



Wednesday, October 22

NOTE: Descriptions of pre-conference trainings, workshops, and field trips can be found in the general conference program: https://www.anpr.org/documents/RR37_Program.pdf

6:00 PM – 8:00 PM: President’s Reception and Dinner (Lower Lobby/Diamond East and West)

Join us for drinks, light appetizers, and a full dinner in the Longs Peak Lodge. If you are staying at the YMCA and have purchased the meal plan, the reception and dinner is included. If you are not staying at the YMCA or have not purchased the meal plan, the reception and dinner cost \$14. Please pay at the registration desk.

8:00 PM – 9:00 PM: NPS Trivia Night (Boulder Field)

How well do you know the National Park Service? Come share your knowledge in a fun and relaxing atmosphere during Trivia Night. There will be lots of laughs and some new facts learned along the way. Don't want to play? That's OK, spectators are welcome to cheer on the teams.

9:00 PM – 12:00 AM: Hospitality Suite (Boulder Field)

Thursday, October 23

NOTE: Descriptions of pre-conference trainings, workshops, and field trips can be found in the general conference program: https://www.anpr.org/documents/RR37_Program.pdf

6:00 PM – 7:00 PM: Regional Dinners (Aspen Dining Room)

7:30 PM – 9:00 PM: Keynote (Diamond East and West)

“A Centennial Invitation”

Alexa Viets, NPS Centennial Coordinator, Office of the Director

The centennial is an opportunity for the National Park Service to create a new movement of support for its parks and programs for the next 100 years. Everyone can contribute to the centennial effort. Alexa will share some of the exciting activities being planned by the NPS and its partners and discuss how you can help create the movement!

Alexa was selected by Director Jarvis as the National Park Service Centennial Coordinator in 2012 to lead the charge on the NPS Call to Action and manage the national commemoration of our centennial in 2016. Alexa started her career as a Transportation Planner, attempting to corral bikes, buses, visitors, segways and pedicabs, first with the National Mall and Memorial Parks and later with Golden Gate National Parks Conservancy. She also served as the Program Manager for the Civil War Defenses of Washington, a collection of 19 civil war earthwork parks. Along the way, Alexa was involved in the planning, managing and operations of numerous special events in Washington, D.C. including state funerals, Independence Day celebrations, and the National Cherry Blossom Festival. Alexa received a master's degree in Urban Planning from the University of Pennsylvania and bachelor's degree from Bryn Mawr College.

9:00 PM – 12:00 AM: Hospitality Suite (Boulder Field)

Friday, October 24

7:00 AM - 8:00 AM: First-Timers' Breakfast

Join ANPR Board Members for breakfast in the Aspen Dining Room. Several tables will be set aside for this special event.

8:00 AM - 9:00 AM: Morning Announcements and Welcome (Diamond East and West)

Vaughn Baker, Superintendent, Rocky Mountain National Park

9:00 AM - 10:00 AM: Keynote (Diamond East and West)

“The Present and Future Workforce to Serve the National Park Service”

Mike Reynolds, Associate Director, Workforce, Relevancy, and Inclusion, National Park Service

Join Associate Director Reynolds as he provides an overview of what workforce changes are currently taking place at the national level. He will explain the current TMAP assessment and plans, the trends the NPS is encountering for the future, and how we can all work at all levels of the NPS to make improvements that will prepare us for the Service’s next century.

Since April, 2014, Michael (Mike) T. Reynolds has been assigned to the National Park Service Headquarters in Washington DC as the Associate Director for Workforce, Relevancy, and Inclusion overseeing the NPS’ human capital, training, relevancy, youth, and recruitment programs nationwide. His leadership focus is on changing systems and processes for Workforce and Inclusion to have an employee-focused program relevant and ready to support the NPS and its people for its Centennial in 2016 and beyond. He has served for 28 years with the Department of the Interior. Reynolds was appointed National Park Service (NPS) Midwest Regional Director in 2011. Prior to his appointment as the Midwest Regional Director, Reynolds served as Deputy Regional Director of the Northeast Region in Philadelphia for 4 years. His NPS career also includes stints as a superintendent, resource manager, planner, and a division chief at Fire Island National Seashore, Yosemite National Park, Mojave National Preserve, Cape Cod National Seashore, Curecanti National Recreation Area, and the NPS Denver Service Center.

10:00 AM - 10:30 AM: Coffee Break (Lower Lobby)

10:30 AM - 11:00 AM: Presentation of the Mather Award (Diamond East and West)

Craig Obey, Senior Vice President, Government Affairs, National Parks Conservation Association

11:00 AM – 12:00 PM: Keynote (Diamond East and West)

Christy Goldfuss, Deputy Director, Congressional and External Relations, National Park Service

In November 2013, National Park Service Director Jonathan B. Jarvis named Christina Goldfuss as Deputy Director for Congressional and External Relations. Goldfuss’ duties include coordinating with Members of Congress and leading the National Park Service’s Office of Legislative and Congressional Affairs and Office of International Affairs. Christy Goldfuss comes to the National Park Service from The Center for American Progress, where she created and directed the Public Lands Project. The Public Lands Project introduced new policy ideas to responsibly develop energy on public lands, while communicating the economic value of conservation. Previously, Goldfuss served as staff for the House Subcommittee on National Parks, Forests and Public Lands. The subcommittee is responsible for legislation affecting the National Park Service and other public lands agencies that fall under the jurisdiction of the House Committee on Natural Resources. She received a bachelor’s degree in political science at Brown University.

12:00 PM – 1:00 PM: Lunch (Aspen Dining Room)

1:00 PM – 2:00 PM: Breakout Sessions

Support Your Climate Change Team (Diamond West)

Laura Sturtz, Communication Specialist, National Park Service Climate Change Response Program

The public often approaches interpreters about climate change. Therefore, interpreters are seeking guidance from their managers on how to more effectively incorporate this topic into formal programs and informal interactions. This session will share a suite of management best practices for interpreting climate change with NPS managers and leaders and will provide tools to help them support their front-line staff. We will focus on staff empowerment, developing site-specific climate change communication goals, messages and themes, developing a strategic site-wide approach, outreach to science experts, and communicating controversy. This will also be an interactive session where participants will be given the opportunity to share their own best practices or lessons learned with other participants. Session facilitators will utilize facilitated dialogue techniques to present the information and get participants talking with one another as well as to create a safe environment for a candid conversation among managers.

Land Use Management Program and Rights-of-Way (Granite Pass)

David Reynolds, Senior Realty Specialist (ROW), Washington Office Technical Center

Wendy Dinner, Supervisory Realty Specialist, Washington Office Technical Center

Miriam Mazel, Chief Realty Officer, Washington Office Technical Center

Glenna Vigil, Chief Realty Officer, Land Resources Program Center Intermountain Region

NPS Director Jon Jarvis and the National Leadership Council have tasked the Land Resources Program Center (LRPC) with providing land management assistance to parks on matters such as jurisdictional boundaries, reservation of interests, encroachments, ownership claims, all types of lands-related issues and rights-of-way permitting. This presentation will provide a background on the Land Resources Program Center, explain what LRPC can do for you and your park, describe rights-of-way permitting, and discuss the short and long term goals of the program.

The IRMA Data Store: How to Preserve, Protect, and Share Our Knowledge of Park Resources (Keyhole)

Brent Frakes, Inventory and Monitoring Division, National Park Service

The National Park Service Natural Resource Stewardship and Science Directorate (NRSS) is transforming the way it manages and delivers natural and cultural resource information to parks, partners, and the public. Over the last seven years, the NRSS has developed a web-based “one-stop” for resource-related data and information, known as IRMA (Integrated Resource

Management Applications). This presentation will provide an overview of the IRMA Portal, showcasing the many integrated applications available to park staff. In addition, the presentation will focus on the IRMA Data Store, a repository that contains a wide variety of reports, data sets, maps, images, resource briefs, and more that are of particular relevance to resource managers, park interpreters, and the public.

National Park Service and Traditional Ecological Knowledge: Is it a Match? (Diamond East)

Kim Greenwood, Cultural Anthropologist, Indian Affairs and American Culture, NPS-IMR

This presentation discusses what Traditional Ecological Knowledge is, how it is different from and complementary to Western science, offers suggestions for those considering it for a park project, and provides examples of federal agencies and tribes that have worked together for the benefit of a resource. Traditional Ecological Knowledge is not new, but federal interest in using it is recent.

2:15 PM - 3:15 PM: Breakout Sessions

Tackling Tough Issues: How to Advocate for Change (Diamond West)

Craig Obey, Senior Vice President, Government Affairs, National Parks Conservation Association (moderator)

Bill Wade, Past Vice President of ANPR; Past Chair of the Executive Council of the Coalition of National Park Service Retirees

Alan Spears, Government Affairs Cultural Resource Director, National Parks Conservation Association

Deanne Adams, Past President, Association of National Park Rangers and International Ranger Federation

What is advocacy? How can you be an effective advocate within and outside the NPS? Hear from experienced change agents about the important role you can play as an advocate for change. Talk with them about the tools of the trade, do's and don'ts, and how to work with the partners who are in a position to advocate for the change that you want.

Taking the lead on lead: Removing lead from natural resource activities in parks - what's been done and what can you do? (Diamond East)

Dave Trevino, Environmental Protection Specialist, Biological Resource Management Division, National Park Service

The effects of spent lead ammunition and fishing sinkers on wildlife has been documented since the late 1880's. In the US, it wasn't until 1991 that the first law regulating lead ammunition was passed, with the banning of lead shot for waterfowl hunting. Many states and National Wildlife Refuges have enacted additional restrictions to the use of lead ammunition or sinkers, but to date, only three NPS units have done so. Some NPS units, particularly those within the range of the California condor, have been diligent on removing lead from their activities and have been very proactive in their public outreach. That begs the question, why haven't all units? Minimizing and eliminating toxic substance in the environment that can evoke adverse impacts is at the core of our stewardship missions. This discussion will explore the options that are available for us as we move towards implementing the directives from 2009.

Clean Air and Spectacular Views – Call to Action and Rocky Mountain NP Perspectives (Keyhole)

Mark Meyer, Renewable Energy Visual Resource Specialist

Susan Johnson, Chief, Policy, Planning and Permit Review Branch

Jim Cheatham, Environmental Protection Specialist, Rocky Mountain National Park

Melanie Peters, Natural Resource Specialist

Air quality, scenic views, and collaboration to protect them, are cornerstones of the Call to Action item #38: Enjoy the View. This panel will cover each of these topics and share experiences that are relevant to all parks in their efforts to protect clean air and scenery for future generations. Additionally, Rocky Mountain National Park will present some of the approaches that they have tried to understand the effects of air pollution and reduce the pollution that impacts the park.

NPSpecies: Use web and mobile apps to build, manage, and share species lists (Granite Pass)

Margaret Beer, Data Manager, National Park Service, Inventory and Monitoring Division

A fundamental purpose of the National Park Service is to protect and maintain biological diversity within parks. Park managers, interpreters, planners, and scientists need basic information on species occurring in parks as a basis for making decisions, and for working with the public, other agencies, and the scientific community. NPSpecies, which is part of the IRMA Portal, houses park species lists for the National Park Service. It is a web-based system that gives parks, and NPS, a way to build, manage, and share park species information. In NPSpecies you can download a park species list, print a species checklist for visitors, see other parks where a species occurs, and more. NPSpecies also leverages web applications such as iNaturalist as a way to get more park staff, and the public, engaged in documenting observations of species in parks. This presentation will give an overview of NPSpecies and its capabilities, and will demonstrate how iNaturalist can be used as a powerful tool for building park species observation information.

3:15 PM – 4:00 PM: Coffee Break (Lower Lobby)

4:00 PM - 5:00 PM: Breakout Sessions

ANPR Business Meeting (Diamond West)

Housing in the NPS (Keyhole)

Hala Malek, Intermountain Region Housing Program Manager

The objective of the session is to provide a general overview of the NPS Housing Program. The session will provide an overall perspective of how the Housing program fits into the big picture of park operations and how it directly affects employees living

in government housing. At the end of the session, attendees will be able to: 1) Articulate housing policy and regulations and how they related to effective housing management, 2) Define how rental rates are determined and calculated, 3) List the various allowable uses for rental income Identify and interpret the roles and responsibilities at all levels of the organization, 4) Explain the distinctions and implications of permitted and required occupancy, 5) Clarify how required occupancy relates to condition of employment, residency requirements, enforcement and IRS, 6) Discuss the challenges of living in NPS housing. This will be an interactive session with combination of short instructor presentation and facilitated discussions.

National Parks in Urban Areas: A New Model for Youth Engagement (Granite Pass)

Paul Labovitz, Superintendent, Indiana Dunes National Lakeshore

Greg Lais, Executive Director, Wilderness Inquiry

It's tough for national parks, especially urban ones, to work in partnership with their gateway communities. This presentation will illustrate how the Mississippi National River & Recreation Area used an innovative and scaled canoe program known as Urban Wilderness Canoe Adventures (UWCA) to establish community connections in Minneapolis and Saint Paul. Learn how the program started, how it has evolved, how it is integrated into both the Minneapolis and Saint Paul public schools, and how it has connected over 50,000 students to their local national park, outdoor recreation, and one of the globe's most significant river systems.

6:00 PM – 8:00 PM: Exhibitors' Reception and Dinner (Lower Lobby/Diamond East and West)

Join us for drinks, light appetizers, and a full dinner in the Longs Peak Lodge. If you are staying at the YMCA and have purchased the meal plan, the reception and dinner is included. If you are not staying at the YMCA or have not purchased the meal plan, the reception and dinner cost \$14. Please pay at the registration desk.

8:00 PM – 12:00AM: Hospitality Suite: S'mores and Stories (Boulder Field)

Saturday, October 25

8:30 AM – 9:00 AM: Morning Announcements (Diamond East and West)

Thank You to Teresa Ford, Editor of *Ranger* and ANPR Business Manager

9:00 AM – 9:30 AM: State of the Association (Diamond East and West)

Presentation of ANPR's Rick Gale Award

Erika Jostad, President, Association of National Park Rangers

9:30 AM – 10:30 AM: Keynote (Diamond East and West)

"America's Best Idea: NPS branding and its impacts on diversity enhancement"

Alan Spears, Government Affairs Cultural Resource Director, National Parks Conservation Association

For nearly twenty years the National Park Service and non-profit partners have exerted a great deal of energy towards the goal of enhancing National Park System diversity. The results demonstrate that workforce diversity has stagnated (or gotten statistically worse) while the visitation numbers for Native, Asian, Latino and African Americans remain far below their respective percentages of the U.S. population. At a time when businesses and agencies ranging from the Department of Defense to NASCAR have engaged in successful efforts to increase their appeal to people from diverse racial and ethnic backgrounds why have the National Park Service and private, non-profit conservation organizations (such as NPCA) found it such tough going to connect with people of color? Alan Spears will examine the issue highlighting what's worked, what hasn't, and how future success may hinge on small, park-level initiatives and a tiny but powerful grassroots constituency of park advocates who won't take "no" for an answer.

10:30 AM – 11:00 AM: Coffee Break (Lower Lobby)

11:00 AM – 12:00 PM: Keynote (Diamond East and West)

"The 'I' in Risk: Personal Responsibility in Risk Management"

Jim Syvertsen, Wilderness Ranger, Sequoia and Kings Canyon National Park

In 2011, Jim Syvertsen experienced a life-threatening injury while working in the Sequoia-Kings Canyon Wilderness. With the aid of his teammates, he narrowly avoided exsanguination over the course of the night on the side of an ice-covered mountain. Join him as he candidly shares his story: What went wrong? How can we stay healthy in a job that faces constant personal risks? And, under the weight of duty, how can we recognize when the risks are greater than the reward?

12:00 PM – 1:00 PM: Lunch (Aspen Dining Room)

1:00 PM – 2:00 PM: Breakout Sessions

How to Get Hired (Granite Pass)

JD Updegraff, Supervisory Law Enforcement Ranger, Death Valley National Park

Holly Baker, Supervisor, Division of Interpretation, Zion National Park

Paul Cox, Supervisory Fee Manager, Carlsbad Caverns National Park

Pam Cox, Supervisory Park Ranger, Carlsbad Caverns National Park

Join us for a panel discussion with selecting officials to hear their perspective on the hiring process. What makes a resume stand out? What are some of the skills that these hiring officials are looking for, beyond the specifics of the vacancy announcement? What are some of the pitfalls to avoid? A question and answer session will follow the discussion.

Environmental Emergencies, Traumatic Injuries: Everyday EMS in the NPS (Keyhole)

Dr. Damon Vincent, Emergency Medicine Physician and Mountaineer

Join Dr. Damon Vincent as he discusses the challenges EMS providers face and the types of injuries they encounter when working in austere environments. This course can count as continuing education for EMTs.

Leadership: Answers to the Call to Action (Diamond East)

Mark Maciha, Ed.D., Director, Park Ranger Training Program, Northern Arizona University

As NPS employees, we answer the call to protect, conserve, and to provide for the enjoyment of our nation's heritage. Unfortunately, we are challenged with problems in organizational leadership, as evidenced in low rankings in the *Federal Employee Viewpoint Survey*. In his recent research, Dr. Mark Maciha sought to answer the director's *Call to Action* and to explain the influences on the practice of leadership in the NPS. In this session, Mark will present the findings of his study and recommendations for employee and organizational development. Mark retired in 2007 after 27 years in the NPS and is currently an Associate Professor of Practice and the Director of the Park Ranger Training Program at Northern Arizona University.

NPS Collaboration Clinics (Diamond West)

Joy Lujan, Intermountain Region RTCA Planner

Hugh Osborne, Intermountain Region RTCA Planner

Collaboration Clinics are an emerging model for helping NPS staff, stakeholders, and partners develop the specialized skills they need to work collaboratively for more effective planning, decision-making and resource management. Many aspects of existing NPS policy and guidance speak to the value of developing integrated, collaborative approaches to accomplishing our mission and getting our collective work done. Collaboration Clinics provide planners, superintendents, park staff and other decision-makers practical training and practice in using collaborative approaches and processes. Participants in this session will learn more about what makes collaboration challenging, how Collaboration Clinics can help parks improve dynamics within work groups and improve collaboration with partners.

2:00 PM – 2:45 PM: Coffee Break (Lower Lobby)

2:45 PM – 3:45 PM: Breakout Sessions

Mountain Medicine in Our National Parks (Keyhole)

Dr. Scott Owens, UCSF-Fresno Emergency Medicine Residency Program/Parkmedic Program

Join Dr. Scott Owens from the UCSF Parkmedic Program as he reviews a series of NPS EMS vignettes that represent some of the more interesting situations faced by the EMS Providers in the National Park Service. Dr. Owen will incorporate a review of the new NPS Pain Management Procedure using both Fentanyl and Ketamine and the new NPS Cervical Immobilization Procedure (currently in draft). This will be an interactive session with summary "Take Home Points" from each vignette. This course can count as continuing education for EMTs.

An International Success Story: Perry's Victory and Parks Canada Partnership (Diamond West)

Bill Brake, Field Unit Superintendent for Parks Canada Newfoundland East

Blanca Stansky, Superintendent Perry's Victory and International Peace Memorial

Are you interested in building a collaborative sister park relationship that produces results? If so, join Bill Brake and Blanca Alvarez Stransky for a discussion on how to build a successful international partnership with Parks Canada. A sense of humor required!

GIS in Incident Management: Lessons from Hurricane Sandy (Diamond East)

Mark Christiano, GIS Specialist, Gateway National Recreation Area

Hurricane Sandy ravaged the New York City metropolitan area. Gateway National Recreation Area, which spans two states and 27,000 acres, experienced its own share of impacts from Hurricane Sandy. In addition, it served both as a staging area for federal teams assisting the City of New York, as well as a temporary holding area for debris collected from around the city. This presentation will offer an overview of how GIS was used to inform National Park Service incident management teams in the aftermath of Hurricane Sandy at Gateway National Recreation Area.

Embracing Wilderness? The 50th Anniversary of the Wilderness Act (Granite Pass)

Adam Fix, Graduate Student, SUNY College of Environmental Science and Forestry

Ellyse Deldin, Trailhead Ranger, Sequoia and Kings Canyon National Parks

Sam Webster, Wilderness Ranger, Sequoia and Kings Canyon National Parks

2014 marks the 50th anniversary of the Wilderness Act. This milestone has not gone unnoticed: the "Wilderness50" campaign plans to celebrate the year by engaging the public, building a more cohesive wilderness community, and connecting with youth. One of the most important aspects of this campaign is, as Wilderness50 states, that "the assumptions of the Wilderness Act, valuable and pathbreaking in many ways for Americans, have led to a "non-inclusive" movement around the wilderness

concept." What are these assumptions, and why must they be non-inclusive? Is it possible to have a fully-inclusive conception of wilderness? Is it necessary? 50 years after the wilderness act, must we re-think wilderness in order to ensure its protection? This panel, composed of three Sequoia-Kings Canyon Rangers, seeks to examine these questions (and more). The panelists will each present a systematic examination of a targeted element of wilderness philosophy, before opening the floor to questions and discussion.

4:00 PM – 5:00 PM: Breakout Sessions

The Darkest Shade of Green and Gray: A ranger-involved shooting (Keyhole)

JD Updegraff, Supervisory Law Enforcement Ranger, Death Valley National Park

A personal account of a deadly force incident at "the arch" in St. Louis. This talk will focus on the events, tactics, force science, and what rangers can do to prepare themselves for what lies ahead, including advocating for those involved in traumatic law enforcement incidents.

From Idea to Operational in less than One Year: The Friends of James A. Garfield National Historic Site (Diamond West)

Andrew Myszak, Executive Director of Friends of James A. Garfield National Historic Site

Todd Arrington, Chief of Interpretation and Education, James A. Garfield National Historic Site

This presentation tells the story of the Friends of James A. Garfield National Historic Site, an up-start public lands partner association established in 2013. In the span of nine months, the Friends went from the result of a brainstorm session to being an operational organization. The presenter, Andrew Myszak, Executive Director, will present the story of how a core group of people who shared a common mission, coupled with on-going communication, brought this organization to life at warp speed. The secret to their success? A willingness to try anything as long as it benefitted the Site. The story of the partnerships at James A. Garfield National Historic Site can serve as a prime example of the positive results of when individuals of like mind and common interest come together to serve a greater purpose.

Two-way interpretation regarding climate change: Observations and results of a multi-park study (Granite Pass)

Brian Forist, Associate Instructor and Ph.D. Student, Indiana University

Eric Knackmuhs, Associate Instructor and Ph.D. Student, Indiana University

Doug Knapp, Associate Professor, Indiana University

Much interpretation in the National Park Service today is done in a didactic, lecture style where visitors have few, if any, opportunities to ask questions, offer opinions, or share interests and experiences. This "one-way" communication runs counter to research suggesting that long-term impacts of visitor experiences must be established through direct connections with the visitor. Research has suggested that interpretive experiences utilizing "two-way" dialogue are more successful at facilitating long-term memories and connections to resources than "one-way" approaches. Researchers from Indiana University will present preliminary findings from a multiple park study that assessed the impact of two-way interpretation related to climate change. Program observations along with immediate and long-term recollections will be presented.

5:45 PM – 7:30 PM: Elk Bugling

This is a 30-minute program - IN THE FIELD - with elk grazing/cavorting/mating/fighting in the near background! Listen to a ranger talk about elk adaptation, migration and mating behavior while observing the elk in action!

7:30 PM – 9:00 PM: NPS Movie Night (Beaver Meadows Visitor Center, ROMO)

Want to learn what's new with NPS sites across the country? Would you like to see the most recent movies created by the Harpers Ferry Center? Join us for a night of insightful information and lots of laughs.

9:00 PM – 12:00 AM: Hospitality Suite (Boulder Field)

Sunday, October 26

7:00 AM – 8:00 AM: Farewell Breakfast (Aspen Dining Room)

8:00 AM – 8:45 AM: ANPR Business Meeting (Diamond East and West)

8:45 AM – 9:30 AM: World Ranger Congress in 2016: ANPR Hosts the World (Diamond East and West)

ANPR is organizing and hosting the 8th World Ranger Congress of the International Ranger Federation in 2016. Conference chair Bob Krumenaker will share the plans and progress to date, introduce the organizing committee members, and field questions.

9:45 AM – 10:30 AM: Storm King 20 Years Later: A Memorial To All Fallen Firefighters (Diamond East and West)

Mike Lewelling, Fire Management Officer, Rocky Mountain National Park

Using the twentieth anniversary of the South Canyon Fire as a starting point, Mike Lewelling will discuss the changes and challenges associated with risk management during wildland fires.

10:30 AM - 11:30 AM: Keynote (Diamond East and West)

“The Third Era of NPS Natural Resources Management”

Dr. Nathan Stephenson, Research Ecologist, USGS Western Ecological Research Center

Thinking about natural resources management is currently undergoing a seismic shift, profound enough to push us into the third era of NPS natural resources management. The first era, which we can simplistically think of as extending from the late 1800s to the 1960s, had a substantially greater emphasis on managing for spectacles – things like wildlife feeding, firefalls, and trees to drive through, all for the public enjoyment. The second era began with the publication of the Leopold Report in 1963, and extended to 2012. The Leopold Report spawned a number of changes, focusing attention on whole ecosystems and managing for “vignettes of primitive America.” Some of those changes, like the introduction of prescribed fire, were quite radical for their time. With the *Revisiting Leopold* report of 2012, we’re entering the third era, which recognizes that ongoing global changes mean that the future we face is likely to be both unprecedented and unpredictable – and that we thus can no longer automatically look to the past to find targets for managing into the future. The challenges of this third era are great, but we have some sensible ways to meet these challenges.

Nate Stephenson is a Research Ecologist with the U.S. Geological Survey’s Western Ecological Research Center, stationed in Sequoia and Kings Canyon National Parks. He is particularly interested in the effects of rapid climatic changes on forests, and how protected areas managers can adapt to an uncertain, but certainly unprecedented, future. Nate is steward of the world’s longest-running annual-resolution forest dynamics data set, a network of 30 plots now in its 33rd year which has followed the fates of some 28,000 trees. In 2011, he was awarded the NPS Director’s Natural Resource Award for Natural Resource Research.