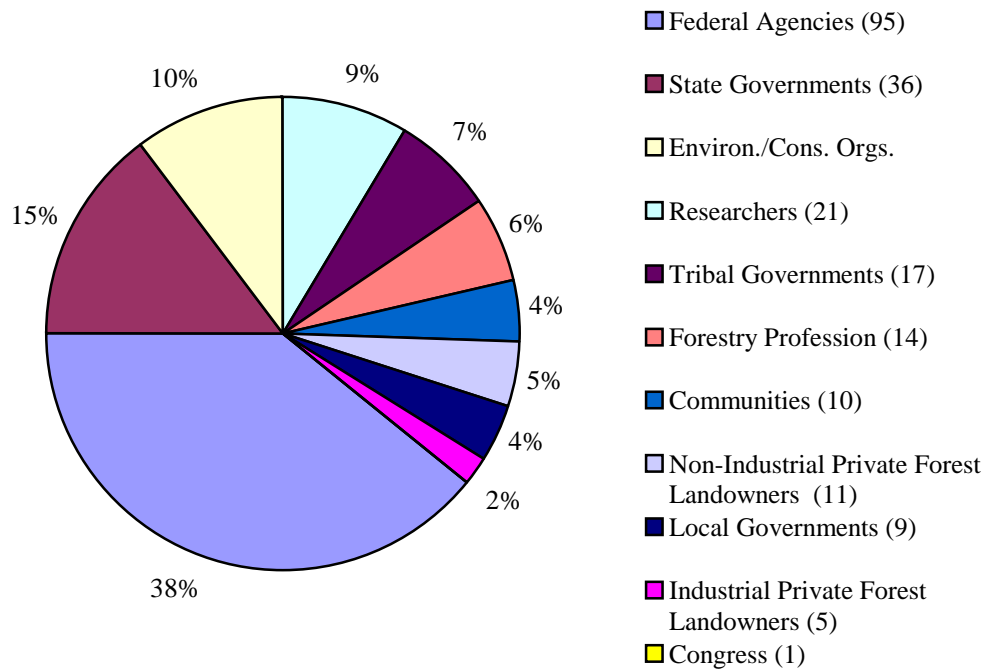
As a workshop designed to engage new stakeholders in the discussions of the Roundtable on Sustainable Forests, its addition to the front end of a tribal meeting made it easy for tribal representatives to participate. One participant noted that bundling the meetings was effective because it reduced the cost of travel and brought together tribal representatives from the entire country. Another mentioned that the one-day duration was a good length for an introductory discussion of sustainable forest management issues and activities.

## IV Workshop Content and Execution

### *Participation*

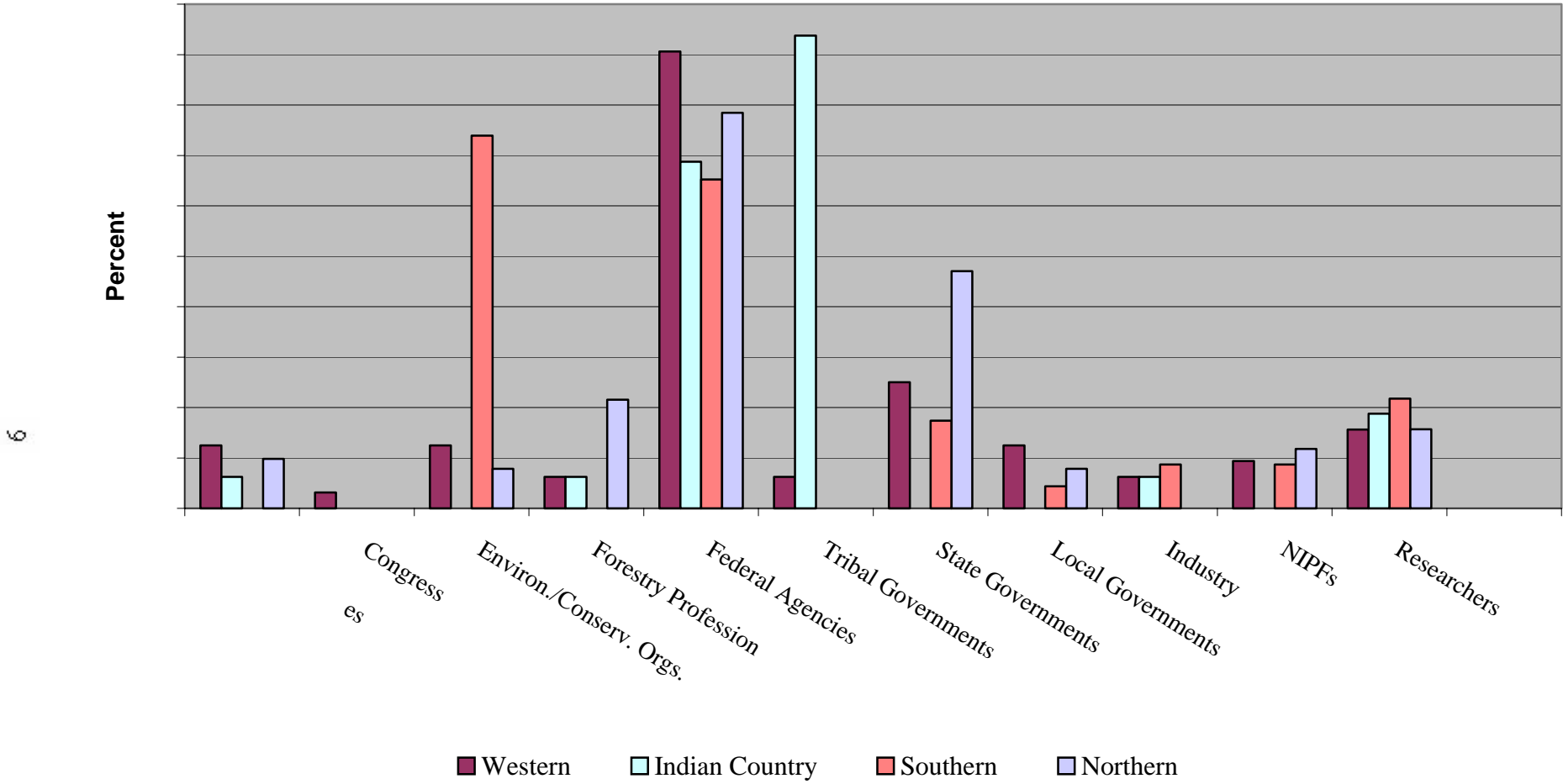
The regional workshops aimed to reach out to diverse forest stakeholder groups, as identified by the Roundtable on Sustainable Forests (RSF) Communications and Outreach Work Group: communities, Congress, environmental and conservation organizations, the forestry profession, federal agencies, tribal governments, state governments, local governments, industrial private forest landowners, nonindustrial private forest landowners, and researchers. A total of 244 forest stakeholders attended the three regional workshops and the Indian Country workshop. Overall, the largest percentage of participants (38 percent) represented federal agencies, including the USDA Forest Service, followed by state government (15 percent) and environmental and conservation groups (10 percent) (see Figure 1).

**Figure 1: Total Regional Workshop Stakeholder Group Participation**



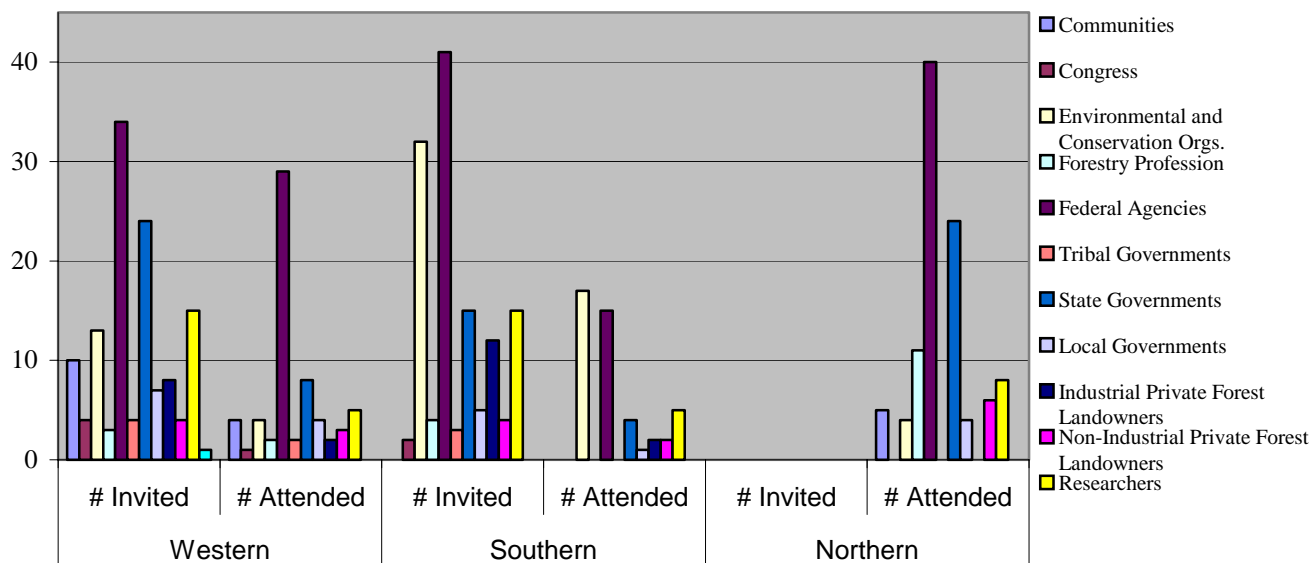
Viewing participation levels at each workshop individually, federal agency representation still accounts for well over 30 percent for all three workshops, but there were some significant differences in other participation rates (see Figure 2). While environmental and conservation groups accounted for more than one third of the Southern workshop participants, they constituted less than 10 percent at the other workshops. State government representation at the Northern workshop approached one quarter of the participants, while accounting for less than 15 percent at the Western workshop and less than 10 percent at the Southern workshop. For obvious reasons, representatives of Indian tribes composed half of the participants at the Indian Country workshop, but ranged from zero to less than 5 percent of the participants at the regional workshops.

**Figure 2. Regional Workshop Stakeholder Group Participation**



Steering committee members interviewed provided their views on the gaps in participation that they observed. For example, some said that the Northern workshop lacked representation of environmental groups and water quality agencies and organizations. Several from the South said that state foresters and landowners were missing, and some Western respondents thought environmental groups, tribal organizations, and landowners were underrepresented. Figure 3 compares the number of invitations to the number of participants representing each stakeholder group for the Western and Southern workshops (invitation lists for the Northern workshop were unavailable). For many categories, about one third of those who were invited decided to attend.

**Figure 3. Stakeholder Group Invited vs. Attended**



Workshop participants interviewed said they attended the meetings for a combination of reasons. About half of the respondents—including most of the representatives of state agencies, environment and conservation groups, and research entities—attended primarily to represent their organizations and find out how their work could be linked with the Montreal Process Criteria and Indicators (C&I) and RSF. According to one respondent, “I saw it as an opportunity to help influence how sustainable forestry would be defined and measured in the Southeast.” Another participant “expected to get a feel for where we are in the West and what the [USDA] Forest Service could offer.” About a third of the respondents were mainly interested in learning more about sustainable forest management and RSF activities, and many sought the chance to network with forest landowners, agency officials, and forestry professionals. Several added that they attended because they were invited, and a few said they could not have attended without travel support.

Most of the nonparticipants interviewed declined invitations to the workshops because of busy and conflicting schedules. A few had other priorities or were not sure the workshop would be a good use of their time. When asked if they would consider attending similar future workshops, about half said they might if they received plenty of notice, didn’t have to travel far, or were convinced the workshop

would produce results. The rest of the respondents said they would not attend a workshop because of other priorities or travel limitations.

### ***Agendas***

Each steering committee worked to develop a workshop agenda that focused on the four goals defined by the RSF (see [Introduction, page 1](#)). (See [Appendix 3: Agendas](#).) There was a general consensus among the members of each region's steering committee that their agenda adequately represented the interests of the forest stakeholders in their region and supported the stated purposes of the workshop. All of the workshops included presentations that provided an overview of the [National Report on Sustainable Forests – 2003](#), the Montreal Process C&I (C&I), the concept of sustainability, and the regional scope of the workshop. They also included breakout discussions on the relevance of the Montreal Process C&I in the region, which fulfilled the goal of enhancing communication and sharing perspectives among national and regional stakeholders. However, because of regional characteristics and priorities, the workshop agendas varied in the degree to which they addressed unique regional ecological, social, and economic conditions; sought to create a foundation for ongoing regional dialogue; and attempted to identify C&I that are especially relevant to the region.

Across the regional workshops, most of the participants interviewed thought that the agendas adequately represented regional interests, and they enjoyed and learned from the presentations. However, several participants offered criticisms and suggestions.

**South:** The Southern steering committee constructed the agenda to increase interest in sustainability and maximize the opportunity for active follow-through. The agenda featured a presentation on the findings of the Southern Forest Resource Assessment, providing a wealth of information on the region. Presentations also covered several policies that affect sustainability: certification, taxes, and landowner incentives. Extensive breakout sessions initially focused on the Montreal Process C&I, but the agenda was modified on the second day when the criteria-based discussions became repetitive. At the end of the workshop, the participants discussed next steps, and the steering committee planned to continue meeting in the future.

A few of the Southern participants thought the agenda could have been more focused on leading to and defining the next steps. According to one participant, “The workshop provided ample opportunity to discuss regional issues, although it floundered in coming up with concrete proposals.” Several also commented that the workshop focus was much broader than regional interests, but one participant thought the workshop “had a good progression from the big picture on down to smaller issues.”

**West:** In part because of the Western workshop's large and extremely diverse geographic scope, the workshop's steering committee made an early decision to take a general approach that would spur interest in sustainable forest management and criteria and indicators—including but not limited to the Montreal Process C&I. The agenda also used case studies on efforts to develop locally based criteria and indicators and promote sustainable forest management to illustrate the potential application of Montreal Process C&I in various parts of the West. At the end of the workshop, participants briefly discussed next steps, but the group did not create a forum to carry the discussion forward.

A few participants thought the workshop should have placed greater emphasis on fostering discussion and collaboration, but noted that the region might be too big for catalyzing action. One participant said

the workshop focused a little more heavily than he would like on the USDA Forest Service and public land.

**North:** The Northern workshop was able to build on the work of the Northeastern Area Association of State Foresters in completing a report on regional criteria and indicators based on the Montreal Process C&I. The agenda focused on the Upper Mississippi River Basin, including presentations by academic experts at the start of each breakout session on the relevance of particular Montreal Process criteria to the watershed. One steering committee member noted, “Because the fact sheets for the presentations were not available for distribution before the workshop, we couldn’t go straight to discussion of implementation issues, but we still got much closer than before.” Another said the presentations “made the indicators come alive,” illustrating key environmental, economic, and social issues in the watershed. Discussion of next steps occupied much of the morning of the second day, providing ideas for the Upper Mississippi Forest Partnership to conduct follow on work.

Most Northern workshop participants interviewed were satisfied with the agenda, with one participant commenting, “I met people I never expected to meet, and learned about issues I didn’t think I could understand.” A few suggested lending a bit more structure to the poster session to facilitate networking.

**Indian Country:** The Indian Country workshop had a unique objective: to stimulate an exchange of ideas and perspectives related to the meaning and historical roots of sustainable forest management in Indian Country and to discuss present-day challenges faced by managers of forests on Indian lands. For that reason, the agenda featured a presentation on the intersection of traditional ecological knowledge with modern science and focused on case studies of forest management in Indian Country. Because the workshop was added on to the ITC conference, no steering committee was established to facilitate a discussion of next steps.

### ***Role of Criteria and Indicators***

The Montreal Process Criteria and Indicators (C&I) are widely recognized as a valuable tool at the international, national, regional, and state levels. The United States has adopted the Montreal Process C&I, the Northeastern area state foresters have adapted them to their region, and the states of Illinois, Maryland, and Oregon have produced reports based on their own criteria and indicators. However, prior to the RSF’s regional workshops, many steering committee members and about half of the participants were unfamiliar with the Montreal Process C&I. Through the workshops, the vast majority of committee members and participants interviewed saw the relevance of the C&I to understanding sustainable forest issues at multiple scales.

When asked if the Montreal Process C&I were a good model for identifying and addressing regional issues associated with sustainable forests, most steering committee members interviewed agreed, saying they provided a good framework or starting point for a meaningful discussion about forest sustainability. However, many committee respondents had difficulty seeing how to scale down and apply the Montreal Process C&I below the national and regional levels. Several members questioned the ability to use C&I to effect change on the ground, and one pointed out that indicator work should be tied to efforts already underway.

Most of the participants interviewed who attended the Southern workshop, and several from the other regions as well, said they were unsure how the Montreal Process C&I might be used at the local level or linked to changing land management practices. While almost all of the respondents saw ways to use

the C&I for understanding their region's issues, several noted the need to determine which of the C&I would apply locally. Others said it was more important to focus on providing technical resources for landowners, using existing studies such as the Southern Forest Resource Assessment, and helping local communities develop Forest Resource Management Plans. One participant asserted that the Montreal Process C&I were never intended to be applied below the international scale, saying that their use at a lower scale would allow a state like California to claim its forests were sustainably managed even as its citizens imported 80 percent of their timber from unsustainable forests overseas.

### ***Geographic Scale***

Interviewed steering committee members and participants generally agreed that the multi-state, regional scale of the workshops was appropriate for starting a dialogue on sustainable forest management. One respondent also said regional workshops could be effective for involving Indian tribes across the United States. However, about half of the committee members interviewed said multi-state workshops are not effective for reaching community-level participants and private landowners. According to one respondent, "The more local the workshop, the more relevant the issues are to community-level people." Many of these respondents wanted more local focus and involvement, but one noted, "We don't have an effective mechanism to take the Montreal framework to the local level." Several committee members thought it was necessary to at least start the dialogue at a multi-state, regional level, waiting for subsequent workshops to address more issues specific to the local/community level.

Most of the participants interviewed—especially representatives of state and local governments and local communities—believed additional workshops could engage more local and community representatives only if they were held at the subregional or local level, concentrating on issues closer to the ground. As one respondent observed, "Local people won't attend or get much out of a [multi-state] regional workshop. You have to limit topics to their interests, which are fairly specialized." Several respondents suggested partnering with local organizations that are familiar with the issues and politics in targeted communities. Others recommended reaching people at the local level through their existing networks, including state associations of townships and state government agencies.

Many respondents believed additional multi-state, regional workshops could be useful as well, whether to engage relatively high-level decision-makers, develop a broad perspective, or gather a diverse mix of participants. However, several said even regional workshops should involve a greater number of landowners, who play a direct and essential role in forest management.

## **V Workshop Outcomes**

### *Meeting Expectations*

With few exceptions, the workshop agendas and presentations met the basic expectations of interviewed participants. They found the presentations to be informative and well prepared, and appreciated the networking opportunities—most notably at the evening cabaret/poster session during the Northern regional workshop. Mild criticisms, mainly from a few representatives of research organizations, noted that the topics were somewhat broader than their interests, and one said there was a little too much emphasis on the USDA Forest Service and public land. Interviewed steering committee members expressed satisfaction with the workshops as well, but a few offered suggestions for improvement, including more narrowly focused group discussions, broader representation, and a greater emphasis on implementation and discussion of next steps.

### *Creating a Vision*

Interviewed participants defined a long-term vision for the future in a variety of ways. For example, some said the intention to apply the Montreal Process Criteria and Indicators (C&I) at a regional or local scale constitutes a vision. Others thought a vision meant agreement on which regional sustainability issues need to be addressed, and still others equated a vision with specific next steps. Almost all of the respondents said the workshops raised a lot of issues and ideas that could contribute to a long-term vision, but no single vision emerged. As one respondent noted, “There may never be a single long-term view, but people came out with a better perspective on some of the options.” Most agreed that creating a vision would require more work, but they differed on whether there was a commitment to follow up.

Similarly, few of the steering committee members interviewed believed the workshops produced a long-term vision, but about half of them thought the discussions were a step toward developing one. According to one respondent, “No vision emerged, but it will. The meeting elicited the input, but it will take time to synthesize it.” A few of the respondents did not think the workshops were meant to define a long-term vision, while others were disappointed when no vision emerged from the workshop discussions.

### *Identifying Regional Issues and Next Steps*

Among the entire pool of participants interviewed, most did not recall particular regional issues that rose to the surface, although a few noted the issues of invasive species and the need for better social data. However, a majority of Southern workshop participants pointed to forest fragmentation. In addition, one participant in the Indian Country workshop believed a central issue emerged: the importance of forests to Native American culture. According to the participant, “The forests support a way of life. We need to increase awareness that sustainable forestry for tribes is about cultural survival.”

Most workshop participants interviewed did not remember determining next steps, but many of the Southern participants understood that “hot spot” studies or subregional workshops would follow, concentrating on the Southern Appalachians, lower Mississippi River Valley, or Florida Panhandle.

Similarly, most participants interviewed were not aware of efforts to implement next steps, with the exception of a few Northern workshop participants who believed the organizers would use the workshop findings to determine next steps and follow up.

Most participants who offered an explanation for the absence of next steps and implementation noted a lack of leadership. Some faulted the USDA Forest Service, including one respondent who observed, “The Forest Service isn’t taking the lead, saying ‘we have the resources, we’re tasked to do this, here’s the approach we’ll take.’” Another said, “If the Forest Service really wants to use [the Montreal Process] C&I, they need to dedicate resources and include it in their performance measures.” Another thought the USDA Forest Service’s upper management did not see the broader issues of sustainability as a priority, citing the small number of the agency’s senior officials who participated in the workshop.

Other respondents believed the implementation of next steps depends on the USDA Forest Service serving as a catalyst and supporter of action closer to the ground, but not necessarily taking the lead role. According to one respondent, “the process is top-down and heavy handed.” Another said, “A bottom-up model is needed, but there is no vision, nothing to get on board for. We need collaboration, but there’s no inspiration.” According to another, “The Roundtable is still seen as a [USDA] Forest Service initiative. It should partner with organizations holding other meetings rather than always putting on its own.”

A few respondents sought follow up at the state and local levels. One participant would have liked to have seen more commitment from the states, saying, “They asked ‘how will we get this done?’ and ‘who will pay?’ They should have thought about that before.” Another hoped his county would apply for funding to continue work on sustainability issues, and a third took it upon himself to contact his local forester after the workshop to discuss how to work together.

Steering committee members interviewed had more specific impressions about next steps and their implementation than did the workshop participants, and there was greater intra-regional consistency in their responses. Like the Southern workshop participants, most of the Southern steering committee respondents thought the workshop organizers would plan a follow-up workshop, focusing on a subregion and specific issues, such as land-use changes and invasive species. Most of the Northern workshop committee respondents believed next steps would be worked out after the workshop and implemented through collaboration among the Great Lakes Forest Alliance and state foresters in the Upper Mississippi River Partnership. Some noted that the Northern workshop benefited from both the previous work on developing criteria and indicators for the region, which enabled the workshop to focus on a subregion, and the designation of a dedicated staffer and state foresters to follow up.

The Western steering committee respondents agreed that no next steps emerged from the workshop, and most thought the workshop was not meant to determine next steps. Similarly, the Indian Country workshop did not address specific next steps. According to one respondent, “The tribes are still absorbing information and figuring out how this meeting can be mutually beneficial.”

### *Applying the Workshop Experience*

Most of the participants interviewed, especially in the South, said the workshop stimulated them to apply the experience to their subsequent work—not directly, but by influencing their thinking or creating useful relationships. A few also said the workshop experience reinforced work they were

doing already. However, several respondents said the workshop did not affect their work, mainly because they did not see themselves as being in a position to act on the workshop's information. Some respondents also said there is no mechanism or funding for them to apply the experience to their work. In addition, one participant commented that the workshop would not affect the work of small landowners; it was really about state and federal agency professionals talking to each other and was successful at doing so.

Among steering committee members interviewed, there were regional distinctions in their perceptions of how participants would apply the workshop experience, stemming from the characteristics of each workshop. In the South, where the Southern Forest Resource Assessment has increased awareness of forest-related issues, committee respondents reported that the participants were thinking about the issues and interested in further dialogue and collaboration. In the North, where the workshop targeted a subregion and state foresters in the Upper Mississippi Forest Partnership were designated to follow up, committee respondents were confident that the workshop experience would be applied, at least at the state level. In the West, where the workshop provided a more preliminary introduction to the Montreal Process C&I, most committee respondents did not know if participants would apply the experience. A few respondents had seen no indication that they would, while one observed, "It's hard to say—some people came to the workshop already committed to using the experience, but others just left informed."

### ***Focusing on Montreal Process Criteria and Indicators***

About one third of the participants interviewed thought that events focused on Montreal Process Criteria and Indicator (C&I) discussions were an effective model for identifying and addressing regional issues associated with sustainability. These respondents were impressed with the ability of the Montreal Process C&I to encompass a range of issues, link with other efforts, and focus discussion on specific elements of sustainability. A majority of the respondents who attended the Northern workshop held this view.

Another third of the respondents thought the Montreal Process C&I provide a good starting point for discussion, but that more work needs to be done to make them relevant and applicable on the ground. They also stressed that the C&I are just a tool—one of many—and should not be the primary focus of discussion. One participant complained that the "agency people" were not thinking enough about transferring their work to the real world: "They seem to overplan and underact." Others noted that it would be more effective to focus on just a few key indicators in a region that is defined in a meaningful way, such as a watershed. One participant said Montreal Process C&I discussions would be effective only if they helped prioritize key problems and led to a synthesis of effort to address them.

For many reasons, the remaining participants interviewed did not think focusing on Montreal Process C&I discussions was an effective model for identifying and addressing regional issues. One said that if the goal is to reach private landowners, "you can't bring C&I down to the landowner level in a day and a half." Others would prefer focusing on best management practices. As one participant noted, because the Montreal Process C&I use trailing indicators rather than leading indicators, once they detect a trend it may be too late to reverse it. One participant expressed concern about the lack of resources for applying the C&I, saying that the effort to apply them will fail without an investment to integrate them into the USDA Forest Service's work.

The steering committee members who were interviewed had a more favorable view of using Montreal Process C&I discussions to identify and address regional issues, but most of them saw limitations to this approach. Many steering committee respondents saw the C&I as a way to lend structure to a discussion of sustainability, but not to address issues on the ground, where more focus is required. Some said the C&I can be confusing and overwhelming, and a few respondents in the South thought the Southern Forests Resource Assessment could be a more useful tool. In the North, one committee member thought that it might have been more useful to discuss the Montreal Process C&I later, after the stakeholders in the Upper Mississippi subregion had agreed on a vision and reached a point where they needed a measurement tool. Similarly, another suggested that rather than making the C&I a topic of discussion, it might be more effective for the C&I to be “teased out” of a discussion of environmental issues surrounding a specific subregion.

### ***Interest in Future Workshops***

Almost all of the participants interviewed said they would attend another regional workshop focused on sustainable forests, but they had strong opinions about the workshop’s structure and content. Most of them, particularly in the South, stipulated that the workshop would have to have a clear purpose and produce specific outcomes. “A core group needs to decide on clear goals and shorter timelines, or else you have a never-ending process with nothing concrete,” said one. According to another respondent, “Discussion should be brought down to the issue level, so that the workshop can come up with an action plan and a way to enlist partners, obtain funding, and measure progress.” In addition to follow up through commitments to implement next steps on the ground, some respondents recommended disseminating newsletters and white papers to maintain interest.

Many Western respondents also stressed the need for more localized workshops focusing on a smaller landscape, but fewer Southern and Northern respondents raised this issue. In addition, several respondents stressed the importance of the workshop composition and the need to include a broad spectrum of interests that balances state and federal agency representatives with nongovernment participants—particularly landowners, land managers, and key decision-makers on the ground.

A few respondents would like a workshop to focus on the regional impacts of local decisions. As one person noted, “The key issue is how to get the locals thinking about how their decisions affect larger areas, when they lack time and resources.” Many respondents also suggested specific workshop topics, including forest restoration; forest certification and management; financial and technical assistance for landowners; the impact of taxes and subsidies; and land-use pressures on forests, including the suburban/rural interface, fragmentation, and sprawl. One participant said the workshop should focus on social and economic issues, because “the minutia of environmental issues won’t mean anything if the forest is gone.” A special issue for Indian Country is how to translate the observations and knowledge gained from managing land for thousands of years into terms that are meaningful for people trying to understand sustainability on a larger scale.

A few participants commented that workshops were not an efficient use of resources, and smaller focus groups or conference calls that provide more “two-way communication” would be better. Some of them would prefer to communicate by email, but others said email is too easy to overlook. Web pages were suggested as another means of communication, accompanied by email notification of updates with links to the site.

## VI Interpretation

### *Key Challenges of Ongoing Dialogue*

The three regional workshops and the Indian Country workshop demonstrated a great deal of interest in the goal of sustainable forests. Across all stakeholder groups, the participants expressed a desire to learn from and collaborate with one another. They raised numerous pressing issues, from watershed management and forest fragmentation to landowner assistance and tax policies. Many of them are ready and waiting for leadership, which poses both an opportunity and a challenge not only for the Roundtable on Sustainable Forests (RSF), but for the USDA Forest Service as well. Based on the results of participant interviews, the analysis identified the following challenges.

**RSF Challenges:** The RSF's first challenge is that its primary mission is to foster the communication and understanding that creates a foundation for action, while many stakeholders want to move directly to action itself. By its own account, the RSF "has stimulated a national discussion of (sustainable forests) and has served as the catalyst for more collaborative data management relationships among several federal agencies. The Roundtable has utilized multi-stakeholder dialogue as the primary vehicle for inquiry, input, and feedback." If the RSF chooses a role of fostering dialogue to support regional and local sustainability efforts, it may need to do more work to enlist additional participation from more locally focused organizations to help follow through with the action that regional and local stakeholders seek.

The second challenge for the RSF is in effectively communicating the value of the Montreal Process Criteria and Indicator (C&I) framework and participation in the ongoing Roundtable dialogue on forest sustainability. Especially where efforts to advance sustainability are underway, it can be difficult to explain how the RSF complements rather than competes with them. Particularly at the regional and local levels, some people question why they should use the Montreal Process C&I when they have their own data frameworks. The RSF still needs to convince many stakeholders how its work in general, and the C&I in particular, will enhance existing regional and local efforts.

**USDA Forest Service Challenges:** The USDA Forest Service faces a major challenge as well. As the federal lead for the workshops, the agency was in the awkward position of convening stakeholders and enlisting their support without the benefit of a formal program to channel the energy and enthusiasm the workshops produced. The Forest Service should clarify for participants both outside and within the agency what it is prepared to do to follow up, even if only as a catalyst for independent regional and local efforts. Just as important, the agency should be clear about what it cannot do.

In addition, some of the people interviewed question whether the USDA Forest Service has yet succeeded in making sustainable forests an agency-wide, overarching priority, and how well the agency collaborates internally in pursuing that goal. For example, in planning the regional workshops, each of the USDA Forest Service deputy areas serving as the lead successfully involved various outside stakeholder groups, but often did not coordinate with their Forest Service counterparts from other deputy areas in the region.

### *Effective Strategies and Approaches for Facilitating Regional Efforts*

Feedback from workshop steering committee members and participants points to three basic strategies for facilitating future regional efforts:

- Reach out to key forest stakeholder groups that were underrepresented at the workshops. Identify their interests and activities and use their own networks, meetings, and publications to inform them of how the Roundtable’s work can support their priorities.
- In targeted areas, identify key regional or local issues relevant to forest sustainability that spark stakeholder interest and concern. Support dialogue and collaboration focusing on those issues, and help illustrate how the Montreal Process C&I and the *National Report on Sustainable Forests – 2003* can inform efforts to address them.
- Remain engaged as a technical and policy resource in ongoing sustainability activities, such as those of the Upper Mississippi River Basin Partnership. Employ the Montreal Process C&I and the *National Report on Sustainable Forests – 2003* as needed to enhance ongoing activities.

For any of the above strategies, the workshops demonstrated how face-to-face meetings can be valuable and even necessary to achieve the level of education and collaboration that sustainability efforts demand. This analysis identified the following ways to make workshops most effective.

**Purpose and Outcomes:** First and foremost, the majority of participants interviewed said that a workshop needs a clear purpose that leads to tangible outcomes, including next steps. Most respondents favored workshops that concentrate on specific, local issues in a region whose boundaries are logically defined (such as a watershed), and involve landowners, stakeholders, and decision-makers on the ground. These meetings can be especially successful when a local or regional group—such as the Great Lakes Forest Alliance—partners in organizing the meeting; lends its knowledge of local politics, interest, issues, and players; and then assumes a role in following up. Some participants believed there is a need for meetings on overarching regional issues as well, involving higher-level officials and organization leaders who can identify and build on linkages between local efforts. Workshops can serve either a specific or an overarching purpose, but it is difficult for a single workshop to serve both.

**Clarification of the USDA Forest Service Role:** Many workshop participants thought the USDA Forest Service should have assumed more responsibility for follow up to the regional and Indian Country workshops, despite the fact that one of the agency’s primary goals in funding the workshops was to encourage participants to define their own goals and take the lead in moving forward. This confusion about the USDA Forest Service role can undermine the agency’s efforts to generate the involvement, leadership, and action of other forest stakeholders. To achieve its goals, the Forest Service should ensure that workshop participants understand the agency’s role: to provide information, help forest stakeholders network with one another, and elicit feedback on strategies for advancing sustainable forest management.

**Lead Time:** When asked if they would have done anything differently in planning the workshops, several of the steering committee members interviewed said they could have used more time to plan. Workshops require ample lead time—typically six months to a year—both for steering committee members to recruit a diverse mix of participants and fully engage in planning, and for participants to clear their schedules and make arrangements to attend. Lead time is also needed to arrange to hold workshops in conjunction with the scheduled meetings and conferences of target organizations, which may set their agendas a year in advance.

**Participation:** By using invitations instead of open registration, workshop organizers can accommodate limited budgets and maintain a desired balance of participants, but significant effort is required to enlist members of all stakeholder groups. Several steering committee members interviewed would have sought more participation by particular stakeholder groups at the regional workshops, including (depending on the region) representatives of environmental groups, tribal organizations, landowners, the forest products industry, and certain federal agencies such as the U.S. Environmental Protection Agency. Other key groups not well represented at the regional workshops included local government and communities.

Generating increased participation by key groups may be a matter of increasing the number of invitations targeted to them. For example, the Southern workshop probably had an unusually high percentage of environmental and conservation group participants simply because its steering committee invited so many. Having well-connected representatives of key groups may also be an important tactic. To identify and recruit participants, organizers could enlist the help of untapped landowner, planning, and community groups, and should continue to offer travel support. It also may be helpful to track the reasons why people turn down invitations as the responses come in, so that organizers can determine if something about the workshop is hindering participation.

**Logistics:** As one participant noted, workshops that are held during the workweek attract participants whose employers pay them to attend—mainly federal and state government officials. For others, including many local officials, community representatives, and landowners, workshops held during their free time on evenings and weekends may draw a higher turnout. If the meeting requires an overnight stay, these participants may wish to make the most of the opportunity by attending for two full days rather than a day and half. Finally, all participants seemed to enjoy an attractive setting, but many respondents also wanted workshops to be held in a central, accessible location, close to where they live, and near a resource of interest, such as a forest or river.

**Meeting Materials:** Many participants interviewed mentioned that they had done research before the workshops to learn more about the Montreal Process Criteria and Indicators. Several of them also said that prior to the workshops, it would have been helpful to have research material, such as printed copies of the *National Report on Sustainable Forests – 2003* and the Northern workshop's fact sheets on individual criteria. Therefore, it seems that workshop participants would be willing to review workshop information in advance of the meeting. By preparing and distributing background information before the workshops, organizers could reduce the amount of meeting time needed to orient participants, leaving more time for substantive discussions.

**Follow Up:** Workshops can generate interest and excitement among participants, but it dissipates rapidly without follow up. This energy would not be lost if organizations or core groups of individuals were designated before the workshop to maintain contact with the participants, even if only to apprise them of ongoing deliberations, potential activities, or general news and information. Communication can take the form of a monthly email offering brief updates or links to useful web pages. Follow-up communication also can make use of the emails, newsletters, and web pages produced by targeted stakeholder groups.

## **Appendix 1: Targeted Stakeholder Groups as Defined by the Roundtable on Sustainable Forests' Communication and Outreach Workgroup (in alphabetical order)**

- 1. Communities:** Urban, rural, and tribal communities should be engaged so that all Roundtable participants can better explore ways in which the Montreal Process Criteria and Indicators (C&I) can help address forest trends and conditions at a scale smaller than the national level.
- 2. Congress:** Congress initiates and shapes federal funding priorities, which can be informed by the C&I. The Roundtable should work to bring Congressional staff to Roundtable dialogues to increase understanding of sustainable forest management (SFM) and the use of the C&I.
- 3. Environmental and Conservation Organizations:** National and regional environmental and conservation groups have an important voice in the SFM arena. The Roundtable should contact such groups in order to determine their awareness of the C&I and to engage their interest.
- 4. Forestry Profession:** The forestry profession, which includes both scientists and practitioners, needs to be included and made to understand why the C&I are relevant to them.
- 5. Government Agencies**
  - A. Federal Agencies:** The Roundtable needs to do more to draw the link between SFM and agencies besides the USDA Forest Service. The indicators themselves cross over into many agencies' jurisdictions.
  - B. Tribal Governments:** Tribally owned forests are an important element of the national landscape. In some parts of the country, tribal governments play an important role in forest management and forest economics at local and regional levels.
  - C. State Governments:** State governments, particularly governor's offices and forestry agencies, play a critical role in the implementation of forest policy. Moreover, state forestry agencies are an important link to non-industrial private landowners.
  - D. Local Governments:** Local governments play an important role in policy decisions that affect forest landowners. They are critical to addressing important SFM issues such as fragmentation and urban forestry.
- 6. Industrial Private Forest Landowners:** The Roundtable should do more to reach out to private industrial forest landowners. This is a diverse group that is very active in both the science and policy arenas. In addition, its interests range from the international to the local.
- 7. Non-Industrial Private Forest Landowners:** The Roundtable needs to reach out to these key forest stakeholders and bring their important voice to the Roundtable process. The most effective way to reach these groups will be through member-based organizations and with materials that highlight their critical role as individual stewards of the forests.
- 8. Researchers:** University professors, agency scientists, and other researchers are a key audience for advancing the understanding of the C&I. This group can influence professional assessment and monitoring methods and plays a key role in educating future professionals.

## **Appendix 2: Questions to Guide Participant Interviews**

The content of the project team’s interviews with workshop coordinators, steering committee members, participants, and non-participants varied with the flow of conversation. However, they all covered common topics and used the questions below to guide the discussion.

### **COORDINATOR QUESTIONS**

#### **Invitation/Participation**

- 1) How was the invitation list compiled? What was the desired composition?
- 2) In your opinion, why were certain stakeholder groups motivated or not motivated to attend?
  - Did you have any “gaps” in terms of the stakeholders represented at your workshop?
  - Why do you think certain groups (or people) were motivated to attend? Why do you think others were not motivated to attend?

### **STEERING COMMITTEE QUESTIONS**

#### **Invitation/Participation**

- 1) How was the invitation list compiled? What was the desired composition?
- 2) Why did the committee choose invitation only vs. open registration? What did the steering committee see as the advantages and disadvantages of the two approaches? Were there any specific consequences of the route your committee chose?

#### **Agenda**

- 3) Did the agenda adequately represent the interests of forest stakeholders in the region?
- 4) Do you feel that the agenda supported the workshops’ stated purposes? Why or why not?
- 5) Did the agenda address additional purposes as well? Why were those purposes important to the steering committee?
- 6) As you watched the agenda unfold during the workshop, did it (and the associated presentations) meet your expectations? Why or why not?

#### **Steering Committee**

- 7) Did you think the steering committee was the right size? Why or why not?
- 8) What was the steering committee’s role? Was it appropriate?
- 9) How effective was the committee in creating an agenda and eliciting participation that supported the workshop purposes? What factors were helpful/not helpful?
- 10) What were the benefits/drawbacks of the workshop location; duration; plenary vs. smaller group discussions; networking opportunities?

11) Looking back, what would you have done differently in planning for the workshop?

### **Next Steps**

12) Did a long-term vision for the future emerge from the workshop?

13) Did the workshop stimulate participants to apply their workshop experience to their subsequent work?

14) What kinds of next steps were identified at the workshop?

- Was there consensus about what they were and how to implement them?
- Did any important issues that should be addressed at the regional level rise to the surface?
- Is implementation of next steps underway? Are you involved?
- *If the SC members says that no next steps emerged, ask why he or she thinks that happened?*

### **Workshops as a Model**

15) In your opinion, was a workshops focus on criteria and indicators discussions the right model for identifying and addressing regional issues associated with sustainable forests? Is there a better model?

16) Are regional workshops an effective way to engage more people at the local and community levels in sustainable forest management? Are there better ways?

## **PARTICIPANT QUESTIONS**

### **Motivation**

1) Why did you attend? What did you expect to take away from the workshop?

2) Are workshops the best method for communicating with you (about what?) or are there more effective methods?

### **Agenda**

3) Did the agenda adequately represent regional interests?

4) Did the agenda support the workshops' stated purposes?

5) Did the agenda and presentations meet your expectations? Why?

6) What were the benefits/drawbacks of the workshop location; duration; plenary vs. smaller group discussions; networking opportunities?

### **Montreal Process C&I**

7) How much did you know about the C&I and Roundtable before the workshop?

8) Did you see the relevance of the C&I to understanding sustainable forest issues at multiple scales?

9) Did you see ways to use the C&I for understanding your region's issues?

### **Next Steps**

10) Did a long-term vision for the future emerge from the workshop?

- 11) Did the workshop stimulate participants to apply their workshop experience to their subsequent work?
- 12) What kinds of next steps were identified at the workshop?
  - Was there consensus about what they were and how to implement them?
  - Did any important issues that should be addressed at the regional level rise to the surface?
  - Is implementation of next steps underway? Are you involved?
  - *If the participant says that no next steps emerged, ask why he or she thinks that happened?*

### **Workshops as a Model**

- 13) Are events that focus on criteria and indicators discussions the right model for identifying and addressing regional issues associated with sustainability? Is there a better model?
- 14) Are regional workshops an effective way to engage more people at the local and community levels in sustainable forest management? Are there better ways?
- 15) Would you attend another regional workshop focused on sustainable forests? In your opinion, what are some key issues that planners of future workshops should consider?

### **NON-PARTICIPANT QUESTIONS**

- 1) Why didn't you attend the workshop?
- 2) Would you attend a similar workshop in the future? What (if anything) would induce you to attend a workshop? *Try to get at what types of workshops they find most useful.*
- 3) If you cannot or prefer not to attend workshops but are interested in sustainable forest issues, what communication methods would you prefer?

## Appendix 3: Agendas

### Southern Workshop

#### DAY ONE: PLENARY SESSION

Session Moderator: *Graeme Lockaby, Professor, Auburn University School of Forest and Wildlife Sciences, and Co-Director of the Center for Forest Sustainability*

Session Facilitator: *Nancy Walters, USFS Southern Research Station*

- 8:00 am** **Welcome** *Peter J. Roussopoulos, Director, USFS Southern Research Station*
- 8:15 am** **Logistics** *Nancy Walters, USFS Southern Research Station*
- 8:30 am** **Keynote Speaker** *Gerald Rose, Forest Sustainability Representative, National Association of State Foresters, and Co-Chair of the Roundtable on Sustainable Forests*
- 9:00 am** **Overview of the National Report on Sustainable Forests** *Joel Holtrop, Deputy Chief, USFS State and Private Forestry and Co-Chair, Roundtable on Sustainable Forests*
- 9:30 am** **Break**
- 10:15 am** **Introduction to the South** *Dave Wear, Project Leader, Economics of Forest Protection and Management Unit, USFS Southern Research Station*
- 11:00 am** **Indicator Identification Processes** *Connie Carpenter, Sustainability Coordinator, USFS Northeastern Area State and Private Forestry*
- 11:30 am** **Review of Small Group Discussion Questions**
- 11:45 am** **Lunch**

#### SMALL GROUP DISCUSSIONS

- 1:00 pm** Biodiversity
- 2:00 pm** Forest Health
- 3:00 pm** **Break**
- 3:30 pm** Soil and Water Resources
- 4:30 pm** Small Group Discussion Summaries
- 5:00 pm** Conclude first day

## **Southern Workshop - Continued**

### **DAY TWO: PLENARY SESSION**

Session Moderator: *Charles Van Sickle, President, Southern Appalachian Man and the Biosphere Foundation.*

Session Facilitator: *Nancy Walters, USFS Southern Research Station*

**8:00 am**    **A Comparison of Forest Certification Systems** *Jeff Stringer, Forestry Extension Specialist, University of Kentucky*

**8:30 am**    **Policies that Affect Sustainability: Taxes and Landowner Incentives** *Lark Hayes, Senior Attorney, Southern Environmental Law Center (taxes); Robert Bonnie, Managing Director, Center for Conservation Incentives, Environmental Defense (incentives)*

**9:00 am**    **Break**

### **SMALL GROUP DISCUSSIONS**

**9:30 am**    **Legal and Institutional Frameworks for Forest Sustainability**

### **PLENARY SESSION**

**10:30 am**    **Group Discussion on Next Steps**

**12:00 pm**    **Lunch**

**1:15 pm**    **Review and Summary of Next Steps Discussion**

**1:45 pm**    **Forests and the Global Carbon Cycle**

**2:30 pm**    **Break**

**2:45 pm**    **Socio-economic Benefits and Forest Productivity**

**3:30 pm**    **Summary and Conclusions**

**3:45 pm**    **Adjourn**

## Western Workshop

### DAY ONE

#### 8:30 – 8:50 **Opening Plenary Session**

*Scott W. Bell, Rural Community Assistance Coordinator R1/R4, USDA Forest Service*  
*Steve Gatewood, Program Director, Greater Flagstaff Forests Partnership*  
*Jack Troyer, Regional Forester for the Intermountain Region of the USDA Forest Service*

- Welcome and purpose of the Workshop
- Context/history of the Workshop
- Overview of Workshop expectations and outcomes
- Integration with Greater Flagstaff Forests Partnership

#### 8:50 – 9:00 **Agenda Review**

*Sarah Walen, Meridian Institute*

#### 9:00 – 9:40 **Presentation and Discussion on US Commitment to Sustainable Forests and the Use of Criteria & Indicators as a Tool in the Management of Sustainable Forests**

*Phil Janik, USDA Forest Service - Retired*

- Overview and history of US commitment to Sustainable Forest Management
- Montreal Process Criteria & Indicators as a framework
- Role of the Roundtable on Sustainable Forests in the domestic application of Criteria & Indicators and the National Report

#### 9:40 – 10:00 **Sustainability and Establishing Values and Goals at Multiple Scales**

*Tom Hoekstra, Director, USDA Inventory and Monitoring Institute*

- Importance of understanding values at all scales in establishing the goal of sustainable forests
- Origin of using Criteria & Indicators at the local level

#### 10:15–11:30 **Breakout Session I – Sharing Perspectives on the Values and Goals of Sustainable Forest Management**

*Facilitated smaller group discussion. At the time of registration, each participant will be assigned to one of several smaller discussion groups identified by the letters A – D. Each discussion group will be comprised of 12 – 20 individuals. Discussion will be structured around the following questions.*

- Relative to forest sustainability, what values do you want to preserve - *Why is it important to sustain forests?*
- How would you sustain forests to preserve these values - *What goals have you or could you set to preserve these values?*
- How might these values and goals apply at different scales of application?

#### 11:30-2:30 **Lunch**

## **Western Workshop – Continued**

12:30 – 1:00 **Plenary – Round Robin – Reflections on Breakout Session I Learnings**

1:00 – 2:15 **Panel - Presentations and Discussion on Case Studies on Sustainable**

### **Forest Management in the West**

*Gary Larsen, Forest Supervisor, Mt. Hood National Forest, The Quest for Sustainability and Local Unit Criteria & Indicator Development Project*

*Steve Gatewood, Program Director, Greater Flagstaff Forests Partnership*

- Presentations
- Questions & discussion

2:15 – 2:30 **Break**

2:30 – 4:15 **Panel - Presentations and Discussion on Case Studies on Sustainable Forest Management in the West (continued)**

*Diane Snyder, Wallowa Resources, Community Forestry Partnership*

*Edwin Lewis, BIA Forest Manager, Yakama Agency, Forest Health*

4:15 – 5:15 **Plenary – Reflections on Case Studies**

*Sarah Walen, Meridian Institute*

- What can we learn about Sustainable Forest Management from these case studies?

5:15 **Adjourn for the Day**

6:00 – 7:30 **No-Host Reception**

## **DAY TWO**

8:00 – 10:15 **Panel - Use of Criteria & Indicators and Sustainable Forest Management at Different Scales in the West**

*Dave Radloff, USDA Forest Service*

*Connie Carpenter, Sustainable Forests Coordinator, USDA Forest Service, Northeastern Area, State & Private Forestry*

*Kevin Birch, State of Oregon Department of Forestry*

*Pam Wright, Forest Monitoring Program/LUCID Coordinator, Inventory and Monitoring Institute/METI Inc., USDA Forest Service*

- Presentations on using criteria & indicators at different scales for different purposes
- Relevance and usefulness of the National Report for assessment, planning and decision making at these scales. How can/should its relevance and utility be improved?
- Questions & Discussion

10:15–10:30 **Move to Breakout Session II**

## **Western Workshop – Continued**

### **10:30–12:30 Breakout Session II – Use of Criteria & Indicators in the West**

*Facilitated small group discussions. Participants will reconvene in the same breakout session group to which they were assigned at registration. Discussion will be structured around the following questions.*

- How do you determine/measure whether you are reaching the goals you have set to preserve what is important to you? Is there a reason for you to measure at different scales?
- Why is/isn't using criteria and indicators as a framework to measure progress towards your goals important?
- What is the relevance and usefulness of the Montreal Process Criteria & Indicators in the West? If they are relevant, what process might be used to apply Montreal Process Criteria & Indicators in the west?
- What is the utility of the National Report for planning, assessment, and decision-making at sub national scales?

### **12:30 - 1:15 Lunch**

### **1:15 – 2:00 Plenary Session – Reflection and Discussion on Breakout Session II Learnings**

### **2:00 – 2:50 Plenary Session – What Does All of This Mean to You?**

*Tim Mealey, Meridian Institute*

- What have you learned from this discussion?
- What are you going to do with this information?

### **2:50 – 3:15 Closing Remarks and Next Steps**

*Jerry Rose, National Association of State Foresters and Joel Holtrop, USDA Forest Service, Roundtable Co-Chairs*

### **3:15 Adjourn**

## **Northern Workshop**

10:00 **Welcome and Introductions**  
Paul Delong, Wisconsin State Forester

Keynote Presentation The State of the Nation's Forests, A National Report  
Presenter: Joel Holtrop, Deputy Chief Forester, Co-Chair, Sustainable Forest Roundtable

The USDA Forest Service and The Northeastern Area State Forester's Sustainable Forests  
Criteria and Indicators  
Presenter: Teague Prichard, Wisconsin DNR

Overview of Upper Mississippi River Forest Partnership  
Presenter: Samuel Osinde, Upper Mississippi River Forest Partnership Coordinator,  
Wisconsin DNR

12:00 Lunch

1:00 **CONCURRENT BREAK-OUT SESSIONS**

Each session will present a fact sheet on the criterion with national and regional data.  
Facilitators will then pose the following questions for participant discussion

- What issues or concerns do you have from your perspective related to this criterion for the Upper Mississippi River Forests?
- What measures are missing, irrelevant or inappropriate for this criterion?
- What suggestions do you have to national or regional policy and decision makers regarding the Upper Mississippi River Forests related to this criterion?

### **Concurrent Session Criteria**

- Maintenance and Conservation of Biological Diversity, Dr. David Flaspohler, Michigan Technological University
- Productive Capacity of Forest Ecosystems, Dr. Jim Bowyer, University of Minnesota
- Forest Ecosystem Health and Vitality, Dr. George Host, Natural Resources Research Institute, University of Minnesota-Duluth
- Soil and Water Resources, Dr. George Host, Natural Resources Research Institute, University of Minnesota-Duluth
- Forest Contribution to Global Carbon Cycles, Dr. Alexander Friend, North Central Forest Research Station
- Multiple Socio-Economic Benefits, Dr. Maureen McDonough, Michigan State University
- Legal, Institutional and Economic Framework, Drs. Michael Kilgore and Alan R. Ek, University of Minnesota

2:30 **Break-out Session Two: Repeat Criterion Sessions**

4:00 **Break-out Session Three: Repeat Criterion Sessions**

## **Northern Workshop – Continued**

### **5:30 Cabaret Poster, Exhibit and Discussion Evening**

- Hot and Cold Hors d'oeuvres
- Cash Bar
- Prizes will be given for those who visit at least 10 posters or booths
- Door prizes will be given
- Discussion Tables will be scheduled throughout the evening adjacent to Exhibits and Posters
- The posters and exhibits will be free and will indicate which sustainable forest management criteria they represent for the Upper Mississippi River forest area.

## **DAY TWO**

### **8:00 Panel Presentation: Commitment from the States' Perspective**

Kurt Bobsin, Illinois State Forester  
Mike Carroll, Minnesota State Forester  
Paul DeLong, Wisconsin State Forester  
Moderator, Gerald Thiede, Great Lakes Forest Alliance Board of Trustees

### **9:15 Listening Session: Presentation of Issues and Ideas from Break-out Sessions**

#### **Response Panel**

Mark Rey, Under Secretary, Department of Agriculture  
Joel Holtrop, National Roundtable Perspective  
Kathy Maloney, Northeastern Area State & Private Forestry Director

### **11:00 Action Planning Discussion**

Participants will discuss:

- Their visions for the Upper Mississippi River Forests, including the Upper Mississippi River Forest Partnership,
- A strategy to accomplish the vision; and
- Shareholders necessary to see the action to fruition

12:30 Lunch

1:00 Report Out

2:00 **Closing Keynote Presentation: Summary and Highlights of the Conference**  
Al Todd, Forest Service

2:30 Adjourn

## **Indian Country Workshop**

The primary objective of this workshop is to stimulate an exchange of ideas and perspectives related to the meaning and historical roots of sustainable forest management in Indian Country and to discuss present day challenges faced by managers of forests on Indian lands. In addition to improving the mutual understanding of sustainable forest management among workshop participants, the results of this workshop will serve as an important input to the planning of a Western sustainable forest workshop scheduled for February 2004.

- 8:00 a.m.      Opening Remarks  
- *Scott Bell, USDA Forest Service*  
- *Edwin Lewis, Yakama Nation Forestry and ITC Board Member*
- 8:10 a.m.      Introductions and Agenda Review  
- *Sarah Walen, Meridian Institute*
- 8:30 a.m.      The Intersection of Traditional Ecological Knowledge with Western Science for Sustainable Forest Management  
- *Frank Lake, Oregon State University*
- 9:00 a.m.      Presentation and discussion of case studies Part I  
- *Erica Enjady and Thora Pedilla, Mescalero Apache (Overview of Mescalero Forest Management)*  
- *Tommy Cabe, Eastern Band of Cherokee (Plants of Cultural Importance)*
- 10:45 a.m.     Break
- 11:00 a.m.     Presentation and discussion of case studies Part II  
- *Edwin Lewis, Yakama Nation Forestry (Forest Health)*  
- *Jim Durglo, Confederated Salish and Kootenai Tribes (Cultural Resources and Knowledge in the CS&KF Forest Management Plan)*
- 12:30 p.m.     Lunch (provided)
- 1:00 p.m.      Presentation and group discussion of forest indicators as a framework for understanding sustainable forest management.  
- *Ruth McWilliams, USDA Forest Service*
- 2:30 p.m.      Break
- 2:45 p.m.      Presentation and Discussion of the National Report on Sustainable Forests: A Potential Tool for Tribal Forest Managers  
- *Ruth McWilliams, USDA Forest Service*
- 3:30 p.m.      Closing Remarks  
- *Nolan Colegrove, Sr., ITC President*  
- *Scott Bell, USDA Forest Service*