



NATIONAL CONSERVATION LEADERSHIP INSTITUTE

*One unparalleled solution for an unprecedented historic challenge,
the National Conservation Leadership Institute is developing
extraordinary leaders from natural resource organizations.*



2009-2010 NCLI SPONSORS

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America's Wildlife Association for Resource Education
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Southern Company Scholarship through Power of Flight and Longleaf Legacy programs

IN-KIND CONTRIBUTORS:

Association of Fish & Wildlife Agencies
National Conservation Training Center

Printed and bound by the Management Assistance Team.





2009-2010
ANNUAL REPORT

NATIONAL CONSERVATION LEADERSHIP INSTITUTE

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The fourth year of the National Conservation Leadership Institute (NCLI) 2009-2010 without question added another notch to the Institute's growing credibility as one of the most respected leadership development initiatives ever for our nation's natural resource conservation professionals. Once again the NCLI successfully defied the ordinary, executing a leadership development program that was void of techniquing and oversimplification.

And, if being extraordinary was not enough, people also took notice of the NCLI because it was bearing "fruit," in other words, the Fellows graduating from the NCLI were not the same as those who entered the program 10 months earlier. They were changed by their experience. And this extraordinary leadership growth was coming at a time when building muscle for our capacity to lead was possibly nearing or at a "tipping point" for the natural resource conservation profession. Fellows from Cohort 4 and the other cohorts preceding them were moving up in the leadership structures of their organizations. They were tackling high profile projects, being sought after and recruited...they were making a difference, producing the fruit of change through exercising leadership, holding steady to purpose and influencing others.

The NCLI produced fruit because of the combination of its amazing people—determined Fellows, courageous sponsoring organizations, committed board members, generous sponsors and partners, and a truly great combo of instructors. Twenty-three sponsoring organizations not only paid tuitions but also permitted their folks to be away from the office in order to participate—all in hopes that it would be a good return on their investment. And the MAT staff were right there with the Fellows all the way through.

In Cohort 4, thirty-six participants accepted the challenge to expand their leadership capacity, even though it turned out to be more like boot camp than a nice, comfortable out-of-the-office training. But the news is good. The 2009-2010 Annual Report herein was written to give you a glimpse of what we so proudly have witnessed.

The best is probably yet to come—when the fruit bears seed from its labor. At the writing of this report there are 170 Fellows who have graduated or are near graduation from the NCLI.

BEARING FRUIT



JUSTIFICATION

In 2009, as we're all painfully aware, a troubled economy became a dangerous threat to most organizations of all types nationally and across the globe. In natural resource conservation organizations, some Baby Boomers may have rethought their exact retirement dates but the exit of key staff from our management ranks was definitely happening. By 2009, the predicted workforce bubble created by exiting boomers had become a visible void and a daunting challenge to many of us. Natural resource organizations grappled with how to best prepare and develop their future leaders who could stand the "fire" and step up when the call for leadership sounded.

Our world was changing, and fast. The leadership capacity within our profession needed to have staying power. To prepare for that, the leader's toolbox would need to look different. It was no longer a matter of being able to solve technical problems; our people had already mastered that for the most part. The kind of leadership that was needed now and in the future was leadership that could deal with both technical and adaptive challenges and problems. That is, problems that we have protocols for (technical) and problems that are more people-oriented involving values (adaptive). To prepare our leaders for this it would take more than a toolbox; it would require a learning experience. The successful learning model and curriculum used in the first three years of the NCLI was clearly shown to be an effective one, well tested, and the ideal choice for Cohort 4.

"We realized that we were confronting an opportunity to invent the future. And that we were constantly being in a position to make decisions without adequate data, that we will need to develop this capacity; we began to think of ourselves as running experiments rather than solving problems." –NCLI Cohort 4 Fellow

THE BOARD

The NCLI Board reflects the NCLI's value of bringing different conservation organizations together for diversity of perspective and increased synergy in solutions. The Board remained stable and committed in 2009-2010 to helping the NCLI remain successful. **BOARD MEMBERS IN 2009-2010 INCLUDED:**

Chair: Matt Hogan, Director, Association of Fish and Wildlife Agencies (AFWA)

Vice Chair: Lowell Baier, President, Boone and Crockett Club

Gary Boyd, Greener Options, NCLI Alumni

Jimmy Bullock, Resource Management Service

Ken Haddad, Director, Florida Fish and Wildlife Conservation Commission

Erik Meyers, The Conservation Fund

Max Peterson, Former Executive Vice President of AFWA and Chief, US Forest Service, Emeritus

Joanna Prukop, Cabinet Secretary for New Mexico Department of Energy, Minerals & Natural Resources

Greg Schildwachter, Watershed Results

Jay Slack, Director, National Conservation Training Center

Jeff Trandahl, National Fish and Wildlife Foundation

Secretary/Treasurer: Steve Williams, Wildlife Management Institute

Ex Officio: Karen Alexy Waldrop, NCLI Alumni Association President, Kentucky Department of Fish and Wildlife

Advisory: Sam Hamilton, Director, USFWS

— With heartfelt gratitude and recognition, we remember the authentic leader that Sam Hamilton was in our midst. His passing has produced increased appreciation for his leadership qualities.

THE STAFF

The Association of Fish and Wildlife Agencies' Management Assistance Team continued to staff the Institute: Dr. Sally Guynn, *NCLI Executive Director*, Dr. Dwight Guynn, Gina Main, Amanda Myers, Donna Reeves, and Colby Smith.

THE PEER COACHES:

The role of the peer coaches for the small working groups is an important one in the Institute's program. They work side by side with the subgroups of Fellows, peer consulting groups, and are especially important as the Fellows work on their adaptive leadership challenge projects for their respective sponsoring organizations.

For Cohort 4, peer coaches were MAT Teamers Sally and Dwight Guynn and Gina Main, and several

NCLI volunteer alumni. Two alumni from Cohort 1, Randy Stark, Wisconsin Department of Natural Resources, and E.J. Williams, USFWS, once again joined the NCLI staff as peer group coaches. Stark and Williams both had served as peer coaches for Cohorts 2 & 3. Stark's presentation entitled, "Understanding the Contours of Adaptive Leadership by Examining Historical Events," earned him some of the program's highest speaker ratings.

Lynn Quattro, Cohort 2 alumnus, South Carolina Department of Natural Resources, also returned as a peer coach for Cohort 4. Quattro had served as peer coach for Cohort 3 the previous year. Jason Moeckel, a Cohort 3 alumnus and with the Minnesota Department of Natural Resources, completed the peer coach line up for Cohort 4.

OBJECTIVES

- 1 Develop increased leadership capacity marked by participants' increased performance and confidence in their leadership abilities.
- 2 Enhance interpersonal skills including improved emotional intelligence.
- 3 Increase ability to differentiate problems that require adaptive solutions from problems that require technical solutions, ultimately leading to increased leadership in strategic decision-making.
- 4 Increase effectiveness at managing organizational change.
- 5 Increase quality and quantity of participants' lifetime, inter-organizational professional networks
- 6 Increase effectiveness at creating a motivating work environment.

ABOUT THE OBJECTIVES

The six objectives for the NCLI capture what the “program” endeavors to accomplish overall. The objectives are evaluated, and they align well with most conservation organizations' continuing education criteria, e.g. the USFS, USFWS, etc. The objectives are much more than “new tools in a leader's toolbox.” Some of the objectives speak to specific skill sets that are essential, other objectives focus on expanding capacity and increasing the likelihood that NCLI alumni will step up to the call of leadership when it arrives. Other objectives relate to personal attributes such as emotional intelligence, the ability to empower others by creating a motivating work environment, and the ability to differentiate between adaptive and technical problems is a critical capacity for effective leadership today. And, finally, the development of high-trust networks composed of professionals from across conservation's organizational boundaries is a powerful, future key for the Fellows as they advance in their careers.

SELECTION

Ron Regan, Association of Fish and Wildlife Agencies, led the external selection committee who rated the nominations for the 2009-2010 Fellows. The competition for 36 spaces was intense as nominations from top administrators of conservation organizations nationwide were received. Noteworthy, is that the applicant pool for the 2009-10 Cohort was again of high quality—only space availability in the program prevented all the nominations from being accepted into the program.

The final selection of Fellows for Cohort 4 resulted in 36 Fellows: 25 from state fish and wildlife agencies, 4 from federal government agencies, 4 from NGOs, 2 from the USFWS, and 1 from Native American Tribes. There were no nominations from the industry sector received.

AWARDS & PROMOTION

The Boone and Crockett Club, at their banquet during the 75th North American Wildlife & Natural Resources Conference, presented their prestigious Theodore Roosevelt Legacy Award to AFWA in recognition and praise of the NCLI.

Word of mouth proved to be the most effective distributor of “NCLI buzz” and recruitment of new Fellows. The alumni were now reaching sufficient numbers to play a significant role in promoting the extraordinary leadership experience of the Institute, and in a way that, unless you'd been there, would be impossible to equal. Promotional materials were updated and distributed at national conferences, through direct mailed brochures and letters, links on other websites, and included in exhibits/displays, press releases and magazine ads. For example, each graduating Fellow received photos and a template press release that their sponsoring agency could use to gain positive press about one of their own.

The NCLI website www.conservationleadership.org served as the public information portal for searching information about the NCLI program.

DR. MAMIE PARKER



DR. MARTY LINSKY



DR. TOM KALOUS



DR. HUGH O'DOHERTY



DR. MARGARET WHEATLEY

SPEAKERS

John Cooper, SOUTH DAKOTA DEPARTMENT OF GAME, FISH AND PARKS (RETIRED), SENIOR POLICY ADVISOR ON MISSOURI RIVER ISSUES

Dr. Sally Guynn, ASSOCIATION OF FISH AND WILDLIFE AGENCIES' MANAGEMENT ASSISTANCE TEAM

Dr. Tom Kalous, PSYCHOLOGIST AND CONSULTANT

Marty Linsky, CAMBRIDGE LEADERSHIP ASSOCIATES AND HARVARD UNIVERSITY'S KENNEDY SCHOOL OF GOVERNMENT

Dr. Hugh O'Doherty, CAMBRIDGE LEADERSHIP ASSOCIATES AND HARVARD UNIVERSITY'S KENNEDY SCHOOL OF GOVERNMENT

Dr. Mamie Parker, U.S. FISH AND WILDLIFE (RETIRED)

Randy Stark, WISCONSIN DEPARTMENT OF NATURAL RESOURCES, CHIEF WARDEN

Dr. Margaret Wheatley, BERKANA INSTITUTE, CO-FOUNDER AND PRESIDENT EMERITA

“Whether people can see the bigger picture and see patterns—these are possible success factors for evaluating a leadership program.” –Dr. Margaret Wheatley, Berkana Institute, Co-Founder and President Emerita



NCLI COHORT 4 FELLOWS

CURRICULUM

Answers to the question, “What will it take to prepare them?” formed the base for the curriculum design. A number of NCLI distinctions from other good leadership development programs are the NCLI’s design, its participant diversity, its context of natural resource conservation, and its departure from teaching leadership as a set of traits or skills.

The curriculum and basic model for learning remained fundamentally the same in year four. Again, the question, “Why change a winning design?” The curriculum was comprised of four major components: prework, residencies, an individual leadership challenge project, and peer groups. Reader take note: The objectivity inherent in condensing the NCLI into these four main categories cannot enable the reader of this report by any stretch of the imagination to sense the intensity, the intimacy, and the “fire within” that is so evident in this program...you’ll just have to trust us on that.

The following is a brief synopsis of the overall curriculum:

PRE-WORK: Approximately one month of getting to know each other online, reading and discussing selected material. Fellows were sent three books written by speakers or author’s representatives they would hear during the residency to follow. The idea was to engage fellows in thinking about leadership perhaps in different ways and identifying a leadership challenge from the trenches of their organization that they would take on as a project to apply learnings from their experience in the NCLI. The prework time generally functioned as an “icebreaker” for the participants.

RESIDENCIES: Two residencies; an initial, 10-day, intense residency in October at the U.S. Fish and Wildlife Service’s prestigious National Conservation Training Center in Shepherdstown, West Virginia, and a final, culminating event eight months later at Big Cedar Lodge in Missouri. In the first residency Fellows challenged their assumptions, piqued critical thinking, and engaged in lively discussions. Widely recognized

“Are our leaders showing an increased willingness and ability to work together on challenges? Are they interacting strategically? Can they respond adaptively when the problem cannot be solved technically? Ten years from now what will America’s success in leadership look like for natural resource conservation? What will it take to prepare them?”—Dr. Sally Guynn, NCLI Executive Director

conservation figures shared their stories and helped to anchor leadership principles to real case examples. Harvard University faculty from Cambridge Leadership Associates provided incomparable teaching, connecting all exercises, case examples, and learning into a cohesive picture of Adaptive Leadership for conservation.

The second residency in the spring, Fellows shared their adaptive leadership project work and further built trust with one another. Final learning was reinforced and lifelong, key relationships were cast in iron.

INDIVIDUAL LEADERSHIP CHALLENGE

PROJECTS: Each Fellow worked individually for eight months on a real challenge or issue facing their organization. They began by receiving completely honest, straightforward feedback from their peers. They challenged their assumptions, experimented with alternative ideas, and applied principles of adaptive leadership to solving the challenges of their particular project.

PEER GROUPS: Six subgroups, or peer groups, learned to give each other candid feedback as they discussed their individual leadership challenge projects. In the process, most developed into life-long, high trust relationships that would be invaluable to them as they continued along their professional journeys.



AN NCLI COHORT 4 PEER GROUP



Eric Keszler & Ty Gray, NCLI COHORT 4 FELLOWS



Dr. Marty Linsky, NCLI COHORT 4 SPEAKER



Karl Martin, NCLI COHORT 4 FELLOW



NCLI COHORT 4 FELLOWS





NCLI COHORT 4 FELLOWS

A TASTE OF LEARNING: A GLIMPSE THROUGH SNIPETS OF JOURNAL ENTRIES

PRINCIPLES OF ADAPTIVE LEADERSHIP: We began uncovering the layers of the “onion” of adaptive leadership and became peeled ourselves in the process, peeled, that is, of some of our prior assumptions and arrogance. Marty (famous dude from Harvard) showed us how to “get on the balcony” when we’re trying to exercise leadership and “see what’s really happening on the “dance floor.” Very interesting metaphors—I could feel I was building muscle to be able to be both on the ‘dance floor’ and ‘the balcony’ and that this was the real art of leadership.

Marty challenged me to think about the conversations in my head versus those out in the room. Whether or not we’d begin to have conversation in this room would have been an unspeakable before—so now I’m a lot more freed up to think about possibilities without getting mired down in the “unspeakables.” We slowly began to confront “the other” and to become aware of its existence.

The teachers helped me to recognize that a lot of what I was hearing were failure stories instead of only hero stories...I began to look for what were the signals? The blind spots?

THE POWER AND PURPOSE OF WORKING

TOGETHER: “You cannot separate leadership from purpose and the heart.” We learned that if we were not standing clearly in our purpose, then we were standing in someone else’s. Am I standing in mine or someone else’s? I challenged myself to find out for sure. Connecting people to shared purpose—one of the key works of leadership.

ORCHESTRATING CONFLICT AND THINKING

POLITICALLY: We discussed change and I realized that the timing is good now for change, that choices are being made by

organizations...I ask: Do we hunker down until it passes or do we reset? In what way can we use the economic crisis as one way to present an opportunity to do something?” We asked ourselves “What’s the latent power in this room?” We realized we would have to act less autonomously and more interdependently. So...what’s my courage level? Do I know what hill I’m willing to “die” on?

LEADING AT THE SPEED OF TRUST: Keeping those trust lines strong and healthy—that’s the key...trying to lead when trust is low slows everything down. I wonder: Is trust-building the challenge, or the tool, or both?” I like the little trust behavior cards everyone got in this session; think I’ll use them to share with my team when I get back in the office.

GOING OR NOT GOING TO ABILENE: We learned about group think and what happens when you don’t manage agreement well...you’ll end up in Abilene, Texas, getting ice cream when that’s really not where you wanted to go or what you wanted to do. Seems to me we want to avoid this trip like the plague especially when we’re trying to be change agents. New code word: “Abilene.”

TAKING SMART RISKS SMARTLY: Mamie Parker shared her stories with us and her character-building, sage quotes that helped her to “hold steady” when the journey took her to choppy waters. Good to see and hear real authenticity.

EMOTIONAL INTELLIGENCE: Dr. Tom helped us to “get over ourselves.” Didn’t know “shrinks” could be so funny. My eyes are now wide open to pigeon-holing others into neat little “boxes” constructed from their social or personality test scores...stupid...forget the boxes. “Amygdala hijacking”—another great code word—when people act like jerks or adolescents and expect

everyone else to overlook their immature behavior. I think about my brain and my amygdala and decide I need to take better care of them if I want to be successful at leading others.

LEADING IN CHAOS: Margaret Wheatley told us that “We’re all bundles of potential that manifest only in relationships.” I really like the way that wording feels. She also suggested that we find these people when you’re leading change: those who have the ear of those at the top but are also respected by those at the bottom. Good advice. We learned that there are different theories about change: 1) Change only possible at top, 2) no, that’s the last place because of our constituencies, and 3) the real power lies with the people at the bottom. I’m perplexed, but want to find out more about this.

UNDERSTANDING THE CONTOURS OF ADAPTIVE LEADERSHIP BY EXAMINING HISTORICAL

EVENTS: a presentation to remember. Randy Stark brought us to tears...overdosed on inspiration...didn’t think that was possible with powerpoint, always thought I’d just be brain-damaged. Stark’s presentation shook me up, caressed me, and inspired me all at the same time. Makes me wish everyone in my agency could be here for this.

COURAGEOUS CONVERSATIONS AND

AUTHENTICITY: What am I willing to risk while “dancing on the edge of my authority” on behalf of what I care deeply about? First time I really heard anyone talk about “collateral damage” when you’re trying to lead others. “Leadership is all about loss,” the speaker says. Because when you’re exercising leadership, and people all have their own values connected to stuff, then someone is going to lose. Not only is real leadership messy and complex, it’s outright dangerous work. Make a mental note.

WASHINGTON DC FIELD TRIP: Particularly memorable and special. First, we met the Secretary of the Interior, Ken Salazar, face-to-face. He came in to the room at the Dept. of Interior Building and greeted each of us individually with a handshake while looking us right in the eyes and asking our name and where we were from or who we represented. At the end of our hour with him when Fellows asked him questions, he would call on them by name. Very impressive.

The DC trip stands out, in part, because I met with Sam Hamilton, Director of the Fish and Wildlife Service, and clearly saw that he was in it for more than the authority granted to him by virtue of his new position. Sam was in it to lead, to make a difference.



Lisa Eckert, NCLI COHORT 4 FELLOW



NCLI COHORT 4 FELLOWS AT ROPES COURSE



Sharon Kiefer FELLOW, Dr. Marty Linsky, NCLI SPEAKER and John Baker FELLOW



Dr. Hugh O'Doherty, NCLI COHORT 4 SPEAKER



NCLI COHORT 4 FELLOWS MEET WITH THE SECRETARY OF THE DEPARTMENT OF THE INTERIOR



David Olfelt, NCLI COHORT 4 FELLOW

RESULTS

While the real success of this remarkable program will become evident only in the long term, quantitative and qualitative measures reveal the success of the NCLI Cohort 4 in the short term. These indicators are impressive.

The NCLI continuously receives information on Fellows' promotions, appointments to key committees and work groups, and advancements to new leadership positions both within and outside their organizations. This information is also impressive.

Quantitative evaluation was done in a number of ways. Pre and post 360° performance feedback surveys were administered for each Fellow. Before the program and following program completion, Fellows were rated on a number of performance indicators by those who worked above, below, and with them. In addition, a pre and post

“Participation in the NCLI has become a “must-have” for all of my up and coming leaders. The experiences gained from this program and the networks and relationships built throughout the residency are critical to the functioning, and ultimately the success of today’s wildlife management community.”

*–Dr. Jonathan Gassett, Commissioner,
Kentucky Department of Fish and Wildlife
Resources*

self-assessment identified the Fellows' perceptions of key content learned.

These figures are higher than the first and second years of the Institute which may indicate continued improvements made in the delivery and processes of the Institute.

The additional pre and post survey of the Fellows indicated a **81% increase** in the Fellows' ability to differentiate problems that require adaptive solutions from problems that require technical solutions, ultimately leading to more effective leadership and strategic decision-making and better results.

360 DEGREE PERFORMANCE FEEDBACK SURVEYS SHOWED:

27% increase overall in leadership performance

28% increase in overall leadership capacity

24% enhanced interpersonal skills including improved emotional intelligence

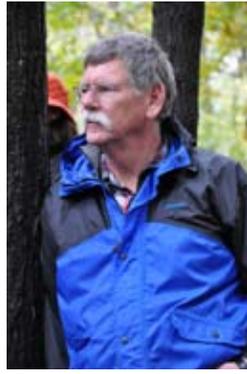
28% increase in effectiveness at managing organizational change

26% increase in inter-organizational professional networks

23% increase in ability to create a motivating work environment



Nancy Finley, Mike Armstrong, and Joel Pedersen COHORT 4 FELLOWS



Mark Anderson COHORT 4 FELLOW



Ryan Oster COHORT 4 FELLOW and Randy Stark COHORT 4 PEER COACH

Qualitative evaluation of the Institute’s success is seen in part from the continued, overwhelming positive feedback from the Fellows themselves and from their organizations over a year and a half after their program involvement. Powerful evidence that the NCLI is doing something remarkable is found in the compelling testimonies from the Fellows themselves and from the people with whom they work on a daily basis.

THE FOLLOWING ARE A FEW OF THE QUALITATIVE INDICATORS CONSIDERED IN THE OVERALL PROGRAM EVALUATION:

- The 100% completion of the program by the Fellows
- The many Fellows who, after having graduated from the NCLI, went back to their organizations and facilitated workshops on adaptive leadership and shared principles learned through formal teaching/learning venues

FURTHER EVIDENCE OF ACHIEVEMENT FOR THE NCLI OUTCOMES AT THIS TIME CAN BE FOUND IN THREE AREAS:

- The number of nominations received for the fourth cohort (particularly during a time of continued economic strain and travel constraints).
- The volunteer participation of alumni from Cohorts 1, 2, 3, and 4 to serve as guest speakers and peer group coaches in the program for Cohort 5 just beginning.
- The growing, active involvement of the Fellows in the NCLI Alumni Association.



Viola Willeto, NCLI COHORT 4 FELLOW

“The number “4” is sacred to the Navajo Nation. It represents the four directions: North, East, South, and West. We should remember this when we think of our cohort.”

–Viola Willeto, Navajo Nation, Department of Fish and Wildlife

BUDGET, SPONSORS, AND PARTNERS

NCLI COHORT 4 | REVENUE AND EXPENSES | FISCAL YEAR 2010

REVENUE

Donations

Boone and Crockett Club	10,000
Weatherby Foundation International	10,000
Pope and Young Club	7,500
Board/Staff Donations/Alumni	6,189
AFWA/AWARE	5,000
Camp Fire Conservation Fund, Inc.	5,000
Dallas Safari Club	5,000
Honeywell	2,500
Miscellaneous	284
Total Donations	\$51,473

Tuition

State	93,750
Federal	23,000
Non-government organizations	23,000
Fish and Wildlife Services	7,500
Tribal	3,750
Total Tuition	\$151,000

Total Revenue

\$202,473

EXPENSES

Project Staff	58,500
Lodging/Meals-NCTC	55,926
Instructor Fee-CLA	48,450
Lodging/Meals-Big Cedar	24,212
Instructor Fee-Honoraria	14,795
Field Trips/Activities	6,555
Travel	6,501
Course Materials	6,234
Legal/Professional	5,373
Technology/E-College	5,266
Promo/Recruitment	3,997
Postage/Shipping	1,382

Total Expenses

\$237,191

NCLI COHORT 4 | COST COMPARISON, SCHOLARSHIP, AND FISCAL UPDATE | FISCAL YEAR 2010

IN-KIND CONTRIBUTIONS

AFWA-MAT	31,448
USFWS Leadership Training Staff	30,113
NCTC Instruction Rooms	30,882
Total In-Kind Contributions	\$92,443

OPERATION COSTS

Total Expended	237,191
Total In-Kind Contributions	92,443
Total Cost to Operate NCLI	\$329,634

COST AND TUITION ANALYSIS

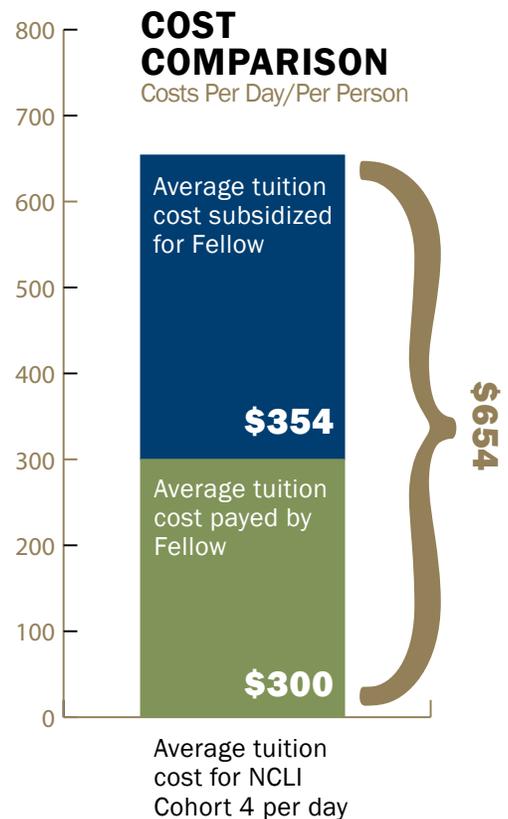
Cost per Fellow	9,157
Average cost per day per Fellow	654
Average tuition cost paid by Fellow	4,194
Average tuition cost per day paid by Fellow	300
Subsidized average cost per day per Fellow	\$354

For every \$1 received from tuition in Cohort 4, \$1.18 was matched from in-kind and other fundraised sources to fund the NCLI.

SCHOLARSHIPS

Two Fellows received financial assistance for the 2009-2010 Cohort 4 NCLI Fellowship:

- The Southern Company tuition scholarship covered 50% of two Fellow's tuition costs



FINAL RELECTIONS

In the fourth year of the National Conservation Leadership Institute we saw a transition—the program was maturing. The NCLI had moved from being the subject of a lot of buzz to a more generalized and widely held recognition that something truly special was taking place in our midst. We like to call it producing fruit.

Can leadership be learned? Yes, undeniably so. The fourth year gave testament to this belief, again. And, as stated in the beginning of this report, leadership can be learned without techniquing or oversimplification. The Fellows of this cohort experienced what some have described as a “boot camp-like training on steroids.” Yet, in the end, describing the NCLI as a training just doesn’t come close. A more apt description is that the Fellows engaged in a leadership experience that was, for many of them, life changing.

The NCLI continues to be extraordinary because of its people—the sponsors, partners, Fellows, volunteers, faculty, alumni, and those who believed in creating natural resource conservation’s future through increasing the capacity to lead well. Thanks to all who believed.

NCLI FELLOWS COHORT 4

Janet Ady, U.S. FISH AND WILDLIFE SERVICE	a	Sharon Kiefer, IDAHO DEPARTMENT OF FISH AND GAME	s
Mark Anderson, U.S. GEOLOGICAL SURVEY	b	Eric Loft, CALIFORNIA DEPARTMENT OF FISH AND GAME	t
Mike Armstrong, ARKANSAS GAME AND FISH COMMISSION	c	Timothy Male, NATIONAL FISH AND WILDLIFE FOUNDATION	u
Josh Avey, ARIZONA DEPARTMENT OF FISH AND GAME	d	Karl Martin, WISCONSIN DEPARTMENT OF NATURAL RESOURCES	v
John Baker, CALIFORNIA DEPARTMENT OF FISH AND GAME	e	Tim McCoy, NEBRASKA GAME AND PARKS COMMISSION	w
Mike Canning, UTAH DIVISION OF WILDLIFE RESOURCES	f	Dave Miko, PENNSYLVANIA FISH AND BOAT COMMISSION	x
Carol Daniels, NATIONAL PARK SERVICE	g	Myra Minton, KENTUCKY DEPARTMENT OF FISH AND WILDLIFE RESOURCES	y
Kevin Dodd, ALABAMA WILDLIFE AND FRESHWATER FISHERIES	h	David Olfelt, MINNESOTA DEPARTMENT OF NATURAL RESOURCES	z
Lisa Eckert, NATIONAL PARK SERVICE	i	Ryan Oster, KENTUCKY DEPARTMENT OF FISH AND WILDLIFE RESOURCES	aa
Scott Edberg, WYOMING GAME AND FISH DEPARTMENT	j	Joel Pedersen, NATIONAL WILD TURKEY FEDERATION	bb
Diane Eggeman, FLORIDA FISH AND WILDLIFE CONSERVATION COMMISSION	k	Donald Pereira, MINNESOTA DEPARTMENT OF NATURAL RESOURCES	cc
Nancy Finley, NATIONAL PARK SERVICE	l	Tim Ripperger, MISSOURI DEPARTMENT OF CONSERVATION	dd
Chris Garland, KENTUCKY DEPARTMENT OF FISH AND WILDLIFE RESOURCES	m	David Scott, OHIO DIVISION OF WILDLIFE	ee
Ty Gray, ARIZONA DEPARTMENT OF FISH AND GAME	n	Thomas Sinclair, U.S. FISH AND WILDLIFE SERVICE	ff
Mark Hatfield, NATIONAL WILD TURKEY FEDERATION	o	Charles Swanton, ALASKA DEPARTMENT OF FISH AND GAME	gg
Elsa Haubold, FLORIDA FISH AND WILDLIFE CONSERVATION COMMISSION	p	Eric Volk, ALASKA DEPARTMENT OF FISH AND GAME	hh
Blake Henning, ROCKY MOUNTAIN ELK FOUNDATION	q	Bill White, MISSOURI DEPARTMENT OF CONSERVATION	ii
Eric Keszler, WYOMING GAME AND FISH DEPARTMENT	r	Viola Willeto, NAVAJO NATION DEPARTMENT OF FISH AND WILDLIFE	jj



a



b



c



d



e



f



g



h



i



j



k



l



m



n



o



p



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r



s



t



u



v



w



x



y



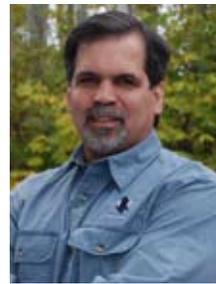
z



aa



bb



cc



dd



ee



ff



gg



hh



ii



jj



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