



# The Trail Boss News

July 2002  
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## The Value of Membership

By Steve Hannan, Wyoming Section President

The financial condition of SRM was one of the “hot” topics discussed at the Kansas City SRM meeting. This topic repeatedly arose in both informal conversations among the conventioners as well as in the various governing councils and board meetings. In order to balance the 2002 operating budget, SRM had to dip into reserves to the tune of \$60,000. It’s obvious that our society’s financial boat is leaking badly, and that we must set it aright.

In the March issue of the *Trail Boss News*, SRM President Rod Heitschmidt outlined the financial plan adopted at the Kansas City meeting. The financial plan has two key and linked components. First, is the “Budd” revenue plan that calls for phased dues increases to be implemented, as necessary depending on the number of SRM members. The second component is membership. We need more members. The more members we have, the lower membership dues will be. Needless to say, these sound like mutually exclusive goals. Common logic dictates that as dues go up, membership will decline. But hey, we’ve got to think outside the proverbial box!

I maintain that SRM membership is significantly undervalued, and that we can increase dues and increase membership. A quick inventory of the various organizations and groups I personally belong to supports that thesis. For example, I pay about \$55 per year for membership in Ducks Unlimited. For this membership fee, I get six issues of DU Magazine, tickets to a banquet where I spend another \$40 - 60 for raffle tickets and other fundraisers. I support the goals of DU and am happy to support it financially. However, I have not hunted waterfowl for more than twenty years. So it does not really matter to me personally whether DU’s conservation efforts result in waterfowl population increases or not. I read DU magazine, but again the latest decoy sets or retriever training techniques are pretty much moot. This is not information that I actually use in my professional or recreational pursuits.

I am a member of the Buffalo Kiwanis Club. Kiwanis is a service club that pursues various civic and philanthropic activities. Annual dues are \$70, plus each member donates twelve to sixteen hours of service work time annually. The Kiwanis Club has a weekly luncheon meeting where I pay \$8 for a mediocre meal. The guest speakers at the luncheon provide information that is sometimes of interest to me, but often they provide little more information than I can glean from the local newspaper. Again, my membership includes Kiwanis Magazine, which I skim and occasionally find articles or information useful and interesting. I appreciate and support Kiwanis mission, especially our emphasis on youth activities. But really, there is not much return on my investment.

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So how does my SRM membership stack up against these other organizations? Well, first I get two publications. I'll admit I only skim JRM for papers that interest me, but read *Rangelands* cover to cover. In every issue, I find information that is current and applicable in my vocation and area of professional interests. I attend meetings where I can associate, network and exchange information with individuals all of whom share an interest in rangelands.

Most importantly, SRM and its members conduct research, and disseminate information on all aspects of rangeland ecology and management. The information that SRM makes available helps me to keep abreast of the cur-

**...Membership in SRM is like an undervalued stock market share. It's value is going to keep going higher.**

rent trends and concepts applicable in the art and science of rangeland management.

My definition of a professional is a person who strives to attain the knowledge and skills necessary to perform at a high level of competence. I believe that in the field of rangeland management, continuing education is the key component necessary for an individual to attain and maintain their professional competence.

The opportunity and forum for continuing education that SRM affords is the single most important benefit of my SRM membership. I don't walk in lock step with every position SRM takes, nor do I always agree with the conclusions or opinions drawn from range research published by SRM. We are after all, a very diverse group. Differing opinions and philosophies should be expected.

I believe that a person truly interested in furthering their education should welcome a chance to critically review opinions or research that contradicts their personal experience or knowledge. My SRM membership affords me the forum to share my experience and a source (or sources) to expand my knowledge of rangelands. I can not tell you what the upper limit of that value is, but can assure you that it is well beyond the proposed dues increases.

OK, this is supposed to be a column not a book. So I'll get off the stump. I'll close by challenging members to examine the value of their membership. I think you will reach the same conclusion as I, that your SRM membership is like an undervalued stock market share. Its value is going to keep going higher. So hang onto it, and share your secret of success with others.

## Lost Resources

**Walter M. Risse** of Lake Havasu City, AZ passed away on March 7, 2002.

## Onward & Upward

Janette Kaiser has been named Director of Forest and Rangeland Management for the Forest Service. She replaces Ann Bartuska who left the Forest Service to work for The Nature Conservancy.

Janette was most recently Forest Supervisor of the Beaverhead-Deerlodge National Forest in southwest Montana. Other assignments include rangeland management staff at Forest Service headquarters in Washington, D.C., District Ranger on the Mark Twain National Forest in Missouri and range specialist on two national forests in Arizona. She received her university level training at Arizona State University as well as serving as senior fellow at Harvard University.

Janette is a long time member of the Society for Range Management and has held leadership posts at the Section level.

*If you have SRM member news you would like to share in the next edition of the Trail Boss, please mail it to Maura Laverty, C/O SRM, P.O. Box 652, Council, ID 83612 or e-mail [mlaverty@fs.fed.us](mailto:mlaverty@fs.fed.us)*

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## Setting the Pace for Conservation

The Soil and Water Conservation Society (SWCS) is "setting the pace for conservation" this July in Indianapolis, Indiana. July 13-17, 2002 at the Westin Hotel, the Society will be providing conservation professionals with another great opportunity for professional development.

Highlighted topics will include: land use-reconciling economics, ethics, and ecology; managing nonpoint source water pollution; and measuring conservation progress.

The 57-year-old conference is a combination of workshops, plenary and concurrent sessions, and educational tours. The conference will focus on how conservation of natural resources is linked to local, regional, national, and global concerns.

Executive Director, Craig Cox, says, "This year's annual conference will be an opportunity for integrated learning and sharing across key natural resource topic areas."

The Hoosier Chapter of SWCS will serve as the host for this year's conference. Some of the tours include Purdue University USDA-ARS, National Soil Erosion Lab, Dow AgroSciences, Monsanto, the National Future Farmers of America headquarters, and the Indianapolis Motor Speedway.

The preliminary program with more details and registration form is on the web at [www.swcs.org/t\\_what2002conf-frontpage.htm](http://www.swcs.org/t_what2002conf-frontpage.htm). Contact Pat Mulligan, [patm@swcs.org](mailto:patm@swcs.org) or (515) 289-2331, ext. 17 with any conference questions.



## Can Rural And Urban Communities Help One Another?

A new report from the Council for Agricultural Science and Technology (CAST) provides a road map on how urban and agricultural interests can benefit one another. The report titled "Urban and Agricultural Communities: Opportunities for Common Ground" is the result of months of collaboration among scientists from diverse areas of expertise, ranging from social scientists to horticulturalists.

"In many people's minds, rural and urban groups are pitted against one another," said report co-chair Lorna Michael Butler of the Iowa State University College of Agriculture, Departments of Sociology and Anthropology, and Henry A. Wallace Endowed Chair for Sustainable Agriculture.

"This report focuses on the role agriculture can play in serving as a common denominator between rural and urban sectors. As America's population increases and its farmland decreases, there are good reasons to coalesce the interests and goals of rural and urban people."

"We need a new vision for agriculture. A broader view of agriculture can help solve some of our daily concerns," said co-chair Dale M. Maronek Head of the Oklahoma State University Department of Horticulture and Landscape Architecture. "In fact, agriculture already is offering many solutions to the needs of city dwellers, but we must change the way rural and urban leaders work together, share resources and develop creative policy options to solve common problems."

In addition to food, fiber, ornamental plants and forestry production, the report defines agriculture as including major components that range from food safety technologies to natural resource programs and to the people and organizations involved in agricultural policy, public education, and related agricultural service industries.

The report provides an extensive discussion of the ways that agriculture already contributes to urban communities, such as storm water management,

**A broader view of agriculture can help solve some of our daily concerns...**

air quality, and economic benefits as well as community and human health and recreational opportunities.

It also proposes initiatives that the agricultural system, higher education programs and governments must undertake jointly to remain relevant to society. The report suggests five important initiatives within which agriculture can play a significant role:

- **Comprehensive Planning Initiatives:** There is need for greater public support and understanding of the rural-urban agroecosystem; for integration of agriculture into long-term, comprehensive rural and urban planning as well as other areas.

- **Public Policy Initiatives:** Relatively little U.S. policy addresses agricultural relationships in both metropolitan and rural areas. Important policy related issues fall in the categories of land use, food systems, and development of human capital.

- **Higher Education Initiatives:** Higher education has a timely opportunity to respond to urban agriculture in several ways, ranging from curriculum to rural-urban extension programs to supporting community food systems.

- **Research Initiatives:** More science-based information is needed to assist with the design and management of contemporary urban agriculture on topics such as urban soils, pest management and farmland preservation.

- **Partnerships and Collaboration Initiatives:** If agriculture is to survive in an urbanizing society, albeit in a different form, partnerships between traditional agricultural groups and urban interest groups will be imperative.

In addition to co-chairs Butler and Maronek, authors of the report include: Nelson Bills, Department of Applied Economics and Management, Cornell University; Tim D. Davis, Texas A&M University Research and Extension Center, Dallas; Julia Freedgood, American Farmland Trust; Frank M. Howell, Department of Sociology, Anthropology, and Social Work, Mississippi State University; John Kelly, Public Service and Agriculture, Clemson University; Lawrence W. Libby, Department of Agricultural, Environmental, and Development Economics, The Ohio State University; Kameshwari Pothukuchi, Department of Geography and Urban Planning, Wayne State University; Diane Relf, Department of Horticulture, Virginia Polytechnic Institute and State University; John K. Thomas, Department of Rural Sociology, Texas A&M University and the Texas Agricultural Experiment Station; and Paul B. Thompson, Department of Philosophy, Purdue University.

The full text of the report is available at the CAST website at [www.cast-science.org](http://www.cast-science.org) along with many of CAST's other scientific publications.

CAST is an international consortium of 37 scientific and professional societies, including SRM. It assembles, interprets, and communicates science-based information regionally, nationally, and internationally on food, fiber, agricultural, natural resource, and related societal and environmental issues to its stakeholders – legislators, regulators, policymakers, the media, the private sector and the public.



## NDSU COLLEGE OF AGRICULTURE

The Department of Animal and Range Sciences (ARSc) invites applications for the position of Department Chair. The department has 25 full-time faculty and 40 support personnel. Strong programs of research are conducted in several areas ranging from animal production systems to molecular biology. Centers of excellence include reproductive physiology, ruminant nutrition, range science and natural resource management.

Departmental facilities include extensive animal units and an off-campus range research facility. ARSc faculty advise approximately 220 undergraduate students and 45 graduate students. Strong extension programs are conducted in range, beef, dairy, sheep, swine and animal products.

The successful candidate will serve as administrative officer and program leader for the department and will provide leadership and participate in the ARSc research, teaching and extension programs. The Chair will represent the department to the university, professional associations and related groups, and will interact with Directors of the Ag Experiment Station, Extension Service and off-campus Research and Extension Centers.

The successful candidate must have a doctorate in Animal or Range Sciences or a related field, demonstrate significant accomplishments in teaching and research, and be qualified for appointment to the rank of Professor with tenure in the department.

Candidates must demonstrate leadership, communication and team-building skills and possess strong interpersonal abilities. Preference will be given to candidates with administrative experience in fiscal and personnel management, and with a commitment to the land grant mission.

For further details see the departmental web site: <http://www.ag.ndsu.nodak.edu/ars/templates/indexes/progamindex.htm> Review of applications begins September 1, 2002 and will continue until a suitable candidate is identified. Send 1) a statement of interest and evidence of qualifications for the position, 2) curriculum vitae, 3) a statement of the role of an Animal and Range Sciences Department in the college, state, and region, and 4) names, telephone numbers, postal and e-mail addresses of 5 references to: Dr. Douglas A. Freeman, Committee Chair, Department of Veterinary and Microbiological Sciences, 150 Van Es Hall, 1523 Centennial Blvd, North Dakota State University, Fargo, ND 58105, PH. 701-231-8504, FAX. 701-231-7514, email: douglas.freeman@ndsu.nodak.edu.

NDSU is an equal opportunity institution.

## From the SRM President's Desk

Dear Members,


I have wondered for sometime what the general membership's thoughts are relative to changing SRM's name.

Many members have tried to convince me, with great fervor, that the general membership's thoughts are exactly the same as theirs. However, I am not convinced that any of us know what the general membership's thoughts are; thus, this survey. I want to know what your thoughts and ideas are, not what others think your thoughts and ideas are!

To initiate this process I have made two requests. First, I asked Don Kirby and John Tanaka to write a brief article outlining the fundamental pros and cons of changing SRM's name. (See Page 5) I asked them to avoid endorsing either position. Rather, I just wanted them to remind us of some of the underlying reasons to retain our current name or to change it. Their penned thoughts are simply for your consideration.

My second request was that Helen Rowe and Tom Bartlett lead us through the survey process. Please respond in accordance with Helen's guidelines as outlined on page 5 as well. I thank each and every one of you.

Rod Heitschmidt, SRM  
President



**Have an opinion about whether or not the Society for Range Management should change its name? We want to hear about it. See page 5, at right, for details....**



# SRM Name Change...

By Don Kirby and John Tanaka

We were asked to coordinate a brief article considering the pro's and con's of a name change for the Society.

Name changes are not without precedent in the agriculture and natural resources professions. Case in point, just this spring NDSU changed the name of the College of Agriculture to the College of Agriculture, Food Systems and Natural Resources (COAFSNR). If you say the acronym fast enough, COAFSNR, you get cough and sneer.

Considering department names - how many Animal and Range Science Departments exist today? How about Range Science or Range Management? These were the names of choice when Range curricula was developed and added into college and university programs throughout the West and Midwest.

Why have so many changed their names? The universal answer is a change of image. A change of image to a more diverse, all-inclusive representation of who we are and what we do.

Following is a list of short, distinct bullets describing why, or why not, a name change is needed or desired. Obviously there are many more reasons for considering a name change. Those listed are only to stimulate more discussion within you, the membership.

## Why change?

- Staying relevant in a changing world
- Focus on multiple use and users
- More appealing to a more diverse membership
- Breaking tradition
- Concern for the resource
- Increasing membership
- Refocusing image from cows and cowboys to rangeland

## Why not change?

- Alienate some members
- Breaking tradition
- Longtime name recognition
- Ammunition for anti-grazing critics
- Costs to change
- What is important is what we do, not what we call ourselves
- Are we making a significant change

# The Delphi Process

By Tom Bartlett and Helen Rowe

The Delphi is a technique used for gathering and developing opinion. The process involves the following steps: 1) questionnaires are sent out, 2) individual responses are collated, 3) responses are returned to participants with further questions, 4) individuals respond taking group feedback into consideration, and 5) this process continues until a certain level of agreement has been achieved. The SRM board of directors has chosen to use the Delphi process through the Trail Boss News and the SRM website in order to solicit member opinion regarding a name change.

This Delphi will occur in three stages:

1. In this Delphi 1, we will be asking you to give your opinion on whether you support a name change and for comments regarding this issue. These results will be tabulated and reported in the following TBN and on the website.
2. If the membership indicates an inclination to change the name, a second round of Delphi questions to further "discuss" the issue will accompany the Delphi 1 results in the September issue of the Trailboss News and on the SRM website.
3. Results from Delphi 2 will be reported before and at the Casper, WY meeting.

## Instructions for Delphi 1:

Please read the preceding section concerning the pros and cons to a SRM name change. Respond to the questions below and either email your response to Helen Rowe (ivy@cnr.colostate.edu), mail it to Helen Rowe, Department of Rangeland Ecosystem Science, Colorado State University, Fort Collins, CO 30523-1478, or visit the website at [www.rangelands.org](http://www.rangelands.org) and write in your response. Responses are due July 31, 2002.

### Question:

1. Would you like the Society for Range Management to change its name? (Circle One)

**Yes**

**No**

2. Comments (optional):

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## The Journey Continues

By Kendall Johnson

*Editor's Note: This is the second installment of an article that first ran in the April Trail Boss News.*

SRM's Journey to Change (Jt▲), is an ongoing process of taking time to think together about how SRM can better serve its members and the public interest, now and in the future. "Taking time to think together" is a kind of conversation that takes the form of dialogue, rather than debate.

Dialogue does not necessarily seek solutions or even consensus. It does seek understanding of the perspectives that participants bring to the conversation. If dialogue brings together people who do not ordinarily talk to each other, it is generating new information. And the free flow of information, as Margaret Wheatley describes it, is the lifeblood of any organization, allowing it to adapt to the changing environment in which it must live.

A Jt▲ conversation is one way of generating new information. As noted in the April issue of Trail Boss News, SRM members attending eight different section meetings last fall were asked to identify the major challenge facing the society today.

A major theme in the written responses was a recurring desire to face ongoing tensions between commodity and ecology orientations within SRM:

"We are divided. Some feel SRM should be a livestock industry advocate while others feel we should advocate managing rangelands to a desired ecosystem condition." [Arizona]

"The perception that SRM stands for Society for Cowland Management rather than Society for Rangeland Management." [Utah]

"The ecologists/conservationists see SRM as too producer oriented. The producers see SRM as too ecologically oriented. There are other great organizations that both can go to for more focused forums." [Pacific Northwest (PNW)]

"Overcoming the perception that this organization is only beneficial to grazing managers and not natural resource managers." [Colorado]

"Too many other groups are stealing our grazing/no grazing discussions." [Arizona]

"Overcoming the reputation of promoting a particular use of land (livestock grazing)." [National Capitol]

"Embracing disturbance-based ecology as a paradigm for rangelands and organizational health." [Nevada]

"The enormous PR power formed by foundation-funded

radical environmentalists." [PNW]

"Reversing public opinion to eliminate livestock grazing from public range lands." [Utah]

"Making SRM valuable enough to ranching and agricultural communities that they become involved and memberships reflects their interests. We have to evolve from a forum for academics." [New Mexico]

"Defining what land management is to help resolve the urban/rural split." [PNW]

Participants in a Jt▲ conversation at the annual meeting in Kansas City thought together about the major challenge represented by these responses. In so doing, they recognized the broad spectrum of views within SRM and understood that a diversity of viewpoints can be a source of strength for the society.

They also understood, however, that diversity can be a threat to the health of the organization if not managed correctly. But SRM's underlying core values (love of rangeland, love of learning about rangeland, love of camaraderie with range people) make it possible to embrace and support the whole spectrum of views by creating a safe haven for different ideas and assumptions.

The opposite ends of the spectrum have more in common than is perceived, i.e., maintenance of open space and improvement of habitat. This allows interaction with opposite groups for understanding of different interpretations. They will help cast a society that can embrace the entire spectrum in focusing on land that has multiple uses.

Journey to Change is opening the way for a coexistence of the competitive model of conversation (debate) and the cooperative model (dialogue) in SRM. Judgments can be suspended for the purpose of exploring new concepts, developing shared understanding, and discovering new resources in collective knowledge. This is a cultural shift for SRM – a shift that appears essential if diversity is to be a source of strength and value in the future of the society rather than a threat to organizational longevity.

How can SRM members ensure that multiple truths along a continuum become a source of strength rather than a continuing threat? One way to begin is to support and participate in Jt▲ conversations. The conversations are open to any SRM member who wishes to be heard and who is willing to listen, reflect and learn, and often begin with an issue or question that may arise from any part of the organization. Those conversations can form a sure source of shared leadership in the society!



## *Coming To Casper? Here's an Update*

Planning for the 2003 Annual Meeting of SRM is well underway, and the entire team from Wyoming is excited to host friends from around the world.

Some changes in the procedure for submission of abstracts and papers have led to confusion, so it may help to clarify that process here. Symposia were to be submitted by July 1, and we have a number of outstanding programs scheduled, ranging from ecology to economics, and covering most points between.

If you have a symposium topic and have not discussed it with the program committee, this is the LAST CHANCE to do so. Contact either Bob Budd at 307-332-3388 (bbudd@tnc.org) or Kelly Crane at kcrane@uwyo.edu.

Abstracts for both symposia and technical sessions are due September 30, which is a later date than in the past. As a result, there is little room for late submissions.

Abstracts are due to Terry Booth at 307-772-2433 (tbooth@lamar.colostate.edu). We are also looking forward to a number of superior poster sessions, and those titles are due September 30, as well.

We have a tremendous program that will appeal to all members of the Society, so plan to be in Casper in February!

Submitted by Bob Budd  
First Vice President

## *Workshop Aims To Teach Ranchers How To Combine Ranching And Research*

A new workshop from Montana State University teaches ranchers how to conduct their own land management experiments. While university research gives farmers and ranchers the "big picture" of land management strategies, nothing beats an experiment conducted directly on the property, says Matt Rinella, of MSU's Land Resources and Environmental Science Department. Rinella is organizing a series of "Adaptive Management" workshops within the state. He says the aim of these workshops is for researchers and Extension faculty to teach land managers efficient ways to assess their own property.

In the workshop, Rinella and MSU Extension Weed Specialist Roger Sheley teach ranchers how to test various herbicides, fertilizers, seeds and tillage methods on a small plot of their own land and measure the response of vegetation.

The results can then be applied to larger parcels of land. Sheley said such small-scale experiments will give ranchers a better picture of their land's response to various management strategies – analysis that is critical when implementing effective weed management strategies.

For example, seeds sown to compete with weeds at one site may work well, while seeds sown in another area may not even develop into plants. The same goes for fertilizers, which may increase crop yield in some places but not in others. For more information about "Adaptive Management" workshops, contact the MSU Extension office.

## **SRM Issue Papers**

It has been a goal of SRM for several years to develop a series of Issue Papers. The purpose of an issue paper is to provide focused and concise information to the general public about rangeland management issues of continuing public interest. As such, the papers must be professionally developed, short (1-5 pages) and technically accurate yet written in a non-mechanical and customer-friendly manner.

In contrast, issue papers should not be viewed as primary components of SRM's rapid response mechanism to emerging issues. Granted, an existing issue paper may prove useful when a rapid response is required, but an issue paper should not be hurriedly developed so as to serve as a primary response.

What is the procedure for developing an issue paper?

1. Development will stem from BOD approval of short proposals justifying the need for development, recommending potential lead author(s) and identifying potential funding sources to cover production costs.
2. Any SRM member, committee or group can make said proposal.
3. Issue papers will often, but not always, be developed from one or more JRM synthesis papers. In those instances when development of a new or revised synthesis paper is required before developing an associated issue paper, development of the synthesis paper will follow standard JRM manuscript development and review procedures.
4. Authorship of issue papers will vary depending on the skills and desires of subject matter experts. It is well recognized that not all subject matter experts (e.g., scientists) are skilled at writing nonmechanical, customer-friendly articles. Thus, when deemed necessary by the BOD, an experienced, well-trained, scientific journalist may be employed to develop an issue paper.

Why these procedures?

It is not the intent of the BOD to impede in any way the development of much needed issue papers. Rather, our intent is to ease and expedite development by providing a clear, stepwise action plan that will result in highly valued, relevant, high quality publications. To do so, requires the group of facilitating decision-makers be relatively small in number, represent a cross-section of the SRM membership in terms of interest and expertise, and they have fiduciary authority to fund said process. Hopefully that is the SRM BOD.



# MEMBERSHIP

M a k e s   A   D i f f e r e n c e

Renew your SRM membership today, and  
ask others to join this valuable organization.  
Visit [www.rangelands.org](http://www.rangelands.org) for more information or  
call the SRM office at 303-986-3309  
and visit with Aaron Barr, membership coordinator.