

# MOLLY JANE GOOD

U.S. Fish and Wildlife Service (USFWS)  
Washington Fish and Wildlife Office  
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## EDUCATION

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- Michigan State University (MSU), Ph.D. Fisheries and Wildlife** 2013-Nov 18, 2020  
Certificates in Conservation Criminology and College Teaching  
*Dissertation Title:* “The role and perceived efficacy of law enforcement in the multi-jurisdictional management of Great Lakes fisheries”  
*Advisors:* William Taylor, Edmund McGarrell, Norm Graham, and Adam Zwickle
- University of Washington, M.S. Marine and Environmental Affairs** 2011-2013  
*Thesis Title:* “Utilization of a spatial decision-support tool for the restoration of Chinook salmon in the Columbia River”  
*Advisors:* Terrie Klinger and Charles “Si” Simenstad
- Michigan State University, B.S. Fisheries and Wildlife with High Honor** 2007-2013  
Michigan State University Honors College  
Specializations in Marine Ecosystem Management and Spanish

## PROFESSIONAL EXPERIENCE

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- Fish and Wildlife Biologist (GS-11/04)** Jan 2017-present  
U.S. Fish and Wildlife Service, Pacific Region, Washington Fish and Wildlife Office (WFWO) *Salary:* \$72,338  
Ecological Services, Ecological Assessment and Restoration Division *Hours per Week:* 40  
*Supervisor:* Mary Root  
*Primary Roles and Duties:*
- **Consultation Writer**
    - Coordinated with WFWO managers across three field offices to provide technical assistance for, independently research, write, and review the following Biological Opinions to address effects of proposed activities on federally listed species and critical habitat:
      - Petersen Nisqually Valley Farms, LLC (Yelm pocket gopher and designated critical habitat)
      - Riverbend Properties, LLC (Yelm pocket gopher and designated critical habitat)
      - Nelson Dam Removal Project (bull trout and designated critical habitat)
    - Independently researched and helped write sections (e.g., Concurrence, Environmental Baseline) for, and provided a full editorial review of, the Biological Opinion on the Columbia River System Operations and Maintenance of 14 Federal Dams and Reservoirs, which covered anticipated effects of proposed activities on bull trout, designated bull trout critical habitat, and Kootenai River white sturgeon
    - Drafted concurrence letters and prepared correspondence for signature of WFWO managers
  - **Co-Instructor** Mar 2020
    - Worked with co-instructors to revise existing course curriculum and write new course proposal for an updated version of the “Federal Activities and the Fish and Wildlife Coordination (FWCA) Act” training
    - Assisted in the development and implementation of the 2020 version of the training, offered through the National Conservation Training Center

- **Lead Author** of the Columbia River System Operations (CRSO) FWCA Report Apr 2018-May 2020
  - Wrote objective, scientifically-sound written draft and final CRSO FWCA Reports, which analyzed impacts of five project alternatives to primarily non-ESA-listed fish (e.g., Pacific lamprey, white sturgeon) and wildlife resources in the Columbia River basin
  - Served as liaison between USFWS and federal co-lead agencies (e.g., Corps, Bonneville, and Reclamation) to ensure a consistent and organized approach to compiling and formatting draft and final CRSO FWCA Reports
  - Coordinated monthly with cooperating agencies (e.g., National Marine Fisheries Service [NMFS]) to jointly discuss and contribute to ongoing and overlapping NEPA and ESA processes
  - Coordinated regularly with WFWO State Supervisor and CRSO Biological Opinion Team to ensure alignment among FWCA, NEPA, and ESA reporting efforts
  - Prepared CRSO FWCA briefing materials such as memos and delivered oral presentations to regional leaders at USFWS and other audiences (e.g., Washington Department of Ecology)
  - Led the planning for, and execution of, research investigations and data collection on ecological processes, landscapes, and fish, wildlife, and plant species to inform individual and team reporting efforts
  - Conceptualized and designed exercises for technical experts to gather and synthesize data for reporting purposes and coordinated weekly with technical experts to provide guidance and offer feedback on exercises
  - Created multi-day agendas and designed facilitation exercises for five multi-agency workshops with participation by diverse stakeholders (n = 111) from federal, state, academic, tribal, and private groups
  - Compiled and refined viable conservation recommendations and mitigation strategies, suggested by technical experts, diverse stakeholders, co-lead agencies, and cooperation agencies, for evaluation in response to potential impacts of proposed activities
  
- **WFWO FWCA Liaison**
  - Identify, review, and conduct investigations on complex, multi-state and -agency water resource development project proposals as pursuant to 16 U.S.C. 661 of the FWCA
  - Coordinate with federal co-lead agencies to jointly prepare scopes of work and negotiate budget requests to fund potential FWCA investigations and reporting efforts
  - In FY19 and FY20, acquired 16 FWCA project requests from federal co-lead agencies with opportunities to negotiate dollars in reimbursable spending and leverage USFWS resources to support targeted conservation for fish and wildlife resources in WFWO priority areas and landscapes
  - In FY18, successfully negotiated approximately \$2.27 million from the Corps – Seattle District in reimbursable spending through the FWCA to address potential impacts of project alternatives on fish and wildlife resources
  
- **Statewide FWCA Coordinator**
  - Serve as a centralized resource for staff in USFWS field offices in western, central, and eastern Washington to use to communicate about ongoing FWCA projects and future opportunities
  - Write and distribute monthly FWCA updates to WFWO managers on the status of statewide FWCA activities to enhance cross-program and -division coordination
  - In FY18, coordinated with USFWS regional leaders and NMFS to co-write and review the FWCA Regional Coordination Process, which provides detail for joint implementation of the FWCA in Idaho, Oregon, the Pacific Islands, and Washington
  
- **USFWS Representative**, Puget Sound Federal Task Force, Salmon Recovery Council Jan 2017-Oct 2018
  - Communicated USFWS priorities for aquatic species of concern (e.g., bull trout) and federal trust responsibilities (e.g., support for Pacific salmon conservation) to Puget Sound federally-recognized tribal governments in high-level, policy discussions with federal, state, tribal, and private groups
  
- **Co-Chair** of the WFWO Internal Communications Committee Apr 2017-June 2018

- Led the development and dissemination of an anonymous survey to obtain data on communication styles and barriers to effective communication among staff and managers at the field office level
- Led the analysis of survey responses and coordinated with WFWO to implement recommendations offered in the survey

**Taylor and Regier Great Lakes Fisheries Fellow, Boone and Crockett Fellow**

Michigan State University, Department of Fisheries and Wildlife, Center for Systems Integration and Sustainability

Major Advisor: William W. Taylor

*Primary Duties:*

- Design and lead the implementation of data collection efforts with regional advisory law enforcement agencies to better understand their effectiveness in managing multi-jurisdictional fisheries
- Co-designed and co-facilitated a strategic visioning exercise with the binational Great Lakes Fishery Commission in effort to best prepare the organization for future challenges of, and opportunities for, multi-jurisdictional fisheries management
- Co-authored and reviewed multiple publications in various book and special issue journal endeavors
- Led and participated in monthly, cross-disciplinary discussion and research-planning sessions with colleagues to share perspectives and applications of conservation criminology

June 2015-May 2017

Fellowship: \$135,000

Hours per Week: 40+

**Presidential Liaison**

Boone and Crockett Club

*Primary Duties:*

- Nominated and approved for Professional Membership in December 2019
- Assist current and past Club Presidents in coordinating authors and conceptualizing and writing articles for the Club's official publication, *Fair Chase* magazine
- Serve on various committees including the Conservation Education and Conservation Policy Committees
- Attend and participate in the Club's Annual Meeting (2014, 2015, 2016, 2018, 2019)

Aug 2014-present

Hours per Week: 2-5

**Future Academic Scholars in Teaching (FAST) Fellow**

Michigan State University, Center for the Integration of Research, Teaching, and Learning

Mentor: Henry "Rique" Campa, III

*Primary Duties:*

- Nominated and selected to design, develop, implement, and assess a teaching-as-research (TAR) project with a mentor in an introductory science, technology, engineering, or mathematics (STEM) undergraduate course (e.g., Fundamentals of Fisheries and Wildlife Ecology and Management)

Apr 2016-May 2017

Fellowship: \$2,000

Hours per Week: 10+

**Janice Lee Fenske Excellence in Fisheries Management Fellow**

Michigan State University and Great Lakes Fishery Commission

Mentors: William W. Taylor and Bob Lambe

*Primary Duties:*

- Nominated and selected to independently develop a short-term research project that resulted in the identification of challenges of, and opportunities for, effective law enforcement in nationwide, multi-jurisdictional fisheries management
- Conceptualized and executed a day-long symposium at an American Fisheries Society Annual Meeting with law enforcement professionals from federal, state, provincial, tribal, and local entities to discuss their, and their agencies', roles in fisheries sustainability
- Created and maintained social media accounts (e.g., blog, Facebook group, Facebook page) and a social media guide to assist other Fenske Fellows in documenting their own research experiences

Sept 2014-Feb 2016

Fellowship: \$10,000

Hours per Week: 10

**Graduate Research Assistant (Ph.D. Student)**

Michigan State University, Department of Fisheries and Wildlife, Center for Systems Integration and Sustainability

Major Advisor: William W. Taylor

Aug 2013-May 2015

Fellowship: \$88,000

Hours per Week: 40+

*Primary Duties:*

- Co-organized and co-facilitated the execution of professional meeting and conferences, including the Global Conference on Inland Fisheries and the Food and Agriculture Organization of the United Nations in Rome, Italy
- Led the establishment of an endowment agreement at MSU to recruit high-performing graduate students interested in studying Great Lakes fisheries and aquatic ecosystems
- Served as the representative of the graduate student body on the Graduate Student Organization Leadership Board at monthly faculty meetings

**Graduate Research Assistant (M.S. Student)**

Sept 2011-Aug 2013

School of Marine and Environmental Affairs, University of Washington

*Hours per Week:* 40+*Major Co-Advisors:* Terrie Klinger and Charles “Si” Simenstad*Primary Duties:*

- Coordinated with co-advisors across programs (School of Marine and Environmental Affairs and the School of Aquatic and Fisheries Sciences) to test the effectiveness of a decision-support tool in identifying habitat factors leading to the presence of juvenile Chinook salmon in the Columbia River Estuary
- Served as the representative of the graduate student body at monthly faculty meetings
- Served as the student representative on various search committees for new faculty members

**Bradford E. Brown Scholar**

May-Aug 2013

National Oceanic and Atmospheric Administration, Northeast Fisheries Science Center

*Scholarship:* \$12,000*Mentor:* John F. Kocik*Hours per Week:* 40*Primary Duties:*

- Assisted in the surgical tagging, tracking and monitoring, and collection of endangered Atlantic salmon smolts in the Penobscot River Estuary
- Participated in the Penobscot Estuarine Ecosystem Survey and collected, enumerated, and identified species in first community-wide assessment of the Penobscot River Estuary's spatial and temporal variability in fish assemblages with a particular emphasis on diadromous species
- Developed and implemented a short-term research project on migratory movements and reversals of wild and hatchery-reared Atlantic salmon smolts emigrating through the Penobscot River Estuary
- Invited to present research at Woods Hole Oceanographic Institution as part of a symposium for student researchers studying fisheries resource management
- Created and maintained a social media account (*e.g.*, blog) to document research experiences

**Undergraduate Research Assistant**

Aug 2010-Jan 2011

Michigan State University, Department of Fisheries and Wildlife

*Salary:* \$2,400*Mentor:* Dana Infante*Hours per Week:* 10+*Primary Duties:*

- Collaborated with other lab members in characterizing an inventory of dams and their statuses in the United States as part of the National Inventory of Dam survey

**Fisheries Research Technician**

May-Aug 2010

Michigan State University, Department of Fisheries and Wildlife

*Salary:* \$6,400*Mentor:* Darren Thornbrugh*Hours per Week:* 40+*Primary Duties:*

- Conducted field research including fish sampling (*e.g.*, barge/backpack electroshocking, fish handling, fish identification, and data analysis) in freshwater systems to better understand fish assemblages in various areas of the Upper and Lower Peninsulas in Michigan

**National Earthwatch Science Scholar**

June 2006

Earthwatch Institute, “Salmon of the Pacific Northwest”

*Hours per Week:* 40+*Mentor:* Ralph Riley*Primary Duties:*

- One of eighty high school students selected nationwide to join a six-person field research team to evaluate Pacific salmon habitat restoration efforts
- Collected and compiled geomorphologic measurements in riparian forest zones including stream gradients, stream widths, stream substrate types, pool depths, and various tree measurements
- Took inventory on streams and riparian zone habitats that had been altered to enhance salmonid fitness and survivability

## TEACHING EXPERIENCE

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**Co-Instructor**, “Federal Activities and the Fish and Wildlife Coordination Act” March 2020  
National Conservation Training Center

*Primary Duties:*

- Assisted co-instructors with the development of a five-day training for USFWS staff primarily covering the FWCA and how to use it in practice
- Developed and gave a presentation to USFWS staff participants on a real-life application of the FWCA using the Columbia River System Operations as a case study

**Guest Lecturer**, FW 101: Fundamentals of Fisheries and Wildlife Ecology and Management Aug-Dec 2016  
Michigan State University, Department of Fisheries and Wildlife

*Primary Instructor:* Henry “Rique” Campa

*Primary Duties:*

- Independently developed and taught three hour and twenty-minute-long lectures covering ecological concepts, introduced and invasive species, and conservation law and criminal justice
- Developed formative and summative assessments for students
- Developed, disseminated, and analyzed pre-class and post-class surveys to understand student satisfaction with the class material

**Co-Instructor**, FW/MC 481: Global Issues in Fisheries and Wildlife Jan-May 2016  
Michigan State University, James Madison College, Department of Fisheries and Wildlife

*Primary Instructor:* William W. Taylor

*Primary Duties:*

- Prepared for and co-instructed two hour and twenty-minute-long lectures per week, independently graded all assignments, and mentored a group of fourteen undergraduate and graduate students
- Co-selected and coordinated more than thirty guest speakers
- Co-developed and co-managed an online course website for students to obtain information about the course and interact with each other

**Teaching Assistant**, Biology 434: Invertebrate Zoology June-Aug 2013  
University of Washington, Biology

*Primary Instructor:* Amanda Schivell

*Primary Duties:*

- Attended lectures, prepared for, and independently taught, one three-hour-long lab section per week, co-led off-campus field trips, held weekly office hours, independently graded all assignments, and mentored a group of twenty-four undergraduate students

**Teaching Assistant**, Biology 180: Evolution, Mendelian Genetics, Biodiversity, and Ecology Apr-June 2013  
University of Washington, Biology Sept-Dec 2012

*Primary Instructors:* Cecile Meister, Kerry Naish, Scott Freeman, and Micah Horwith

May-Aug 2012

*Primary Duties:*

- Attended lectures, prepared for, and independently taught, three two-hour-long lab sections per week, held weekly office hours, independently graded all assignments, and mentored a group of fifty-seventy-two undergraduate students



**Teaching Assistant**, Fisheries 437: Fisheries Oceanography  
 University of Washington, School of Aquatic and Fishery Sciences  
*Primary Instructor*: John Horne, Ph.D.

Jan-Mar 2013

*Primary Duties*:

- Attended lectures, co-designed, and independently taught, one two-hour-long discussion section per week, held weekly office hours, independently graded all writing assignments and exams, and mentored a group of twenty undergraduate and graduate students

## **PUBLICATIONS**

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- Good, M.J.**, Taylor, W.W., Martin, J., and S. Faverman. 2020. Relationships: The Game Changer for Increasing Your Leadership Potential and Achieving Success. *Lessons in Leadership: Integrating Courage, Vision, and Innovation for the Future of Sustainable Fisheries*. American Fisheries Society Press, Bethesda, Maryland.
- Taylor, W.W., **Good, M.J.**, Carlson, A.K., Scholze, T., Triezenberg, H.A., and R. Lambe. 2019. The changing face of Great Lakes fisheries. *Aquatic Ecosystem Health and Management* 22(3): 355-367.
- Good, M.J.** and J. Pusateri Burroughs. 2017. Women rise to the challenges of fisheries conservation: reflecting on 10 years of lessons learned through fly fishing. *MSU Fisheries and Wildlife Spotlight*. 13:17-19.
- Good, M.J.**, Taylor, W.W., Robertson, J., Demmer, W., and J. Pusateri Burroughs. 2016. Developing future leaders. *Fisheries*, 41(10):566-568; 612.
- Good, M.J.**, Taylor, W.W., Beck, J., Lambe, R., and J. Robertson. 2016. On the evolution of organizations. *Fisheries*, 41(9):507-510.
- Good, M.J.** and W.W. Taylor. 2016. To evolve, or not to evolve? – That is the question. *Fisheries*, 41(8):433-435.
- Youn, S.J., Allison, E. H., Fuentesvillla, C., Funge-Smith, S., Triezenberg, H.A., Parker, M., Thilsted, Onyango, P., Akpalu, W., Holtgrieve, G., **Good, M.J.**, and S. Muise. 2016. The underappreciated livelihood contributions of inland fisheries and the societal consequences of their neglect. Pages 107-120 in W.W. Taylor, D.M. Bartley, C.I. Goddard, N.J. Léonard, and R. Welcomme, editors. *Freshwater, Fish, and the Future: Proceedings of the Global Cross-Sectoral Conference*. Food and Agriculture Organization of the United Nations, Rome; Michigan State University Press, East Lansing, Michigan, and the American Fisheries Society Press, Bethesda, Maryland.
- Good, M.J.** 2016. The MSU Fenske Fellowship: fresh perspectives on fish, management, and law. *Fisheries* 41(4):171-172.
- Good, M.J.**, W. W. Taylor, and R. Lambe. 2016. The 2014-2015 Fenske Fellowship: Furthering the Future of Fisheries Management. *MSU Fisheries and Wildlife Spotlight*. 12:6-8.
- Good, M.J.** 2016. What is the Fenske Fellowship? *MSU Fisheries and Wildlife Spotlight*. 12:8.
- Good, M.J.** 2016. Emerging leaders empowered to make change. *MSU Fisheries and Wildlife Spotlight*. 12:22-24.
- Beard, J. Coscarelli, M., **Good, M.J.**, and T. Newcomb. 2014. Developing decision-support tools to enhance aquatic connectivity in the Great Lakes Basin: Results of a workshop sponsored by the Great Lakes Fishery Trust. Great Lakes Fishery Trust. 1-33.
- Good, M.J.** and J.F. Kocik. 2013. The intern-mentor experience: a ten-week sample of the real world. Pages 31 – 37 in W.W. Taylor, A.J. Lynch and N.J. Léonard, editors. *Future of Fisheries: Perspectives for Emerging Professionals*. American Fisheries Society Press, Bethesda, Maryland.
- Good, M.J.**, Klinger, T., and C.A. Simenstad. 2013. Utilization of a spatial decision-support tool for the restoration of Chinook salmon in the Columbia River. Master's Thesis. University of Washington, Seattle, Washington. 1-50.
- Good, M.J.**, Goulette, G., and J.F. Kocik. 2011. Reversals and migratory movements of Atlantic salmon *Salmo salar*. White paper. 1-5.

### In Preparation

Law enforcement: A critical component in the multi-jurisdictional management and conservation of Great Lakes fisheries

Challenges of, and opportunities, for law enforcement in addressing emerging threats to Great Lakes fisheries sustainability

The nature and effectiveness of a joint approach to law enforcement in Great Lakes fisheries

The perceived role and effectiveness of law enforcement across agencies representing multiple jurisdictions in Great Lakes fisheries

Pedagogical effects on student learning and satisfaction in an introductory fisheries and wildlife course

## **PRESENTATIONS**

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- Good, M.J.**, Taylor, W.W., Martin, J., and S. Faverman. Relationships: The “Game-Changer” for increasing your leadership potential and achieving success. *Oral Presentation*. American Fisheries Society Annual Meeting. September 2020.
- Good, M.J.** Leveraging federal resources to conserve fish and wildlife in the Columbia and Snake Rivers through the Fish and Wildlife Coordination Act. *Oral Presentation*. American Fisheries Society Annual Meeting. September 2020.
- Good, M.J.** Columbia River System Operations: A creative approach to using the Fish and Wildlife Coordination Act. *Oral Presentation*. Federal Activities and the Fish and Wildlife Coordination Act Training: Shepherdstown, WV. March 2020.
- Good, M.J.** and W.W. Taylor. A study of fisheries law enforcement in the Great Lakes basin: Status update. *Oral Presentation*. Great Lakes Fishery Commission Law Enforcement Committee Meeting: Ypsilanti, MI. March 2019.
- Taylor, W.W., **Good, M.J.**, Carlson, A.K., Scholze, T., Triezenberg, H., and R. Lambe. The changing face of fisheries in the Great Lakes. *Oral Presentation*. International Association of Great Lakes Research Annual Meeting: Toronto, Canada. July 2018.
- Good, M.J.** and W.W. Taylor. The efficacy of a joint approach to fisheries law enforcement in the Great Lakes basin. *Oral Presentation*. Great Lakes Fishery Commission Law Enforcement Committee Meeting: Toronto, ON. March, 2018.
- Taylor, W.W., **Good, M.J.**, Carlson, A.K., Scholze, T., Triezenberg, H.A., and R. Lambe. The changing face of Great Lakes fisheries and its ecological and socio-economic consequences. *Oral Presentation*. World Recreational Fishing Conference: Victoria, Canada. July 2017.
- Good, M.J.** and W.W. Taylor. The efficacy of a joint approach to fisheries law enforcement in the Great Lakes basin. *Oral Presentation*. American Fisheries Society Annual Meeting: Tampa, FL. August 2017.
- Good, M.J.** and H. Campa, III. Pedagogical effects on student learning and satisfaction in an introductory fisheries and wildlife course. *Oral Presentation*. American Fisheries Society Annual Meeting: Tampa, FL. August 2017.
- Good, M.J.** and H. Campa, III. Pedagogical effects on student learning and satisfaction in an introductory fisheries and wildlife course. *Oral Presentation*. FAST Fellowship Symposium: East Lansing, MI. May 2017.
- Good, M.J.** Understanding the role of law enforcement and impacts on fisheries: a web-based questionnaire for Great Lakes law enforcement officers. *Oral Presentation*. Great Lakes Fishery Commission Law Enforcement Committee Meeting: Bolingbrook, IL. September 2016.
- Good, M.J.** and W. W. Taylor. Reelin’ in the years of the Michigan State University Fly Gals. *Oral Presentation*. Red Cedar Fly Fishers Monthly Meeting: East Lansing, MI. April 2016.
- Good, M.J.** The role and perceived effectiveness of law enforcement in the multi-jurisdictional management of Great Lakes fisheries. *Oral Presentation*. Great Lakes Fishery Commission Law Enforcement Committee Meeting: Milwaukee, WI. March 2016.
- Good, M.J.**, Taylor, W.W., and R. Lambe. The Fenske Fellowship: challenges and opportunities for effective law enforcement in multi-jurisdictional fisheries management. *Oral Presentation*. Department of Fisheries and Wildlife Graduate Student Organization Research Symposium: East Lansing, MI. February 2016.
- Good, M.J.** Conservation Criminology Lab: Molly J. Good. *Oral Presentation*. Conservation Criminology Brown Bag Seminar. December 2015.

- Good, M.J.**, Taylor, W.W., and E. McGarrell. Law enforcement: a critical management tool for ensuring fisheries sustainability. *Oral Presentation*. American Fisheries Society Annual Meeting: Portland, OR. August 2015.
- Good, M.J.** and J. Beck. Exploring the "horizon:" clarifications and additions to the Convention on Great Lakes Fisheries. *Oral Presentation*. Great Lakes Fishery Commission Annual Meeting: Grand Rapids, MI. June 2015.
- Good, M. J.**, Taylor, W.W., Ramsey, K., and C. Goddard. The effects of law enforcement on inland fisheries sustainability. *Poster Presentation*. Global Conference on Inland Fisheries: Rome, Italy. January 2015.
- Good, M. J.** Fenske Fellowship: enforcement and inland fisheries sustainability. *Oral Presentation*. Great Lakes Fishery Commission Law Enforcement Annual Meeting: Sandusky, OH. September 2014.
- Good, M. J.**, Taylor, W.W., and E. McGarrell. Impacts of enforcement on inland fisheries sustainability. *Oral Presentation*. American Fisheries Society Annual Meeting: Québec City, Canada. August 2014.
- Good, M. J.**, Klinger, T., and C.A. Simenstad. Utilization of a decision-support tool for the restoration of Chinook salmon in the Columbia River. *Oral Presentation*. Center for Systems Integration and Sustainability Seminar. Michigan State University: East Lansing, MI. November 2013.
- Good, M. J.**, Klinger, T., and C.A. Simenstad. Utilization of a decision-support tool for the restoration of Chinook salmon in the Columbia River. *Oral Presentation*. Master's Defense. University of Washington: Seattle, WA. July 2013.
- Good, M. J.**, Goulette, G., and J.F. Kocik. An analysis of reversals and migratory movements of Atlantic salmon smolts in the Penobscot River Estuary. *Oral Presentation*. Bradford E. Brown Symposium. Woods Hole Oceanographic Institution: Woods Hole, MA. August 2011.

## OUTREACH

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**#FishLikeAGirl Communications Campaign** May and June 2017

**U.S. Fish and Wildlife Service (USFWS), Ecological Services, Pacific Region**

*Description:* This series of Facebook Live videos was filmed to introduce young adults to the art and sport of fly fishing and empower them - women, especially - to feel comfortable fishing on their own.

**Aquatic Invasive Species Survey** June 2016

**Trainings, Workshops, and Events Survey for Michigan Sea Grant**

*Description:* This survey, which is intended to be distributed before and/or after educational trainings, workshops, or events sponsored by Michigan Sea Grant, collects data about an individual's awareness of, knowledge about, and desire to prevent or control aquatic invasive species in the Great Lakes.

**"Legally Licensed: Conservation Benefits of Buying a Fishing License"** Mar 2016

**Educational Outreach Video for Michigan Department of Natural Resources (MDNR) Fisheries**

**Division** (<http://www.michigan.gov/dnr/0,4570,7-153-10364-287752--,00.html>)

*Description:* This short video serves as an education and outreach tool intended to inform recreational anglers of the importance and conservation benefits of obtaining a state-issued fishing license prior to participating in the abundance of world-famous recreational fishing opportunities in Michigan.

## HONORS, AWARDS, AND GRANTS

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**STAR Award.** A "Special Thanks for Achieving Results" award granted to USFWS staff for achievement on an individual project or for overall performance. Nominated by Mary Root. March 2020.

**USFWS Stepping Up to Leadership (SUTL) Alternate, Pacific Region.** An honor granted to those successful in applying to participate in the USFWS SUTL Program, designed for employees who have demonstrated by their performance that they have high potential for assuming positions of increased leadership responsibility. September 2019.

**STAR Award.** A "Special Thanks for Achieving Results" award granted to USFWS staff for achievement on an individual project or for overall performance. Nominated by Mary Root. September 2019.

**STAR Award.** A "Special Thanks for Achieving Results" award granted to USFWS staff for achievement on an individual project or for overall performance. Nominated by Mary Root. July 2017.



- Future Academic Scholars in Teaching (FAST) Fellowship.*** An award sponsored by the Michigan State University Graduate School and the Center for the Integration of Research, Teaching, and Learning (CIRTL) that provides opportunities for a diverse group of graduate students to have mentored teaching experiences and to gain familiarity with materials on teaching and assessment techniques. April 2016.
- Heart and Soul Award.*** Award from Michigan Campus Contact and Michigan State University that recognizes a student for their outstanding commitment to service-learning and civic engagement. Nominated by Heather Triezenberg, Ph.D. March 2016.
- Red Cedar Fly Fishers Graduate Fellowship in Fisheries Management.*** Competitive award from the Red Cedar Fly Fishers for a graduate student at Michigan State University (MSU) who is pursuing a career in a fisheries related field. February 2016.
- Environmental Science and Public Policy Student Travel Grant.*** Competitive travel award to support graduate student attendance and participation in interdisciplinary conferences: the American Fisheries Society Annual Meeting (Portland, OR). August 2015.
- Clark Hubbs Student Research Award.*** A competitive travel award from the American Institute of Fishery Research Biologists to support graduate student attendance and participation in fisheries conferences: the American Fisheries Society Annual Meeting (Portland, OR). August 2015.
- William W. Taylor and Henry A. Regier Great Lakes Fisheries Fellowship.*** A doctoral fellowship from MSU and the Great Lakes Fishery Commission (GLFC) that is awarded to a graduate student performing research related to Great Lakes fisheries ecology, governance, or management. Award recipients demonstrate a dedication to understanding factors affecting the sustainability of Great Lakes fisheries ecosystems along with excellent academic credentials, evidence of leadership, ability to communicate to the public as well as professional communities, and the ability to solve problems creatively. June 2015.
- Environmental Science and Public Policy Student Travel Grant.*** Competitive travel award to support graduate student attendance and participation in interdisciplinary conferences: Global Conference on Inland Fisheries (Rome, Italy). January 2015.
- Graduate Student Research Enhancement Award.*** Competitive award to support activities that enhance a graduate student's research project: attendance and participation in the Global Conference on Inland Fisheries (Rome, Italy). January 2015.
- Academic Award.*** One-time award to support activities that enhance a graduate student's research project: travel, attendance, and participation in GLFC professional meetings. November 2014.
- Tucky Wheeler Hobbs Fellowship.*** Competitive award from Gamma Phi Beta International Sorority support a graduate student pursuing a degree in the science field. June 2014.
- Graduate Student Organization Travel Grant.*** Competitive travel award from the MSU Department of Fisheries and Wildlife to support graduate student attendance and participation in professional meetings and conferences: the American Fisheries Society Annual Meeting (Québec, Canada). June 2014.
- Janice Lee Fenske Excellence in Fisheries Management Fellowship.*** Competitive fellowship from the MSU Department of Fisheries and Wildlife that pairs a graduate student with a university and fisheries management agency mentor on a fisheries research or outreach project. March 2014.
- Graduate Research Assistantship.*** A doctoral assistantship from MSU. August 2013.
- Hewlett Endowed Fund for Environmental Studies and Marine Affairs.*** Competitive award from the University of Washington's (UW) School of Marine and Environmental Affairs that supports a graduate student who works at the interface between natural science and social science or natural science and policy. June 2013.
- Jay Ginter Memorial Scholarship.*** Competitive award from the UW's School of Marine and Environmental Affairs that supports a graduate student whose graduate research relates to fisheries and spans science and policy. June 2012.
- School of Marine and Environmental Affairs Academic Award.*** Recruitment award from UW's School of Marine and Environmental Affairs. September 2011.
- Michigan State University Dean's List.*** An honor for full-time undergraduate students who earn a 3.50 or better grade-point average for the courses totaling 12 or more credits for a given semester. 2007-2011.
- Bradford E. Brown Student Scholar Award.*** Competitive fellowship from the Northeast Fisheries Science Center that provides a paid summer internship experience with one of their programs and/or laboratories. March 2011.
- Michigan State University Fisheries and Wildlife Faculty Outstanding Senior Award.*** Competitive award, which goes to the senior undergraduate student in Fisheries and Wildlife who has demonstrated high scholastic achievement and has contributed to the goals of the University, the Department, and to the fisheries

and wildlife profession. This award is nominated and voted on by the Fisheries and Wildlife faculty. February 2011.

**International Wildlife Undergraduate Award.** Competitive award from Michigan State University's Department of Fisheries and Wildlife that recognizes an undergraduate student who has demonstrated a commitment and passion to global issues in wildlife conservation. February 2011.

**Greek Academic of the Year Finalist.** Competitive award from Gamma Phi Beta International Sorority that recognizes active undergraduate students with the highest grade-point averages. November 2010.

**Rebecca Humphries Undergraduate Award.** Competitive award from Michigan State University's Department of Fisheries and Wildlife that recognizes and facilitates undergraduate students from underserved communities to become future leaders in conservation. February 2010.

**Presidential Student Abroad Award.** Competitive travel award from Michigan State University for undergraduate students with domestic out-of-state residency for tuition purposes for use with an MSU-sponsored Study Abroad program: Spanish Language, Literature, and Culture (Santander, Spain). May 2009.

**Freshman Study Abroad Award.** Competitive travel award from Michigan State University for undergraduate students for use with an MSU-sponsored Study Abroad program: Freshman Seminar Abroad (Yucatán Peninsula, México). May 2007.

**Honors College National Scholarship.** Competitive eight semester scholarship awarded to non-resident undergraduate students who join the Honors College as an incoming freshman. The scholarship is awarded based on grade-point average, class rank, standardized test scores, or similar criteria. May 2007.

**Howard Barnes Memorial Award.** Competitive award from the Northeast Community Challenge Coalition (NECC) that supports graduating high school seniors who have worked with the NECC Youth Coalition to promote positive youth development. March 2007.

**General Electric Star Award.** Competitive award from General Electric (GE) that supports graduating high school seniors, who are children of eligible GE employees and retirees worldwide. March 2007.

**National Earthwatch Science Award.** Competitive award from Earthwatch Institute that provides high school students with a fully-funded, scientific research expedition alongside scientists and other students in a natural landscape: "Salmon of the Pacific Northwest" (Puget Sound, WA). June 2006.

**Biology Student of the Year Award.** Competitive award from Ursuline Academy that recognizes one high school student with the highest grade in biology and the greatest potential for future leadership in the professional science community. May 2005.

## LEADERSHIP ACTIVITIES

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### Fly Fishing Instructor

Sept 2017-*present*

Washington Outdoor Women (<http://washingtonoutdoorwomen.org/>)

*Primary Duties:*

- Design and co-teach three four-hour-long introductory fly fishing classes for women interested in learning about the art and sport of fly fishing

### MSU Fly Gals Coordinator

Sept 2013-*present*

Michigan State University

*Primary Duties:*

- Independently plan, organize, and execute the annual MSU Fly Gals Workshop, an all-female fly fishing workshop on the Au Sable River in northern Michigan, which introduces natural resource users to the art and sport of fly fishing
- Maintain a social media account (*e.g.*, Facebook page)

### Mentor

Mar 2016-May 2017

Great Lakes Leadership Academy Emerging Leader Program ([https://www.canr.msu.edu/glla/programs/emerging\\_leader\\_program/index](https://www.canr.msu.edu/glla/programs/emerging_leader_program/index))

*Mentee:* Anna Mitterling

*Primary Duties:*

- Mentored a participant in the program about lessons, trainings, and topics about professional growth and development

**Education Advisor**

Sept 2013-Dec 2017

Michigan State University, Beta Delta Chapter of Gamma Phi Beta International Sorority

*Primary Duties:*

- Advised the current Education Vice President on the Fidelity Program, an educational program for new members that is intended to promote greater self-awareness and foster the development of leadership skills

**Emerging Leader**

Apr-Oct 2015

Emerging Leader Program, Great Lakes Leadership Academy

*Mentor:* Nick Popoff

- Selected to participate in a seven-month leadership development program, which was composed of real-world team projects, practical leadership and decision-making lessons, and a network of professional individuals and organizations to share ideas and create solutions

**Rho Gamma**

Sept 2010

Gamma Phi Beta International Sorority

- Selected by the Panhellenic Council to advise and guide over six hundred women through the process of Greek Recruitment

**STUDY ABROAD TRAVEL**

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**Spanish Language, Literature, and Culture, Santander, La Universidad Internacional De Menéndez Pelayo (UIMP), Santander, Spain**

May-Aug 2009

**Freshman Seminar Abroad, Yucatán Peninsula, México**

Aug 2007

**TRAINING, COURSES, AND WORKSHOPS**

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**Federal Activities and the Fish and Wildlife Coordination Act**

Mar 2020

USFWS

*Description:* This course familiarizes the participant with the USFWS' responsibilities and opportunities under the FWCA. Course content focuses on the relationship of the FWCA to other legislation, the types of assistance the Service provides, standard formats for FWCA reports, and methods for developing project costs, cooperative agreements, and project recommendations.

**Inspiring Leadership Through Emotional Intelligence**

Aug 2019

USFWS

*Description:* This in-depth and experiential course based on the Six Seconds EQ™ model helps increase mastery of emotional intelligence to further develop leadership effectiveness and gain new tools to apply immediately in the workplace.

**Leading at the Speed of Trust**

Aug 2019

USFWS

*Description:* This course focuses on the Speed of Trust Transformation Process™ and drives a scalable, simple methodology that easily guides individuals, leaders, and organizations to become explicit and deliberate about creating a high-trust, highly-engaged culture focused on results.

**Collaboration and Conflict Transformation in Multi-Party Processes**

June 2019

USFWS, National Conservation Training Center

*Description:* This course focuses on conflict transformation, which encompasses managing and resolving conflict by harnessing the energy inherent in conflicts to motivate change and improvement not only of the decision but

also of the institutions and platforms for implementation. Distinct from workplace interpersonal conflict, this course focuses on working with conflict in the context of a collaborative decision process. Presentations, case studies, and discussions were integrated with practical group exercises to target skill-building in conflict transformation.

### **Civil Treatment for Employees**

Feb 2019

USFWS

*Description:* This award-winning flagship training program is designed to help organizations prevent, detect, and correct inappropriate behaviors and build productive, inclusive cultures. Civil Treatment is a series of training and learning courses with tracks for leaders and employees.

### **Crucial Conversations**

May 2018

USFWS

*Description:* This course helps individuals, teams, leaders and organizations deal effectively with difficult subjects, facilitate open and honest two-way communication and improve unity and conviction among people.

### **Habitat Conservation Planning for Endangered Species**

Oct 2017

USFWS, National Conservation Training Center

*Description:* This course addresses the basic steps and processes regarding Habitat Conservation Planning under Section 10(a)(1)(B) of the ESA. Case studies and interactive exercises are used to reinforce lecture sessions.

### **Interagency Consultation for Endangered Species**

Oct 2017

USFWS, National Conservation Training Center

*Description:* This course provides participants with basic information on conducting interagency consultation under Section 7 of the ESA. Key information needs and procedures are addressed, with a focus on the information needs related to biological assessments and biological opinions. Lecture and discussion emphasize interagency exchange of information and solutions to support species conservation.

### **Restoration Policy, Planning, and Partnering**

July 2017

USFWS, National Conservation Training Center

*Description:* This course provides restoration practitioners a foundation in restoration policy and planning, covering the federal authorities for restoration; compliance requirements, including the NEPA; general principles of restoration science; and, the steps involved in developing a restoration plan within the context of landscape-scale conservation and climate change. Case studies exemplified building partnerships and other key concepts of the course.

### **USFWS Foundations: Discover Your Service!**

April 2017

USFWS, National Conservation Training Center

*Description:* The main focus of this course is to provide skills for working with others to accomplish the mission of the USFWS. This course provided an introduction to public service and the USFWS organization, an overview of USFWS related legislated mandates, USFWS and conservation history, and foundations in valuing diversity, communication, conflict resolution and group dynamics. Views of the USFWS were also provided by corporate partners, FWS leadership, and other bureaus within the Department of Interior.

### **General Civil Mediation Training**

Aug 2016

Michigan State University, College of Law

*Description:* A three-credit course that discussed mediator roles, orientations, styles, legal issues in mediation, mediator certification and ethics, mediators and lawyers, the institutionalization of mediation, and the use of mediation in different contexts. This course met the training requirement of MCR 2.411 for those interested in serving as rostered civil mediators.

### **Course II: Advancing Learning through Evidence-Based STEM Teaching**

June-Aug 2016

Vanderbilt University, University of Wisconsin-Madison, Michigan State University, Boston University

*Description:* A Massive Organized Online Community (MOOC) that prepared science, technology, engineering, and mathematics (STEM) instructors to develop and implement teaching practices that advance the learning experiences and outcomes of both students and teachers.

**Certification in College Teaching Institute** (<http://grad.msu.edu/certification-college-teaching-institute>) May 2016

Michigan State University

*Description:* This intensive series of workshops focused on teaching with technology, assessing student learning outcomes, creating effective learning environments, and developing teaching portfolios.

**An Introduction to Evidence-Based Undergraduate STEM Teaching** Sept-Nov 2015

Vanderbilt University, University of Wisconsin-Madison, Michigan State University, Boston University

*Description:* A Massive Organized Online Community (MOOC) that hosted instructional video lectures, implemented weekly quizzes and individual assignments, and supported a campus-wide learning community composed of graduate students, postdoctoral students, and faculty.

**Great Lakes Leadership Academy Emerging Leader Program** Apr-Oct 2015

*Description:* A seven-month program of individual and organizational leadership skills development, which was composed of real-world team projects, practical leadership and decision-making lessons, and a network of professional individuals and organizations to share ideas and create solutions

**Conservation Leaders for Tomorrow** (<http://clft.org/>) Jan 2014

*Description:* This four-day professional development program focused on improving hunter awareness and conservation education among new hunters. Each program participant completed their hunter safety education and received their hunting license. The program culminated in a guided pheasant hunt.

**Ready for Media** (<http://www.readyformedia.com/>) Oct 2013

*Description:* Two-day individual communication training by media and communications specialist, Anne Ready.

## **PROFESSIONAL SOCIETIES AND AFFILIATED ORGANIZATIONS**

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Boone and Crockett Club; American Institute of Fishery Research Biologist (AIFRB); American Association for the Advancement of Science (AAAS); International Association of Great Lakes Research (IAGLR); Center for the Integration of Research, Teaching, and Learning (CIRTL); Trout Unlimited (TU); American Fisheries Society (AFS); Beta Delta Chapter of Gamma Phi Beta International Sorority; The National Society of Collegiate Scholars; Spanish Honor Society; and National Honor Society

## **RELEVANT COURSEWORK**

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**Michigan State University** (2013-2017)

Advanced Fish Ecology; Advanced Learning through Evidence-Based STEM Teaching; Advocacy in the Natural Resources Arena; An Introduction to Evidence-Based Undergraduate STEM Teaching; Corporate Environmental Crime and Risk; Coupled Human and Natural Systems (CHANS); Criminal Justice Organization and Process; The Cross-Boundary Social Science of Trust in the Institutional Context; Environmental Risk Perception and Decision-Making; Fish Population Dynamics; General Civil Mediation; Global Issues in Fisheries and Wildlife; Global Risks, Conservation, and Criminology; Introduction to Environmental Science and Policy; Introduction to the Models, Clustering, and Graphical Representations for Social Network Analysis; Leadership in Natural Resources and Environmental Management; Pathways to Scientific Teaching; Statistics for Biologists; Systems Thinking; Telling Your Story: Communicating Your Research to Diverse Audiences; Uncertainty and Natural Resource Management; Valuation in Natural Resources

**University of Washington** (2011-2013)



Advanced R Programming; Applied Geostatistics and Spatial Pattern Analysis; Bevan’s Guest Lecture Series; Decision Making and Action Taking in Marine Affairs; Fisheries Management and Policy; Fisheries Oceanography; Integrated Coastal Management; Integrated Marine Affairs; International Organizations and Ocean Management; Introduction to Human Dimensions of Global Change; Introduction to R Programming; Marine Policy Analysis; Salmonid Behavior and Life History; Statistical Inference in Ecology; U.S. Coastal and Ocean Law

### **Michigan State University (2007-2011)**

Communication Campaigns in Agriculture and the Environment; Communications for Fisheries and Wildlife Professionals; Conservation and Management of Marine Resources; Ecological Problem Solving; Ecology; Environmental Ethics; Fisheries Techniques; Fundamentals of Fisheries and Wildlife; Human Dimensions of Fisheries and Wildlife; Ichthyology; Introduction to Probability and Statistics for Ecologists; Limnology; Marine Biology; Marine Ecosystem Management; Oceanography; Population Analysis and Management; Stream Ecology

## **REFERENCES-**

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