

Center for Invasive Species Management
Steering Committee Conference Call
MEETING MINUTES
Tuesday, April 8, 2014
2:00 – 3:00 pm (MST)

Meeting minutes by Kitty Weiss

MEETING PARTICIPANTS

Steering Committee Members

Tracy Sterling
Andrew Canham
Dave Burch
Amy Ferriter
Gina Ramos
Roger Sheley
Lars Anderson
Virgil Dupuis
Mike Ielmini

CISM Staff

Scott Bockness
Kim Goodwin
Kitty Weiss
Emily Rindos

Absent

Sheilah Kennedy, Eileen Ryce

1. Introductions and meeting overview

Tracy did an introduction and roll call of meeting participants (stated above).

Tracy: Thank you all for joining us. We are getting together to discuss the status of the Center and possibilities for the future. Emily has organized this meeting and remains the cornerstone for the Center these days. I have become the immediate supervisor for the Center staff, which includes Emily, Kitty, Scott and Kim. I thought this would be a good time to reflect on what we were trying to do last fall with finding sustainable funding and seeing if there are any changes in our direction for the next sixth months.

2. Approve minutes from September 23, 2013 Steering Committee meeting

Lars: I really appreciate the thorough meeting minutes.

Tracy: All in favor of approving the minutes?

Everyone approved minutes from September.

3. Financial update (see attachment)

Kitty: The financial update that was attached to the email Emily sent out is a brief overview of our remaining funding. The money will last until at least to the end of the year, and possibly a bit longer for Emily. We have also given Kim some funding for a project she will discuss shortly. Emily is full time, I will be going to quarter time starting May 1, Scott is full time through the end of the CIG project, and Kim is quarter time through May 2014.

Mike: Is this all project driven?

Kitty: Yes. We are working on the remaining grants, plus using base funding. It's a combination of CIG, MRWC, and base funds. Emily also has a grant to do a noxious weeds mapping publication.

4. Review of Kim Goodwin's CISM white paper (see attachment)

Tracy: Kim is going to review the white paper that she and Roger put together with Liz last fall. And then after that, we'll talk about the next project we've started.

Kim: So about a year and a half ago, Roger and I developed a draft of a long-term funding model for the Center. The first step of that is to better understand the Center's strategic position. I reviewed the Center's output and accomplishments over the 13 year history and then grouped those accomplishments into naturally occurring themes, which helped me better understand who our partners are. It allowed me to drill down to how we can better serve our partners and agencies at different levels and how we can serve them from a policy standpoint.

The document you have is a business-to-business white paper and it outlines the key trends of past support as well as the areas the Center has focused on over the past 13 years. Overall, we found the Center serves agencies and works to improve the capacity of our partners to implement practice.

One of the four key trends is Supporting Expertise. This is where we work to coordinate and facilitate national and international conferences, symposia, research workshops, as well as organizing specialized training and on-line learning such as online textbooks, webinars and online courses. We have also developed scientific publications. We were part of the development in the launch of the *Invasive Plant Science and Management* journal and we worked with the Oregon Department of Agriculture on a biocontrol book in 2004. We also worked with WSSA on a book published in 2005 and field guides as well. We also worked to manage a pretty large competitive grants program.

The second key trend is to Strengthen Policy and Procedures by serving and advising invasive species management boards and committees.

The third key trend is Creating Custom Solutions for our agency partners to help implement policy and to put practice on the ground. We do a lot of work as far as partnering on outreach programs, supporting regional communication and outreach, supporting CWMAs, working to provide management for multi-state collaboration, research projects, as well as publishing a number of our own materials and products.

The fourth key trend is Transferring Innovation. We serve on a large number of boards. We come across new and upcoming ideas and products that work to improve on the ground management, such as EDDMapS. EDDMapS works to resolve a number of different problems with data collecting and data sharing, and differences with how people collect and store invasive species occurrence data. And it also speeds up the reporting of new invasions and reduces the complexity of doing that.

The white paper that I just went over is the basis of how we have served our partners over the past 13 years. The next step would be to identify potential partners that the Center could best serve and then align our program and services to the key partners needs. Then we could develop a series of specific white papers that could be marketed.

Tracy: Does anyone have questions for Kim or Roger?

Mike: This is very nice paper. Very well built. Nice job.

Lars: I also like the paper. Roger, I wonder if you guys have talked about building on this idea and could it expand into regulatory issues and citizen science issues, that kind of thing?

Roger: I think we're moving onto a new project that Kim will be talking about. You will be interested and excited about the new project. So it's not going to go the way we thought earlier, but I think the new way is going to be a helpful one.

Mike: If new projects come up, what would be the process for CISM prioritizing or shuffling the deck to get those projects in the queue? Are you booked for the next few years?

Kim: As far as grant projects?

Mike: Yes, projects that are funded by external organizations where they ask you to produce a project of some sort.

Kim: That might be a question for Emily or Tracy.

Tracy: Mike, great question. Currently, the projects are keeping us busy at least part time. Not all the staff is full time. There's room in that regard for the next year. With Liz stepping down, it allowed the remaining funding and base dollars to be stretched. It would just entail a conversation with Emily and myself to figure out how and where it fits and how we

could proceed. Emily is on board for another year and if a large project came forward, I think we'd be very interested in keeping this going.

We need to talk about how we'll structure the Center. There are two avenues.

One avenue is where we spend down the year of funding and everyone goes their separate ways. We would have Kim and Roger's two-pager as a resource for when there are funds available to grow the Center again. This is the less efficient option. Then we'd have to transition the various products at the end of the year to various folks. I've had conversations with Cal-IPC and Jane Mangold, which are groups that might be interested in taking on the various pieces, such as: the website, the weed models, the listservs, and the CIG project. Scott will tell you about the CIG, but the first CIG project ends in the fall and we've been asked to submit a full proposal to NRCS for a second project. That's the first of the two options, which means closing in a year.

Avenue two is if we have a large funding base, which would allow us to have a sustainable approach to running the Center. This would include base dollars at least partially for the staff, then have additional grants on top of that. This is where we really had hoped to move. We've unfortunately been unable to come up with the pot of money. We've had this conversation for about a year, and Liz had been working on it for a year before that. I'm less optimistic about avenue two. MSU is willing to keep the Center on in that regard, but we'd have to restructure in terms of the director. I cannot be the director. I really don't have the time, so we'd need to figure out a way to make that happen. This would only happen if we had a commitment of outside funds for base support.

Mike: If you say a year remaining of funding, is that this calendar year?

Tracy: Yes, calendar year 2014. Emily might have a little money left to finish up projects after that. If the NRCS grant is funded, that could function on its own.

Mike: So if a project came in that was necessary to be completed this calendar year, between now and December, would it be a burden to shift and reprioritize the staff's workload?

Emily: It would really depend on the timing of the potential project, when it would start and be completed and the amount of our time it would take to do. Things can be shuffled around to accommodate a new project. We would need to have a discussion about it and establish a timeline.

Mike: It sounds like you have enough work from now until the end of the year to finish and you can do it at a part time pace. If you have another project or two thrown in there, it would provide funding to get it done in the same deadline period, but would it shift you from part time to full time?

Kitty: I'm the only one that will be working part time; Emily is still full time. She could shuffle around her priorities to accommodate a project, but she would need a little notice.

Tracy: Also, Kim's position is only funded until the end of May 2014. Kim is underutilized at this point. The other project Kim has been working on is something we've been brainstorming about. It seems to me, one of the things we've been trying to figure out is what is the niche for CISM? Kim and I brainstormed, and Roger as well, and came up with the idea of producing a product that would give us a sense for what's out there. We would then publish it as a scholarly piece of work to tell people what education and outreach programs are currently active in the Western United States. We looked at the NAISN list of education and outreach programs related to invasive species in the entire US, and it was huge, so I've asked Kim to focus on the western region. She's been making some progress on that.

5. Current projects and personnel

Kim: There are many different invasive species education and outreach programs in the West. We recognize that we need education and outreach, but we don't feel we have a good handle on what the characteristics of these programs are. There are many different programs that exist on different scales and different scopes. I'm not sure that we know how many of these programs are tied to theory or how many apply evidence-based strategies. We don't know if they have strategic plans, or conduct evaluations. We have a feeling that many of the programs could be fragmented or duplicative with other programs, so we're curious to know if they coordinate their efforts with similar programs. Because these characteristics have an impact on educational outcomes, we'd like to better understand the

characteristics and the relationships between the key concepts of the education and outreach programs in the West. This would be useful for not only assessing the current state of practice, which we don't know, but also for identifying areas where programs as a whole or within different groups of programs they could increase their effectiveness to achieve the greatest impact. We've been looking at ways to characterize these programs.

Our main objective is to inventory and accurately characterize the education and outreach programs and their activities in the West. We have other objectives related to this study, but the first step is to see what's out there. The first step would be to collect data to classify the characteristics and identifying what the tendencies are in the field right now. To do that, we would collect information on current programs, mainly through a systematic search of websites, and then gather as much information as we can that is currently published on the websites. We would then organize that data from the different programs into a database to ultimately create a population register of all the education and outreach programs that we find on the web. We would focus data collection on what the programs are. Identify the topics and trends of these programs and working to identify what types of models are currently dominating these types of programs. The database would work as an inventory and a type of clearinghouse. This will help us start as far as working toward an inventory to accurately characterize these programs. This will also help us form research questions and find the basis of our methods.

We might have the opportunity to conduct a review of existing studies that are out there that would work to provide us information on what environmental education research is currently focused on and identifying the underpinnings that are important in the design and delivery of these programs.

Ultimately we will work to gather a number of different types of data that will define the current state of practice and then assess the overall effectiveness of these programs and identify areas where these programs might be able to improve their effectiveness.

Lars: This is a great idea that really needs to be done, particularly because of the duplication of efforts, not just in the West, but across the US. It's a great start. Is this the proposal that's going to NRCS?

Tracy: No we're funding this from our base budget. We're not investing a lot. Kim will be paid quarter time for 6 months to work on this project.

Lars: Will this evaluate the effectiveness of these programs?

Kim: Well, yes as an overall effectiveness of the programs as a whole. As we work to identify the programs that are in place, we will be able to define the programs by type. Some are regional, local, and statewide. I'm guessing the program type will be based on scale, but maybe not. As we collect the data, we will be able to identify trends of these programs. Then we can evaluate the overall effectiveness based by program type, and based on the literature review of the proven practices that have been shown to be effective in relation to environmental education programs, potentially. If we're able to identify the practices and the interventions that have been shown to be effective in the literature, we could compare that to the current state of practice, based on program type, as well as identify areas that are not currently covered and how programs overlap.

Tracy: Can we get a sense of funding sources for these programs?

Kim: Yes.

Lars: I think that would be valuable. I see a lot of duplicate stuff going on out there.

Kim: We will gather a lot of good information that might lead us to new ideas. We could identify areas that we could maybe focus on, that could help us work towards funding.

Lars: We're now in the school districts using the new Common Core standards. It would be really easy to see if any of these programs actually address those. We're always about 20 years behind the curve because adults were never taught about invasive plants and animals in school. It might be interesting if any of these programs actually address the common core standards.

Kim: I think we will be able to gather a lot of information through the web. If we don't get enough information, we could look at some kind of web-based survey instrument, maybe from the officials in charge of the programs. There's a number of different opportunities here. The first step is really working to identify and inventory these programs into a clearinghouse.

Tracy: Any other comments for Kim? Is the Steering Committee supportive of this direction?

Lars: Is there a budget figured out? Can it be done on the remaining funds? Is it all gone by the end of 2014?

Tracy: The base funds aren't gone at the end of 2014 because they're in a long-term fund. It's not like NRCS where money has to be spent by a certain date. There is flexibility in timing of when the money has to be spent by, but there's only so much money in the accounts. There's not a lot we can do with what's remaining, but I felt this paper would be very strategic and would cement the Center in terms of providing a very useful piece of information for education and outreach pursuits in the future. Whether we have a chance to be part of the bandwagon or not will remain to be seen. I thought it would be a good way for us to showcase and bring everything to a synthesis. You are all welcome to email me with your thoughts and opinions if you don't want to state them here.

Andrew: We're a pretty quiet bunch. I think it's a good idea and you're going down the right road with this.

Tracy: Well that's Kim's update. Let's do Emily, Kitty and Scott.

Emily: I am continuing to do grant reporting on CISM's existing grants, which includes MRWC grants, the CIG project, plus a final report for the CIG project, as well as a few other reports for the LRES department. I'm also working on a noxious weed mapping publication (funded by the Montana Noxious Weed Trust Fund) that will focus on EDDMapS West and will provide some really detailed instructions and will answer a lot of questions that people have about the program. I'm also working with Kitty on managing funds for the Center.

Tracy: What Liz and I organized a couple years ago, is that if I have projects from my department that need the expertise of people such as Emily and Kitty, I would pay them out of the LRES pool of funds to do those projects. These projects are a way that would help extend the CISM moneys by funding Emily and Kitty, and now Kim on various projects. We think that's worked well. I just want to clarify that LRES work isn't being done on CISM funds.

Kitty: I have been continuing to work on website updates as well as building a few new ones, such as the Fight Five website that was done with the MRWC, and a new CIG website that will add more functionality and more pictures. I've also been working on keeping the finances straight.

Scott: As Tracy mentioned, our existing CIG project ends this fall. I've been busy doing presentations in the past couple months at a variety of symposiums, conferences and meetings. I've also been doing educational outreach stuff on the project. I just finished working with Synergy Resource Solutions to develop a comprehensive report with all the 2012 and 2013 field inventory sampling data and some comparative analysis and gave it to Kitty to go up on the website. I used that information in my formal presentations. We just received notice yesterday that NRCS has approved the pre-proposal that we submitted last month, and we have three weeks to pull together the full proposal. This project will continue with some of the existing components of the current CIG project, as well as some new bioenergy components and restoration work. Also I'm putting together the work plans for this year's retreatment on the terrestrial weed populations on the project sites. We also scheduled our third year of site vegetative inventory work, which will happen in August. I'm also looking to get the solicitations completed with Brian and MSU finance to develop the contracting work for the retreatment that will happen in June.

Dave: In the new proposal, what are you looking at for years?

Scott: It's a three year project proposal from 2014 to 2017.

Dave: I think it's imperative that we get enough funding to see this thing out to the end so we can find out what we're dealing with. I think it's a good thing.

Tracy: Scott, do you need letters of support?

Scott: I've sent out emails asking for letters of support to the MRWC Executive Committee, the Missouri River Conservation District Council, and the Yellowstone River Conservation District Council. It'd be great to have the CISM Steering Committee sign off on one too that I could include in the grant proposal. I'll hopefully be working with Liz on developing the final proposal, if MSU allows her to be a contractor. We have about three weeks to pull this all together so we'll be busy. With some luck, I think we have a good opportunity to continue the work and get funded for another three years.

Mike: Would it be helpful for the Steering Committee to all agree, while we're on the phone, to offer a letter of recommendation or support that would list all our respective disciplines on the letter? If we were to agree to do that while on this call, then the chair, Roger or somebody, could send that letter in.

Scott: What a great idea. That would be much appreciated.

Lars: We're all on board. Also, can you send out the pre-proposal to the Steering Committee?

Mike: It can be a simple letter, just half a page. You can write what you think is necessary and Roger can sign on behalf of all of us.

Roger: Maybe Scott and Kim can come up with the letter and we can sign it electronically?

Andrew: Can we take a quick vote?

Tracy: All in favor of a letter of support for the next CIG project say I.

Everyone agrees.

Action Item: Everyone agrees to back creating a letter of support from the Steering Committee for the CIG proposal.

Mike: Please list the organizations that the Steering Committee works for; it will lend some weight to it.

Tracy: Scott can figure that out and coordinate it.

Scott: Thank you guys. The letter would be a great help.

Tracy: Does the Steering Committee have any additional questions for the CISM personnel? I want to thank them for the stewardship of the Center during this transition. They've been great to work with. They have made my life easy and I think we're on the right track.

Mike: Thanks to you too, Tracy, for sticking with it and helping everyone keep on track. That's important.

Tracy: That's nice to hear, thanks.

Andrew: When would we have our next meeting? Are we looking at a phase out then or are we hoping something comes along?

Tracy: Roger are you hopeful that we might find funding?

Roger: No, not really. I want to clarify where I'm coming from. My original arrangement with Liz and the folks at CISM was based upon a hard push to get money into the President's budget or at least through the federal programs. I started the Center and the last thing I want to do is be overseeing the Center as it dies down. I didn't want to do it that way. I was really interested in providing leadership in association with Kim, to try to work hard to see if we could get some more solid base funds for the Center. It turns out there's not a lot of money around, and the decision was made to go towards trying to do a better job of understanding the degree of overlap. By doing some work, it could help make the case for the Center. It's more important and probably more appropriate to let Tracy hold the leadership as it's winding down. My interest was really looking toward trying to find long-term funding based upon my relationship with Kim and based upon the proposal we had. It just doesn't seem like that's going to come together. I want to be as helpful as possible, but I don't think providing leadership is appropriate for me right now as it's winding down. That's where I'm at.

I will continue to look for opportunities for the Center for longer term support. My basic stipulation was that Kim's time would be dedicated towards our proposal, but because it's not, I'll be as helpful as I can in any other way.

Mike: Roger, could the Center exist virtually at the end? With the ability then to regroup ad hoc for project driven activities with funding?

Roger: Yes, I actually think that's what's happening. In the meantime, I think Tracy is really interested in working with Kim to find the supportive data for the niche that the Center could really fill. It's good to figure out where the Center is going. I think the idea is to get off soft money, but rather than simply saying to people look how much overlap there is and how much could be gained if we all worked together through the Center, she's trying to collect the data that would make the case stronger. So we have a year, while Kim is collecting the data, which will provide the information. It's odd and not the best way to sit, but it's worth spending some time to make the case for the Center and to identify what the long term niche the Center can fill. I think that's the process that's being pursued right now. We're going to have to wait and see where it goes. The Center is going into some dormancy, but it isn't dead. The evidence that Kim comes up with in her search will provide us with a clear argument for how we might use the Center to gain synergies and reduce duplication in future educational efforts. That's what I'm seeing happening.

Tracy: If there are not any additional comments, would we like to schedule another Steering Committee meeting?

Andrew: I think we should have one sooner rather than later. I think Roger is on the right track. This budgetary challenge should have been a call to action for all of us, but I'm afraid we have been preoccupied with our own budgets, which we should be. Our own projects are our first priority. I've been thinking that by the time everyone figures out that we need a CISM, it might be three years from now. Somehow we need to keep a sustained program going. I do think in the future we should try to at least look as if we are keeping something going, as efficiently as we can. I think in the future we're going to look back and know the Center was the answer.

Tracy: I'm going to put the feds on the spot. Are there any projected federal dollars for sustaining the Center in part for the next five years?

Mike: I was getting at that point by asking if the Center becomes virtual and a project comes up to meet a need we have, will the Center still be the place to go for paid activities? Is that still feasible? If we need support. It's not base funding, it's project funding. Is CISM going to be the go-to place past 2014?

Tracy: A lot of it's tied to keeping the personnel employed so they can continue to do that work. When the funding is gone, those employees will have to move on to find other opportunities, and then we have lost that resource. We don't have a person dedicated here with hard funding to do the work for the Center. We just keep coming back to that. If there are projects over the next six months that would help us go into 2015, and if the personnel are willing to have that instability in their jobs, that would work. But we have to be fair to them. In terms of expectations, I'd say projects in next six to nine months would help us into the next year and then we can revisit. But without base funding, it's just tough.

Mike: That's the tipping point for all of us. It's so much easier to come up with project funding rather than base funding because earmarks are gone in America.

Tracy: If we do get the CIG project, that will infuse some resources, and if Emily were willing to stay on, then that would employ her for a while, at least in part. If there were other projects and Emily is willing to continue, same with Kim, then I think that possibility is there. We are already nearly virtual because we're all calling in.

Kim: I'm quarter time and I'm available for projects, just so the group knows.

Lars: Roger, at some time we talked about possible funding sources from all the weed science societies in the West. Is there an opportunity here to go to those societies and discuss the possibility of getting some funding from them even at this stage?

Roger: I have informally talked with the Society for Range Management and the Weed Science Society of America and unfortunately they are on the hunt for money. It seems like a pretty unlikely path to continue to follow. I've worked with the Western Society of Weed Science and we do our field school with them through EBIPM. I'm not sure that's a money

source. I think if you're looking more for political support then they could back us, but I don't think they're going to be able to come up with base funding. This is based on my informal conversations.

Lars: I agree there's some political clout there, but I'm thinking maybe one area we could work with them on is education and outreach. Talk about the duplication that's going on under our noses.

Roger: I do some of that for WSWS, but I pay them. It's not exactly like they're paying money to make that stuff happen. But they are valuable in that they sanction the program, which provides them some credibility.

Lars: Where the money is going right now is actually in public education. And that's why I think this whole question of core standards we had talked about some other time is important. I'm the executive director for a science center in Davis now and that's what I'm looking at with the money coming in for K-12 public education. We're going to focus on invasive species because it's totally missing in the curriculum.

Andrew: That's a big push in several states. I'd be interested in what you come up with.

Tracy: Should we try to meet again in mid to late May to regroup and maybe Kim will have an update on her project by then? Or is that too soon?

Andrew: When would our normal meeting be? In the fall?

Emily: Yes.

Andrew: Maybe we should meet in June? Scott, when will you know about your proposal?

Scott: The new CIG proposal is due May 5 and they will make the announcement sometime in June.

Andrew: Maybe in mid-June?

Tracy: Sounds good to me.

Andrew: That would be news for all of us.

Tracy: Yes. We will do that. We will target the CIG announcement date. How does that sound?

Everyone: Good.

Action Item: Our next meeting will be in mid-June, after we hear about the new CIG proposal.

Tracy: I want to thank you all for your dedication to the Center. You are a great resource and passionate about keeping the Center going. Thanks for being here. With that I'll close the meeting.

CISM Financial Update

Numbers current as of March 28

Accounts	Available for CISM Operations (\$)
CISM Designated Account (433234)	25,625
IDC Account (437470)	9,471
BLM, CESU Agreement (4W2801)	8,228
Total Base Funding	43,325
CIG Project-NRCS (4W3339) Salaries ONLY	59,539
Missouri River Watershed Coalition (4W4265) ends 9/14	1,116
Missouri River Watershed Coalition (4W4646) ends 9/15	9,542
Total MRWC Funding	10,658
<i>Mapping Noxious Weeds</i> Publication (4W4462) ends 6/14	7,111
Total	120,635

Emily Rindos, 1.0 FTE

Kitty Weiss, .25% FTE starting 5/1/14

Scott Bockness, 1.0 FTE through 9/30/14

Kim Goodwin, \$6,000 for 1/14 to 5/14



BUILDING CAPACITY *for* Managing Invasive Species

Invasive species displace native plants and animals. As a major component of global change, invasions often have serious impacts on biodiversity and ecosystem processes. Invasive species are a priority for natural resource agencies and organizations in the U.S. Public policy emphasizes implementation, but often without creating assurances of services to carry out functions related to policy.

In response, the Center for Invasive Species Management (CISM) was established in 2000. The Center is a regional hub with the goal of supporting the administration of ecologically sound management of invasive species in the western U.S. The purpose of this white paper is to describe the areas of focus and key trends of current and historical CISM service to partners.

We focus on enhancing organizational structures and processes to improve the capacity of our partners to carry out invasive species policy and procedures. CISM improves the capacity of its partners by focusing on four core themes: Supporting Expertise, Strengthening Policies and Procedures, Creating Customized Solutions, and Transferring Innovation. Project-driven grant funding accounts for 90% of CISM's total income, yet primary services are often provided to our partners at little or no cost.

Supporting Expertise

We strive to build the capacity of our partners to implement practice. This is accomplished by supporting the expertise needed to carry out and implement invasive species policy. Agencies and organizations need a broad complement of leadership. This helps to promote expertise in management, develop organizational support, and increase personnel performance. Here are some of the ways we support expertise of our partners:

Supporting research and knowledge transfer. The Center coordinates and facilitates national and international conferences, symposia, and research workshops at the request of our

partners. These collaborations have led to legislative recommendations and sustained networks among researchers and agencies. We provide fiscal/grant management, session facilitation and moderation, and web site development and hosting. Post-event actions include presenting recommendations to legislators, leading committee actions, and publishing proceedings.

Organizing specialized training and on-line learning.

We conduct and facilitate specialized training of agency personnel. The Center has produced online textbooks, study modules, interactive web seminars, and online courses. Effective curriculum development and training skills are necessary to diffuse knowledge within and across agencies and organizations.

Developing scientific publications. We have coordinated multi-author publications and managed the creation, editing, publication, and marketing of books and journals.

- » *Invasive Plant Science and Management* (2009) quarterly peer-reviewed journal, Weed Science Society of America
- » *Biological Control of Invasive Plants in the United States* (2004), Oregon State University Press
- » *Invasive Plants of Range and Wildlands and Their Environmental, Economic, and Societal Impacts* (2005), Weed Science Society of America
- » *Pocket Naturalist: Invasive Plants of Western North America Field Guide* (2002), Waterford Press.

Managing competitive grants programs. From 2001 to 2007, the Center awarded roughly \$700,000 for research on ecologically-based invasive plant management and \$480,000 for cooperative weed management areas (CWMAs) in the western U.S.

Strengthening Policies and Procedures

The Center builds institutional capacity, or the capacity to manage, by maintaining policies that sustain organizational commitment among multiple level stakeholders. We focus on the policy

needs of our partners by serving on and advising a large number of invasive species management boards and committees. This service helps to develop standards and practices at multiple levels but requires base funding. Staff salaries are principally funded by project-driven grants. These awards usually restrict such outside functions and other critical operations as fundraising efforts and grant writing.

Creating Customized Solutions

We support the needs of our partners to carry out invasive species policy and procedures, for instance management plans. The Center strives to reduce complexity in task and coordination so partners can move strategies and programs to practice. Here are some of the ways we support partner needs:

Promoting public awareness and education. Partnering on outreach programs, coordinating video production, and designing and producing promotional and educational materials, brochures, books, bulletins, newsletters, reports, and proceedings.

Supporting regional communication and outreach. Building and hosting partner websites, listservs, and other communication networks.

Sharing information. Delivering information on trainings and workshops, funding opportunities, regional events, and job listings.

Supporting CWMA's. Serving on committees, building and hosting websites, writing grant proposals and management plans, and sponsoring national conferences on CWMA development and operation.

Managing multi-state collaboration. Providing fiscal/grant management, reporting, training, and outreach activities and products.

Coordinating research projects. Creating models of planning and evaluation, and producing communication and outreach materials.

Publishing original material and products.

- » Invasive plant prevention guidelines
- » Inventory and survey methods
- » Invasive species guides for sportsmen and outdoor recreationists
- » Literature reviews
- » Botanically correct 3-D weed models with identification cards

- » Web-based invasive species reporting using iPhone and Android apps.

Transferring Innovation

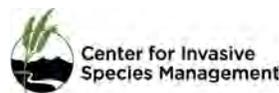
The Center introduces new concepts to resolve problems that inhibit functions associated with policy implementation. We disseminate new approaches and innovations among partners for advancing on-the-ground management.

Early Detection and Distribution Mapping System.

In partnership with the Center for Invasive Species and Ecosystem Health at the University of Georgia, CISM developed a customized Early Detection and Distribution Mapping System (EDDMapS West). This web-based reporting system is currently used in 13 states. It solves significant problems associated with data sharing and differences in collecting, storing, and managing invasive species occurrence data. It also speeds up and reduces complexity of reporting of new invasions, facilitating rapid response and timely management.

Invasive species management is complex and becoming more costly at a faster pace. This creates management inefficiencies and places greater demands on agencies at a time of decreasing resources. The Center for Invasive Species Management strives to reduce management demands by building capacity for partners to effectively carry out invasive species policy and procedures.

In support of and in response to the evolving needs of partners, future CISM programs include decision making and risk management support, synthesis of applied research results, integrating systems science and social science into invasive species management, advancing needs-driven science, and managing services in partnership with other providers. To provide programs and services to partners, the Center respectfully requests annual support in the form of operational funding - \$X.



Center for Invasive Species Management
Montana State University
Bozeman, MT 59717
www.weedcenter.org
406.994.7862