

MANAGING THE WEST

Wisconsin Arkansas Washington Nevada
North Dakota Utah Nebraska Arizona
Wyoming *...serving the future*
Texas Oregon South Dakota Oklahoma
Montana Colorado New Mexico Idaho

Summer 2014

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Welcome to the Summer 2014 issue of *Managing the West*...

Boundary Spanning Leadership

There has never been a more critical time for organizations of all types to learn to navigate between environmental uncertainties and the structure of their organizations. In her April 12th, 2014 article in *ForbesWoman* magazine, Andrea Simon provides an update of the 2014 *Business Trends from the Trenches*. Trends not to be ignored include confronting outdated organizational culture, rebranding both internally and externally, tapping into innovation beyond government, and probably most important, tapping into leadership across organizational boundaries (boundary spanning). I'm happy to report that our initial efforts to implement the new WSLCA strategic plan are both exciting and aligned with these latest business essentials. "Boundary spanning leadership is the capability to establish direction, alignment, and commitment across boundaries in service of a higher vision or goal" (*Ernst and Chrobot-Mason, 2010; Ernst and Yip, 2009*).

It is exciting to witness the actions occurring and to see the development of each WSLCA Committee Action Plan. Please plan to hear their reports, along with a full strategic plan implementation update, at our upcoming summer conference on Sunday, July 20th. Our leaders are "looking out to look in" so that we can formulate and share best practice information. We are also seeing a surge in ways to stay connected throughout the year. A good example is the recent conference call WSLCA members shared with Mike Nedd's BLM Realty team in Washington, D.C. These interim connections are becoming the norm to process information and discuss possible course corrections, when needed to ensure success. I hope you are joining these exchanges and contributing to our collective wisdom and influence. Meaningful communication is after all the essence of our WSLCA strategic plan and the primary action that will propel us forward as "a nationally recognized voice for prudent land management."

New Connections and Reconnections

WSLCA's ability to adapt to ever changing environments depends on the expansive reach and expertise of its boundary spanners. Thanks to Arizona Land Commissioner, Vanessa Hickman, for demonstrating her boundary spanning skills and arranging a team of WSLCA states to participate in an informational panel at the Urban Land Institute - Large Landowners Forum held in Vancouver, B.C. this past April. Read more about this event later in this newsletter. Thanks also to all of you and the leadership of the Affiliate Membership Committee (Harry Birdwell, Chair), who are diligently working to extend and broaden connections through new member recruiting. Check out the WSLCA web page and begin to engage with new members and contacts at Anadarko, Trendwell Energy Corp, EnergyNet and Hein.

Time is short before we again will be together reconnecting with old friends and reaching out to new peers. Let's come together to examine our success and commit to new actions that will continue to rebrand the WSLCA as a vibrant, meaningful organization, and one committed to "boundary spanning" leadership. It has been my distinct pleasure to serve this organization and to help create value for its many beneficiaries.



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23 states

400+ million acres

\$3.8 billion in 2012
for public education

Learn more at
www.wslca.org

President, WSLCA

Washington Update...

2014 is proving to be an exciting year for WSLCA activities in Washington DC. Our educational and outreach efforts in the nation's Capitol continue to pay dividends in terms of our visibility among decision makers in Washington. We continue to meet with various Senate and House Members on a weekly basis to discuss the importance of state trust and institutional lands and minerals in the funding of public education and other state institutions. We are proud of the fact that congressional staff are reaching out to us for assistance with particular issues and seeking our input on policy decisions which may impact state trust lands. We are in regular communication with Committee staff and Member offices to highlight the need for policies that allow our members to maximize the value of the assets they manage.

In-Lieu Selections Legislation:

We continue to work toward introduction of our In-Lieu Selections legislation. Over the past couple of months we have educated Members of Congress about this important legislation and we are working diligently to secure bi-partisan support. In order to secure broad support we have engaged with various groups to resolve issues and we have worked through many drafts of the legislative text. Our selections proposal is unique and requires people to think differently about the relationship between federal and state lands. We are pushing decision makers outside their comfort zones in adopting this unique approach which we believe will benefit both conservation efforts and our member's ability to manage land and mineral assets.

Although progress has seemed slow at times, we have now submitted our legislative text to Congressman Rob Bishop of Utah and Congressman Peter DeFazio of Oregon and are requesting their bi-partisan support and introduction of this important measure. We believe we will enjoy the support of groups across the political spectrum in this effort. We look forward to reporting more exciting progress at our summer conference in Bismarck in July. Please contact Allen Freemyer directly to inquire about current status and how you can help move the legislation forward.

Endangered Species:

Endangered species issues continue to occupy the spot light in terms of issues western Members of Congress deal with on a daily basis. The ESA and its implementation is impacting most WSLCA member states and their ability to manage their lands according to their individual mandates. On Capitol Hill, the Lesser Prairie Chicken and Greater-sage grouse issues are at the forefront of ESA debates. We often remind Congress about WSLCA's

ESA resolution stressing the need for good science, the consideration of economic impacts on states and local governments, and promoting a more transparent system for listings, public input, and litigation. Frustrations are running high in terms of sage grouse and prairie chicken issues. In the case of the Lesser Prairie Chicken, the five affected states, industry, and stakeholders worked diligently for years to craft a range wide conservation plan which was ultimately signed by all of the states and the US Fish and Wildlife Service only to have the Service list the species in spite of their efforts. Although the range wide conservation plan was included in a 4(d) rule as part of the listing, this has provided little comfort to states who believed they had worked in good faith to manage the prairie in a fashion to avoid a listing.

The 11 states with sage grouse species have witnessed the prairie chicken issue and fully understand that the pending listing decision for Greater-sage grouse due in September of 2015 will likely result in ESA protections across over 165 million acres in the West. Although states, federal agencies, landowners, and industry, are constructing state wide conservation and management plans, spending in excess of \$350 million to conserve the species and protecting over 3.8 million acres of private habitat, it appears the Service is on a collision course with a listing decision next year.

Congress has engaged in the sage grouse issue through legislation designed to implement the state conservation plans and to have those plans honored by the federal agencies. Congressman Cory Gardner of Colorado and Senator Mike Enzi of Wyoming along with numerous Cosponsors have introduced the Sage Grouse Protection and Conservation Act in the House and in the Senate. H.R. 4716 and S. 2394 would allow states to submit statewide sage grouse conservation plans to the Secretary of Interior and would mandate that these plans be implemented for 10 years to allow the states to manage sage grouse species within their borders. Federal agencies would also be required to amend their land use management plans to comply with state sage grouse plans. Essentially, the legislation allows for state management of these species for 10 years before an ESA listing could occur. This legislation is widely supported by energy, agriculture, conservation, and mining industries, county governments, and states. The Sage Grouse Protection and Conservation Act complies with the resolution adopted by WSLCA last winter which calls for state management of sage grouse. We expect Congress to begin considering this proposal this summer.

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WSLCA on the Road:

In early June, we attended the summer meetings of the Western Governors Association to carry our message to Western Governors and industry leaders. Our relationship with WGA has proven valuable in our selection legislation and we believe WGA will continue to be very supportive of our efforts. In Colorado, we were able to build upon our relationship with WGA, report on our progress with the selections legislation and discuss issues we have in common. Lastly, this conference allows us to spread the word about WSLCA and the importance of the assets our members manage on behalf of public education and state institutions.

WSLCA continues to press our important issues in Washington DC to insure that federal decision makers are aware of our lands, minerals, and submerged lands as they craft policies affecting our management. We look forward to a busy summer and foresee new opportunities to pursue our agenda and promote our ability to manage millions of acres of lands and minerals on behalf of schoolchildren and public institutions.

Proposed Association By-Laws Amendment

On Friday, March 21, 2014, the WSLCA conducted its first ever web conference to discuss the need to update the association by-laws. As part of strategic plan implementation, the executive committee completed a review of the nearly 20 year old document. Thirteen states participated in the call.

Changes are necessary to align our policies with the strategic plan and our desire to strengthen our efforts toward effective, sustainable governance. The outcome will be enhanced flexibility to timely engage in issues of importance and to modernize the by-laws for compliance and relevance. Our robust discussion during the web conference produced several additional recommendations. The resulting final document will be sent to each state's leadership team via separate e-mail. A call for adoption of these amended by-laws will be made at the upcoming business meeting in Bismarck, N.D.

Urban Land Institute (ULI) – Large Land Owner Issues & Knowledge Forum

In April, Arizona Land Commissioner Vanessa Hickman spearheaded a team of WSLCA leaders who journeyed to Vancouver, B.C. to participate in the ULI – Large Land Owner Issues & Knowledge Forum. The WSLCA team lead by Commissioner Hickman included Kevin Carter – Utah STILA director, Bill Warnick – Texas GLO General Council, and WSLCA president, Kathy Opp. Education Outreach consultant, Allen Freemyer was also in attendance and was a presenter on another panel focused on *Federal Issues Impacting Large Landowners: Regulatory, Judicial and Legislative Hot Topics*. Other panels discussed infrastructure strategies, conservation opportunities and benefits and mitigation banking tools.



The ULI provides leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is an independent global nonprofit supported by members representing the entire spectrum of real estate development and land use disciplines. The WSLCA team anchored the information packed day by introducing the group to our association and our business, discussing projects and developments in the states and highlighting opportunities and strategies for working with state trust land agencies. Survey results from the day show the WSLCA panel was a great success. Engaging with organizations of national importance like ULI will help our association better fulfill its vision and mission.

Affiliate Memberships

WSLCA has adopted an Affiliate Membership program in order to provide public and private entities and individuals who share common interests in the WSLCA's objectives with an opportunity to formally communicate and cooperate with WSLCA members. The program offers Affiliate Members the opportunity to participate in the WSLCA's biannual conferences and to talk directly with other members on issues important to both. Applicants must be a corporation, non-profit entity, or an individual that has been recommended by a member state, approved by the WSLCA Executive Committee and paid at least one year of annual dues.

Affiliate Membership Objectives

- ✦ Enhance and extend WSLCA: our educational missions, institutional impacts, influence and positive public image
- ✦ Develop or strengthen relationships with organizations that complement our mission
- ✦ Share intellectual and social capital

Desired Outcomes

- ✦ Expand diversity of WSLCA members and audiences
- ✦ Enhance distribution of WSLCA outputs to new, relevant markets
- ✦ Augment opportunities to develop, share & evaluate information regarding land, water and other resource management policies and practices
- ✦ Help member states maximize the earnings and preserve the assets of educational trusts

Benefits

- ✦ Speaking opportunities at WSLCA conference
- ✦ Conference displays and recognition
- ✦ Membership recognition and links on the WSLCA website
- ✦ Dialog opportunities with other professionals on issues affecting us

Application

Those interested in establishing an affiliate relationship are encouraged to contact your state land commissioner, state land director or a member of the WSLCA executive committee. You can find a link to each state's website at www.wslca.org.

Please take a moment to visit all of our affiliates websites and learn about how we can work together.

Welcome to our newest members!



RioTinto



RVKuhns

▶▶▶ & ASSOCIATES, INC.



2014-15 Budget Options

WSLCA Treasurer, Keith Kuhlman (OK), recently distributed two draft 2014-15 budget options to key leaders in each state. The “Stand Still” budget is consistent with historic operations. The “Strategic Initiative” budget is crafted to address implementation of our new strategic goals and objectives and to propel the association forward as a *nationally recognized voice for prudent land management*. The executive committee endorses the Strategic Initiatives budget and feels it is essential to meet the memberships’ desire to add value for our beneficiaries and enhance our influence. Please review the budgets in advance of the summer conference and join the association leadership team, including committee chairs, for a strategic plan update and budget review discussion on Sunday, July 20th at 4:30 p.m. in Bismarck, ND. Contact any member of the executive committee if you have questions about the budget proposals.



Forest management in Idaho

WSLCA Leadership Opportunity!

The association is currently seeking a Legal Committee chair and vice-chair. WSLCA committees play a vital role in fulfilling the organization vision, mission, and annual strategic initiatives. The Legal Committee is focused on reviewing recent judicial rulings that may affect association members. The committee advises membership on appropriate actions to strengthen its interests. The committee may also review and comment on any briefs, papers or petitions of member states.

Any staff from a member state is eligible to hold a committee position. Interested parties should contact the association president. We desire to vote and fill these positions at the upcoming summer conference in North Dakota. Working together, we represent the best in class professionals in land management throughout the country. We need your input and involvement!

2014 Summer Conference

Don't forget to register for the upcoming summer conference being held in Bismarck, North Dakota. The discounted room rate will close on June 19, so make your reservations now. Conference sessions will include:

- Fiduciary Responsibility & Endowment Management
- Minerals Management
- Best Practices
- Technology Demonstrations
- Energy Tour of Western North Dakota
- Acclaimed Educational Speakers

See the [WSLCA website](#) for more details and registration forms.

www.wslca.org

Check out our website for information on:
Member states, affiliate members,
upcoming conferences and past
conference materials, adopted resolutions,
committee contacts and more.