



NATIONAL CONSERVATION LEADERSHIP INSTITUTE





The National Conservation Leadership Institute is an independent 501-c3 non-profit organization, designed as a meta-program into which graduates of various internal organizational leadership programs can pursue expanding their leadership capacity.



NATIONAL CONSERVATION LEADERSHIP INSTITUTE

2013-2014 ANNUAL REPORT

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NCLI COHORT 8



SUMMARY

Now eight Cohorts strong, the National Conservation Leadership Institute has come fully into its own as one of the most prestigious and highly respected leadership development opportunities ever made available to those who labor in natural resource conservation. Its success can be attributed to a committed board, tireless staff, new and dedicated sponsors and 281 courageous and empowered alumni whose capacity for practicing leadership and navigating change has been greatly expanded by their experience and time together at the NCLI. The Institute's success can also be observed in its steadfast adherence to its purpose to prepare conservation's high-potential players to lead through the uncertainty facing conservation organizations nationwide.

In 2013 the Institute experienced first-hand how critical the need remains for such preparation. Amidst the upheaval of a federal government shut-down, the NCLI board and staff were presented with an unprecedented challenge. With less than one week to spare a decision had to be made, either to relocate the first residency of the incoming 8th cohort from the program's traditional home—the federally funded National Conservation Training Center—or face cancelling the program for the 2013 year.

Days later, world-renowned faculty and speakers, NCLI staff from AFWA's Management Assistance Team, and six alumni peer coaches joined the 35 Fellows of Cohort 8 at the Bolger Center in Potomac, MD, for their 11-day First Residency. For Cohort 8 it was the beginning of a journey through unfamiliar territory toward an uncertain destination, one that would stretch each of them individually and that would teach them the power of fellowship along the road.

The success of such a journey can't easily be measured in numbers, but still it could be seen eight months later when the Cohort gathered on the rim of the Grand Canyon as a collective of personally and professionally enriched individuals with a keen awareness and appreciation for the path they walked together. The evidence of their melding was observable to first-time NCLI faculty member Harold Joseph, Jr. of the Hopi Nation, who taught them a new term for what they had created; *Suemenaqu*, or the spirit of togetherness.

By all accounts the 8th year of the National Conservation Leadership Institute was once again a true success. It was a success that has driven home both the scale of the challenges awaiting those working in conservation today, and the significance of the work we do at the NCLI, preparing tomorrow's conservation leaders to meet the uncertainty they will undoubtedly face on their continuing journeys.

THE INSTITUTE

OBJECTIVES

The NCLI's three principal objectives capture what the "program" endeavors to accomplish overall and they align well with most natural resource conservation organizations' continuing education criteria. The objectives are evaluated with each cohort and are much more than merely "new tools in a leader's toolbox."

Some of the objectives speak to specific skill sets that are essential; other objectives focus more on expanding capacity and increasing the likelihood that the Fellow will step up to the call of leadership when the opportunity manifests itself. Still 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—a critical capacity for effective leadership today. Finally, the development of high-trust networks composed of professionals from across organizational boundaries is a powerful, future success key for the graduates and their organizations as the Fellows advance in their careers.

- 1 Increased confidence in their leadership capacity
- 2 Increased ability to differentiate problems that require adaptive solutions from problems that require technical solutions, ultimately leading to increased leadership in strategic decision-making, and managing organizational change
- 3 Increased quality and quantity of participants' lifetime, inter-organizational professional networks



SELECTION

Cohort 3 alumnus Steve Perry, Eastern Brook Trout Joint Venture, once again led the external selection committee who rated the nominations for the 2013–2014 Institute. Other members of the external selection committee included Janet Cushing (NCLI Alumni, Cohort 5) with the U.S. Army Corps of Engineers, Jason Moeckel (NCLI Alumni, Cohort 3) with the Minnesota Department of Natural Resources, Pat Ruble from the Wildlife Management Institute, and Sharon Schafer (NCLI Alumni, Cohort 5) with the Michigan Department of Natural Resources. Top administrators of natural resource conservation organizations nationwide submitted their nominations from February to the end of April, 2013. The applicant pool for this year was again of very high quality—organizations were not nominating people who needed to be "rehabbed" but who they believed had high leadership potential. Only space availability prevented all the nominations from acceptance in the Institute.

The final selection of Fellows for Cohort 8 resulted in 36 Fellows: 29 from state fish and wildlife agencies, 6 NGOs, and 1 from a federal agency. One accepted fellow was unable to attend. Efforts continued to be underway to increase nominations from Native American tribes, and industry, and to increase diversity among nominees, overall.



CURRICULUM

Since its development in 2006 the NCLI curriculum has been guided by a single question; “What will it take to prepare our future leaders?” The answer has proven to be consistent. It takes a great and truly unique curriculum that can be distinguished from other good leadership development programs by its emphasis on participant diversity, its focus on viewing leadership through a multifaceted lens, and its willingness to embrace self-organization as a means of tackling adaptive challenges.

The curriculum and basic learning model was no exception in year eight, even if the significance of this core question was illuminated more brightly than ever by the unprecedented challenges faced during the program’s first residency. Four major phases of learning—prework, an initial 10-day residency, an individual leadership challenge, and a final culminating residency—engaged the Fellows of Cohort 8 in a combination of classroom instruction, small group discussion, and the opportunity to use the learning in real-life situations. The following is a brief synopsis of the overall experience:

PREWORK: One month critical foundations work was composed of directed reading of Institute selected material, *Leadership Without Easy Answers*, by Ron Heifetz. Fellows also outlined a significant leadership challenge facing their organization. They continued work on this challenge throughout their NCLI experience, sometimes carrying the task beyond graduation.

AN INITIAL 10 DAY RESIDENCY: Fellows challenged their assumptions, honed critical thinking skills, learned to navigate conflict, and engaged in lively and often courageous discussions during an intensive 10-day residency in October at the Bolger Center in Potomac MD. Harvard University faculty from Cambridge Leadership Associates provided the “connective tissue” linking exercises, case examples,

and learning into a cohesive picture of Adaptive Leadership™ for conservation. Insight was gained through another book, *Leadership on the Line*, and presenters from organizations throughout the conservation community showcased historic and current case examples highlighting the application of leadership practices specific to conservation issues.

Six peer groups were formed to provide Fellows with the opportunity of receiving candid and open feedback about individual leadership challenge projects. During this process, and throughout the entire residency, many developed lifelong high-trust relationships that would be invaluable to them as they continued along their professional journey. Sessions on emotional intelligence, teambuilding, and storytelling served to solidify this bond.

INDIVIDUAL LEADERSHIP CHALLENGE PROJECTS AND CAFÉ WEBINARS: Following the foundational work laid down during the first residency, and with the support of their peer groups, Fellows continued work individually over the next seven months on their leadership challenge projects. Guided by peer coaches, peer groups met regularly through conference calls for objective feedback. The Cohort also participated collectively in three Café Webinar exercises designed to reinforce the application of the Adaptive Leadership™ principles.

A FINAL, CULMINATING RESIDENCY: Seven months into their Institute experience, Fellows reconvened at the National Park Service’s Horace M. Albright Training Center on the rim of the Grand Canyon. There they shared their NCLI experiences and discussed the progress of the leadership challenges. Final learning and discoveries were shared, lifelong key relationships were cemented, and reflection and advice was given for their continuing journeys.

THE BOARD

From its inception in 2005, membership of the NCLI Board has remained stable and continues to reflect the basic value of bringing different natural resource conservation organizations together in the NCLI experience to achieve greater diversity of perspective and depth of discussion. Board members in 2013-14 included:

CHAIR

Steve Williams, Wildlife Management Institute

VICE CHAIR

Lowell Baier, Boone & Crockett Club

SECRETARY / TREASURER

Ron Regan, Association of Fish and Wildlife Agencies

Jimmy Bullock, Resource Management Service, LLC

Jon Gassett, Wildlife Management Institute, Cohort 1

Max Peterson, US Forest Service, Retired

Joanna Prukop, Freedom to Roam

Greg Schildwachter, Watershed Results, LLC

Scott Talbott, Wyoming Game and Fish Department

Nick Wiley, Florida Fish and Wildlife Conservation Commission

Byron K. Williams, The Wildlife Society

EX OFFICIO

Bob Curry, NCLI Alumni Association President, Alumni Cohort 3

ADVISORY

Jay Slack, National Conservation Training Center

FACULTY, STAFF, & PEER COACHES

FACULTY.....



(Top row from top left.)
Pat Dougan, [The Ariel Group](#)
Harold Joseph Jr., [Hopi Nation](#)
Dr. Tom Kalous, [Organizational Consultant](#)
Jeffrey Lawrence, [Cambridge Leadership Assocs.](#)
Patrick Leddin, [Franklin Covey](#)

(Bottom row from top left.)
Marty Linksy, [Cambridge Leadership Assocs.](#)
Hugh O'Doherty, [Cambridge Leadership Assocs.](#)
Dr. Mamie Parker, [MA Parker & Associates](#)
Randy Stark, [WI Dept. of Natural Resources](#)
Nick Wiley, [FL Fish & Wildlife Conserv. Comm.](#)

STAFF.....

The Association of Fish and Wildlife Agencies' Management Assistance Team continued to staff the Institute during Cohort 8. A planned leadership transition took place this year, beginning in 2014 with the retirement of Dr. Sally Guynn. In May of 2014 NCLI Director of Operations, Gina Main, was selected as NCLI Executive Director.

2013-2014 NCLI Staff Included: Dr. Sally Guynn, NCLI Executive Director (2013), Gina Main, Director of Operations (2013) / NCLI Executive Director (2014), Tiffany Fritts, Charde' Martinez-Taveras (2013), Amanda Myers, and Kim Switlick (2014).

PEER COACHES

Divided into six subgroups, or peer groups, the cohort learned how to give each other candid, valuable feedback as they discussed their individual leadership challenge projects throughout the eight months of the NCLI. Facilitating the process, each subgroup had its own peer coach who was a volunteer and an alumnus from one of the previous cohorts. The role of the peer coaches is a critically important role in the Institute's program and success. Peer coaches work side by side with the Fellows and, together, as in years prior, the peer coaches and Fellows developed high trust relationships, invaluable as they continue in their professional journeys.

The lineup of peer coaches for Cohort 8 was: Laura MacLean (AFWA, Cohort 7 alumnus), Dave Miko (PFBC, Cohort 4 alumnus), Greg Moore (DFW, Cohort 6 alumnus), Joel Pedersen (NWTF, Cohort 4 alumnus), Lynn Quattro (SCDNR, Cohort 2 Alumnus) and Alexandra Sandoval (NM Game and Fish, Cohort 5 alumnus). Peer coaches reported how valuable having "another shot of NCLI teaching" was to them and their sponsoring organizations. They listened and were present every step of the way. Staff reported how important the peer coaches were to the overall NCLI efforts aimed at connecting all the cohorts together.

FOUNDATIONAL* NCLI SPONSORS AND SUPPORTERS

Platinum:

Management Assistance Team
 Association of Fish & Wildlife Agencies
 U.S. Fish and Wildlife Service
 National Conservation Training Center
 Keith Campbell Foundation
 National Fish and Wildlife Foundation

Gold:

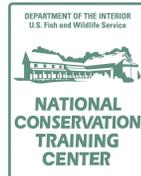
Boone and Crockett Club
 America's Wildlife Association
 for Resource Education
 National Wild Turkey Federation
 The Weatherby Foundation

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Silver: Bronze:

Campfire Conservation Fund, Inc.	NM Game and Fish
U.S. Geological Survey	Bass Pro Shops
Pope and Young Club	DE Division of Fish and Game
WI Department of Natural Resources	International Paper
NCLI Board and Staff	PA Fish and Boat
Dallas Safari Club	SC Fish and Wildlife
	NCLI Alumni
	National Shooting Sports Foundation
	Peabody
	Southern Company

*We recognize in particular the top level of support received from these organizations—they shared the vision for the NCLI and made it possible through their significant financial support.





NATIONAL CONSERVATION LEADERSHIP INSTITUTE



PRESERVING THE LEGACY OF OUR NATURAL RESOURCES BY



DEVELOPING EXTRAORDINARY CONSERVATION LEADERSHIP



THE FELLOWS OF COHORT 8

In 2013-2014, thirty-six participants were competitively selected from across the nation to become the 8th Cohort of the NCLI. One was required to withdraw as a result of the 2013 federal government shut-down. Six were chosen from Non-governmental Organizations. The remaining twenty-nine individuals hailed from state fish and wildlife agencies. These thirty-five individuals were challenged and invigorated by both the unique experience of the NCLI and by each other. They entered as professionals, one by one; they left as allies with renewed vigor and courage.

Amy Batson, DUCKS UNLIMITED, INC.	a
Michele Baumer, MISSOURI DEPARTMENT OF CONSERVATION	b
Danna Baxley, KENTUCKY DEPARTMENT OF WILDLIFE RESOURCES	c
Darin Blunck, DUCKS UNLIMITED, INC.	d
Ryan Brown, VIRGINIA DEPARTMENT OF GAME AND INLAND FISHERIES	e
Sheila Cameron, ALASKA DEPARTMENT OF FISH AND GAME	f
Shane Carrier, KENTUCKY DEPARTMENT OF WILDLIFE RESOURCES	g
Mike Carter, PLAYA LAKES JOINT VENTURE	h
Dave Chanda, NEW JERSEY FISH AND WILDLIFE	i
Shaun Clements, OREGON DEPARTMENT OF FISH AND WILDLIFE	j
Nakia Crims, ARKANSAS GAME AND FISH COMMISSION	k
Martin Fabritz, ARIZONA GAME AND FISH DEPARTMENT	l
Tom Finley, ARIZONA GAME AND FISH DEPARTMENT	m
Sherry Fischer, MISSOURI DEPARTMENT OF CONSERVATION	n
Martin Grenier, WYOMING GAME AND FISH DEPARTMENT	o
Justin Gude, MONTANA FISH, WILDLIFE & PARKS	p
Brad Gunn, NORTH CAROLINA WILDLIFE RESOURCES COMMISSION	q
Alicia Hardin, NEBRASKA GAME AND PARKS COMMISSION	r
Lance Hebdon, IDAHO DEPARTMENT OF FISH AND GAME	s
Peter Jacobson, MINNESOTA DEPARTMENT OF NATURAL RESOURCES	t
Todd Kennedy, NORTH CAROLINA WILDLIFE RESOURCES COMMISSION	u
Brent Leisure, TEXAS PARKS AND WILDLIFE DEPARTMENT	v
Craig LeSchack, DUCKS UNLIMITED, INC.	w
Stewart Liley, NEW MEXICO DEPARTMENT OF GAME AND FISH	x
Doug Little, NATIONAL WILD TURKEY FEDERATION	y
Jared McJunkin, NATIONAL WILD TURKEY FEDERATION	z
Salvatore Palazzolo, IDAHO DEPARTMENT OF FISH AND GAME	aa
Timothy Parrett, OHIO DIVISION OF WILDLIFE	bb
Scott Peters, OHIO DIVISION OF WILDLIFE	cc
Erika Rivers, MINNESOTA DEPARTMENT OF NATURAL RESOURCES	dd
Danny Shaw, TEXAS PARKS AND WILDLIFE DEPARTMENT	ee
Kristal Stoner, NEBRASKA GAME AND PARKS COMMISSION	ff
Eric Sutton, FLORIDA FISH AND WILDLIFE CONSERVATION COMMISSION	gg
Shannon Wright, FLORIDA FISH AND WILDLIFE CONSERVATION COMMISSION	hh
Donald Young, ALASKA DEPARTMENT OF FISH AND GAME	ii



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NCLI COHORT 8 | REVENUE AND EXPENSES | FISCAL YEAR 2014

REVENUE

Donations

USGS	20,000
AFWA/America's Wildlife Association for Resource Education	10,000
Boone and Crockett Club	10,000
Ducks Unlimited	7,500
Campfire Conservation Fund, Inc.	5,000
Dallas Safari Club	5,000
Rocky Mountain Elk Foundation	5,000
Board / Staff Foundation	2,800
Pope and Young Club	2,500
Individuals	1,002
NCLI Alumni	224
Total Donations	\$69,026
Tuition	
State	130,500
Non-government organizations	34,500
U.S. Fish and Wildlife Service	10,750
Total Tuition	\$175,750
Total Revenue	\$230,098

EXPENSES

Lodging/Meals/Expenses - First Residency, Bolger Center	96,132
Project Staff	68,437
Instructor Fees	57,904
Lodging/Meals/Expenses--Second Residency, Albright Training Center	11,885
Course Materials	6,856
Promo/Recruitment	6,736
Travel	5,102
Legal/Professional	5,070
Field Trip/Activites	4,520
Postage/Shipping	2,677
Overhead	500
Total Expenses	\$265,818

NCLI COHORT 8 | COST COMPARISON,
SCHOLARSHIP, AND FISCAL UPDATE | FISCAL YEAR 2014

IN-KIND CONTRIBUTIONS

Covered Expenses

Management Assistance Team (MAT)/AFWA	16,164
National Park Service - Albright Training Center - Instructional Room	3,700
Association and Fish & Wildlife Agencies	1,500
New Mexico Game and Fish	926
National Wild Turkey Federation	846
Delaware Division of Fish and Wildlife	394
Pennsylvania Fish and Boat Commission	110

Time and Services

Staff

Management Assistance Team (MAT) / AFWA	30,797
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Coaches

South Carolina Fish and Wildlife	9,706
National Wild Turkey Federation	8,580
Pennsylvania Fish and Boat Commission	7,831
New Mexico Game and Fish	6,537
Delaware Division of Fish and Wildlife	6,500
Association of Fish & Wildlife Agencies	6,330

Speakers

Randy Stark - Wisconsin Department of Natural Resources	2,353
Mamie Parker - MaParker and Associates	1,000

Total In-Kind Contributions

\$103,274

OPERATION COSTS

Total Expended	265,818
Total In-Kind Contributions	103,274

Total Cost to Operate NCLI

\$369,092

COST AND TUITION ANALYSIS

Operation cost associated per Fellow	10,545
Average tuition paid by Fellow	4,750

Subsidized average amount per Fellow \$5,795

For every \$1 paid for tuition in Cohort 8, \$1.22 was matched from in-kind and other fundraised sources to fund the NCLI.

COST COMPARISON
Costs Per Fellow

Average cost subsidized per Fellow

\$5,795

Average tuition paid by Fellow

\$4,750

\$10,545

Average Operation Cost
Per Fellow - Cohort 8



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