WELCOME
- Collaborative Decision Making
  - What is it? [1]
  - Why do it? [2]
  - The Stages of a Collaborative Process [3]
  - Matching the Process to the Situation [4]
- About the MLPA Initiative
  - A Ten-Year Public Process [5]
  - MLPA Initiative Regional Designation Processes [6]

GETTING STARTED
- Introducing Roles
  - Facilitator Introduction [7]
  - Participant Introductions [8]
  - Other Process Leadership Roles [9]
  - Representation [10]
  - Roles of Agencies [11]
  - Roles of Tribes [12]
- Explaining Purpose and Scope
  - Setting Process Expectations [13]
  - Preparing to Collaborate [14]
  - Icebreaker: Hopes and Concerns About the Process [15]
  - Establishing Boundaries [16]
  - Clarifying Participant Responsibilities [17]
- Clarifying Group Decision Making
  - Establishing Ground Rules [18]
  - Promoting a Joint Gains Approach [19]
  - Establishing Decision Making Criteria such as Consensus [20]
  - Alternatives to Consensus [21]

UNDERSTANDING ISSUES, INTERESTS & OPTIONS
- Identifying Issues and Interests
  - Discussing and Capturing Participant Interests [22]
  - Highlighting Issues through Open Comment [23]
  - Distinguishing between Positions and Interests [24]
  - Directing Participants Towards Substantive Discussion [25]
  - Learning from Prior Processes [26]
- Agendas and Sequencing
  - Using Agendas to Sequence Work [27]
  - Using Parking Lots to Avoid Sidetracks [28]
  - Addressing Topics at the Appropriate Point in a Process [29]
- Working Groups
  - Introducing Working Groups [30]
  - Same-Interest Working Groups [31]
  - Cross-Interest Working Groups [32]
  - Impromptu Working Groups [33]
- Inventing Options to Deal with Issues
  - Guidelines for Brainstorming [34]
  - Preventing Premature Judgment [35]
- Facilitating Productive Conversations
  - Supporting and Commending Participants [36]
  - Recognizing and Rewarding Productive Behavior [37]
  - Convening and Reconciling [38]
  - Staying on Time [39]
  - Closing on a Positive Note [40]
- Stakeholder Engagement
  - Overview: A two-way process [41]
  - Public Comment Periods [42]
  - Effective Comments [43]
  - Ineffective Comments [44]
  - Dialogues with Stakeholders [45]
- Working with Scientific and Technical Information
  - Balancing Sources of Knowledge [46]
  - Confidentiality and Transparency [47]
  - Communicating Complex Information [48]
  - Cultivating Understanding through Dialogue [49]

ASSESSING AND PACKAGING
- Shifting from Inventing to Narrowing
  - Introducing Proposal and Package Development [50]
- Narrowing Proposals and Packaging
  - Assembling Packages [51]
  - Convergent Proposals [52]
  - Encouraging Trades [53]
  - Defining Criteria for Evaluation [54]
  - Agreeing to Disagree [55]
- Visualization
  - Collaborative Data Visualization [56]
  - Using Single Negotiating Texts [57]
- Assessing Preferences
  - Introducing Polls and Votes [58]
  - Concerns about Binding Votes [59]
  - Using Straw Polls [60]
  - Reporting Results [61]

REACHING AGREEMENTS
- Capturing Points of Agreement
  - Identifying Points of Agreement [62]
  - Revisiting Holdout Issues [63]
  - Strategic Framing [64]
  - Using Deadlines Strategically [65]
  - Charting and Recording [66]
- Seeking Consensus
  - Encouraging Efforts to Reach Consensus [67]
  - Using Trades to Build Consensus [68]
  - Using Votes to Assemble Consensus Packages [69]

MAINTAINING CONTROL
- Managing Tensions
  - Addressing Emotions, Exhaustion and Frustration [70]
  - Dealing with Resistance to Group Agreements [71]
  - Reminding Parties of their BATNAs [72]
  - Finding Creative Solutions to Disagreements [73]
- Addressing Potentially Disruptive Behavior
  - Using Discretion in Dealing with Challenging Behavior [74]
  - Interrupting Grandstanding and Filibustering [75]
  - Getting at Underlying Interests [76]
  - Dealing with Personal Attacks and Off-putting Language [78]
  - Addressing Challenges to Process Structure and Legitimacy [79]
  - Managing and Ending Disruptions [80]

TRIBAL CONSIDERATIONS
- Complex and Interrelated Issues
  - Understanding Tribal Sovereignty
    - Understanding Tribal Rights and Resource Uses [82]
    - Differences among Tribal Governments [83]
  - Tribal Participation and Process Facilitation
    - Managing with Responsiveness and Adaptability [84]
    - Respecting Confidentiality [85]
    - Incorporating Tradional Ecological Knowledge
      - The Importance of TEK in Collaborative Processes [86]
    - Ensuring Perceived Conflict between Western Science and TEK [87]
- Tribes Sovereignty and TEK in the MLPA
  - Building Guidance into Process Design [89]
  - Incorporating TEK in Assessment Processes [90]

TO LEARN MORE
- To Learn More
  - To Learn More [91]
  - Environmental Conflict Resolution Organizations [92]
  - More Information on MPAs and the MLPA Initiative [93]