



# NATIONAL CONSERVATION LEADERSHIP INSTITUTE

*The National Conservation Leadership Institute is a world-class experience developing extraordinary leaders from natural resource organizations. It is one unparalleled solution for an unprecedented historic challenge.*



**2008-2009 NCLI SPONSORS**

**FOUNDERS:**

Keith Campbell Foundation  
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**PARTNERS:**

Bass Pro  
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**ASSOCIATES:**

Campfire Conservation Fund  
Pope and Young Club

**OTHER CONTRIBUTORS:**

American Fisheries Society

**IN-KIND CONTRIBUTORS:**

Association of Fish & Wildlife Agencies  
U. S. Fish & Wildlife Service

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2008-2009  
ANNUAL REPORT

# NATIONAL CONSERVATION LEADERSHIP INSTITUTE

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ESTABLISHED  
ESTABLISHED



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The third year of the National Conservation Leadership Institute witnessed an important milestone—the germination of what had been a grand idea in 2004–2005 had matured. With the first cohort in 2006–2007, an exciting concept had taken form; it was refined with the second cohort in 2007–2008, and by the completion of its third cohort of Fellows, it was apparent that the Institute had earned significant traction for moving forward as one of the most respected leadership development opportunities ever for natural resource conservation professionals in the nation. Why?

Several factors offer answers. There was a committed board, courageous sponsors, and top administrators from across organizational sectors within the natural resource arena who believed that the Institute could make a difference in times when it was most needed and nominated employees in whom they had great confidence. Also, there were thirty-three amazing participants in this cohort—Fellows as in the first two years who accepted the individual challenge and nomination by their organization’s CEO and stepped further into frontier territory, truly opening themselves up for real leadership growth.

There were world renowned teachers too—some with a Harvard accent, others with an Irish lilt, and others with unparalleled global experience. They were of the order that most natural resource professionals would not in their tenure have the financial capability to learn from directly.

And there was the tireless staff who remained not in their offices while the program buzzed along, but joined directly with the Fellows throughout, running through the woods with them in their trust building activities and smiling with pride as the Fellows met with the Secretary of the Interior in our nation’s capitol and staffers on “the Hill.”

Finally, there was the obvious—results. The story of Cohort 3 didn’t end with graduation. The Fellows, now alumni, are still working the principles of adaptive leadership they learned. They are teaching them to others. The effect has taken root.

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ROOTS  
BOOTS

# FRAMEWORK



In 2008, amidst concerns over the troubled economy, recognition of the need and urgency for preparing professionals to take our conservation legacy into the future was never greater. In spite of the fact that many Baby Boomers were rethinking their retirement dates, natural resource organizations continued to lose their upper level managers, struggle with workforce planning, and grapple with recruitment and retention.

Challenges facing natural resource organizations were of a pace and complexity that required increasing the leadership capacity of future leaders with learning that had endurance. It required leadership preparation that was more than a toolbox, and it required a learning experience that would not dissipate like a cloud once participants went home. The learning model and curriculum used in Cohorts 1 and 2 met these needs and was again the model of choice for Cohort 3.

## THE BOARD

The board remained stable and committed to helping the Institute sustain its success. The board reflects the NCLI value of bringing different conservation organizations together for diversity of perspective and increased synergy in solutions. **BOARD MEMBERS IN 2008-2009 INCLUDED:**

*Chair:* Steve Williams, President, The Wildlife Management Institute  
Lowell Baier, President, Boone and Crockett Club  
Matt Hogan, Director, The Association of Fish and Wildlife Agencies (AFWA)  
Ken Haddad, Director, Florida Fish and Wildlife Conservation Commission  
Erik Meyers, The Conservation Fund  
Jimmy Bullock, Resource Management Service  
Joanna Prukop, Cabinet Secretary for New Mexico Department of Energy, Minerals, and Natural Resources  
Max Peterson, Former Executive Vice President of AFWA and Chief, US Forest Service, Emeritus  
Gary Boyd, Greener Options, NCLI Alumni

*Ex Officio:* Steve Riley, NCLI Alumni Association President, Nebraska Game and Parks Commission

*Advisory:* Dale Hall, Director, USFWS

## THE STAFF

The Association of Fish and Wildlife Agencies' Management Assistance Team remained the key staff for the Institute: Dr. Sally Guynn, *NCLI Executive Director*, Dr. Dwight Guynn, Gina Main, Amanda Meyers, and Donna Reeves.

### ADDITIONAL STAFFING:

Jim Lopp, *Texas Parks and Wildlife Department*, had also served as a peer coach for both Cohorts 1 and 2. His leadership development experience and "calm while under fire" persona made him a great asset.

Two alumni from Cohort 1, Randy Stark, *Wisconsin Department of Natural Resources*, and E.J. Williams, *USFWS*, joined the NCLI staff as peer group coaches. Stark had also served as a peer coach for Cohort 2 and was one of the speakers highly rated by the Fellows in Cohort 3.

Lynn Quattro, Cohort 2 alumni and with the *South Carolina Department of Natural Resources*, also served as a peer group coach.

*“My agency had been characterized as a dinosaur and I wanted to learn how we could avoid lumbering into the tar pit. The NCLI challenged me to be adaptive, to focus on processes that can lead to newness; I was energized by the insights and saved from the pit.”—Steve Perry, Cohort 3 Fellow*

# OBJECTIVES

SIX KEY OBJECTIVES, INITIALLY DEVELOPED FOR THE NCLI PROGRAM IN YEAR ONE, GUIDED COHORT 3 AND WERE AS FOLLOWS:

- 1 Develop increase 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.

## SELECTION

An intense competitive selection process reviewed nominations from top administrators of conservation organizations nationwide to compete for the 36 Fellowship spaces available in Cohort 3.

Final selection initially resulted in 35 Fellows: 23 from state fish and wildlife agencies, 4 from federal government agencies, 4 NGOs, 2 from the USFWS, and 2 from Native American Tribes. No nominations from the industry sector were received. This remains an area where help is needed to reach out to the natural resource related industries such as energy related companies, for example, and encourage them to nominate to the NCLI.

*(Note: Two state agency people were unable to attend before the program began thus bringing the total number to 33 Fellows in Cohort 3.)*

## PROMOTION

More than word of mouth, it was an enthusiastic “buzz” that acted as the primary driver for promoting the NCLI. The alumni, having doubled in numbers after two years, and their organizations’ directors were key sources for promoting the extraordinary Institute and encouraging others to consider applying. Alumni also proved to be valuable sources for gaining sponsorship of scholarships. Board members also actively promoted the Institute.

Promotional targets included natural resource organizations within state and federal government, nongovernment, Native American tribes, and industry. Original promotional materials in video and print 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.

In addition, the NCLI website [www.conservationleadership.org](http://www.conservationleadership.org) served as the public information portal for searching information about the NCLI program.



# SPEAKERS & FACULTY

- John Cooper, SOUTH DAKOTA DEPARTMENT OF GAME, FISH AND PARKS (RETIRED), SENIOR POLICY ADVISOR ON MISSOURI RIVER ISSUES
- Case Hicks, THEODORE ROOSEVELT LIVING HISTORIAN
- Charles Jordon, THE CONSERVATION FUND, BOARD OF DIRECTORS
- Dr. Tom Kalous, PSYCHOLOGIST AND CONSULTANT
- Marty Linsky, CAMBRIDGE LEADERSHIP ASSOCIATES AND HARVARD UNIVERSITY'S KENNEDY SCHOOL OF GOVERNMENT
- Malcolm McCance, COVEYLINK
- 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

## NOTABLE SPEAKERS

*“The NCLI provides one of the most creative and challenging learning environments where leaders in the field of conservation can develop clarity and courage about their work, and find a community of colleagues willing to support one another through the dilemmas of leadership.” –Dr. Hugh O’Dorherty, Harvard University Kennedy School of Government*



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# CURRICULUM

The design of the National Conservation Leadership Institute is based upon several

key questions: What will America's natural resource conservation leadership success look like ten years down the road? And what will it take to prepare our leaders? Are our leaders showing an increased willingness and ability to work together on challenges, interacting in strategic ways and possessing the capacity to respond adaptively when the problem cannot be solved with a technical solution?

Distinguishing the NCLI from other good leadership development programs, what really gives it wings, is its design, its participant diversity, its focus on conservation, and a departure from teaching leadership as a set of traits or skills.

The curriculum and basic model for learning remained fundamentally the same in year three. Why change a winning design? The curriculum for Cohort 3 included four major components: pre-work, residency, individual projects and a culminating residency/event. The following is a brief synopsis of the overall curriculum:

**PRE-WORK:** Fellows engaged in one month of online pre-work in September 2008. This foundational work was composed of directed reading, analysis, and electronic discussion of NCLI selected material. It functioned as a type of ice-breaker allowing many of the Fellows to meet each other for the first time. Fellows were also sent three books written by speakers or author's representatives they would hear during the residency a month later. During the pre-work period, Fellows began thinking about leadership in different ways and identifying a leadership challenge for their organization they would take on as an individual project.

**RESIDENCY:** A 10-day, intense residency in October at the U.S. Fish and Wildlife Service's prestigious National Conservation Training Center in Shepherdstown, West

*“The National Conservation Leadership Institute provides emerging leaders in natural resources an incredible opportunity to learn policy with peers across government. They have access to top leadership, can probe deeply into the toughest issues of the day, and gain insights only available through the intimacy of this group’s setting. I highly recommend it!” –Sally Collins, Associate Chief, USFS*

Virginia, followed the pre-work. A focus on personal leadership expanded to leadership relevant to teams, to the organization and to society. 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. Widely recognized conservation figures anchored leadership principles to real case examples from “the trenches.” Fellows challenged their assumptions, piqued critical thinking, and engaged in lively, applied discussion and debate. A surprise visit by “President Teddy Roosevelt” (Case Hicks, a certified Roosevelt impersonator) provided an up close and personal opportunity to ask questions, hear from an important conservation leader of the past, and challenge perspectives.

#### **ADAPTIVE LEADERSHIP CHALLENGE**

**PROJECTS:** By the end of the 10-day residency, Fellows had clarified their individual adaptive leadership projects. Projects were real challenges facing their organizations, and Fellows applied leadership principles learned as they worked toward solutions over the next four and half months.

During and after the residency, Fellows served as consultants for one another in subgroups of six Fellows, or peer consulting groups, each with a group coach. Fellows challenged assumptions, asked each other probing questions, began to experiment with leadership principles learned and provided valuable feedback to each other for refining their adaptive leadership projects.

After the initial residency, each Fellow continued working in their small peer groups through a combination of online and conference calls. They continued as peer consultants for each other, providing input related to the adaptive leadership projects. Again, each peer online consulting group was facilitated by a coach. The Fellows presented their project work and solutions to the full Institute during the final event in the Spring of 2009.

#### **FINAL CULMINATING**

**EVENT:** Five months following the residency at NCTC, the Fellows reconvened at Big Cedar Lodge in Missouri for three days of sharing their Institute experience, presenting their adaptive leadership projects, and building their trust with one another. Final learning was reinforced and lifelong, key relationships were cemented—relationships that would serve them well as they continued their professional, leadership journeys.



Scott Reinecker & David Zebro, NCLI COHORT 3 FELLOWS



NCLI COHORT 3 FELLOWS AT ROPES COURSE

# A TASTE OF THE CURRICULUM

A keynote presentation given by Charles Jordan, Board Member of The Conservation Fund, provided an inspirational beginning for the residency.

**ADAPTIVE LEADERSHIP:** The learning intensity increased when Marty Linsky and Hugh O'Doherty, of the Cambridge Leadership Associates and Harvard's Kennedy School of Government, introduced Adaptive Leadership™, the connective theme throughout the curriculum.

**EMOTIONAL INTELLIGENCE WORKSHOP AND DISC ASSESSMENTS:** Fellows' results from individual DISC behavioral assessments were tied directly to an intense emotional intelligence workshop led by returning counseling psychologist, Dr. Tom Kalous.

**GROUP THINK AND AVOIDING OVER-MANAGING CONSENSUS:** A lively discussion on how to avoid "group think" while maintaining team loyalty and the dangers of over-valuing consensus proved to be a significant step in the cohort's trust-building with each other and staff.

**COURAGEOUS CONVERSATIONS:** A special session, "Understanding the Contours of Adaptive Leadership by Examining Historical Events," was presented by NCLI alumni, Randy Stark, Law Enforcement Chief for the Wisconsin DNR. The session proved to be a special highlight to the program and was highly rated by the Fellows. Guest conservation luminary, John Cooper, former Director of South Dakota Game, Fish & Parks Department, shared a case example from South Dakota that involved conflict of several stakeholder groups and the courageous conversations need for solution.

**LEADING IN CHAOS:** Returning world renowned author and speaker, Dr. Margaret Wheatley, provided divergent perspectives and challenged assumptions. For example, having the courage to use chaos in building capacity for leadership, the

imperative work for us in natural resources to talk about meaning, and the effects of stress inhibiting our ability to see patterns. Also, how do I as a leader prepare for a world that is scared?

## **CASE EXAMPLES FROM THE PROFESSION:**

Dr. Mamie Parker, USFWS retired, shared her story as a African-American woman who rose to the top in her professional journey.

**HIGH ROPES COURSE:** An off-site, day-long activity facilitated by Upward Enterprises, Inc. at the Bishop Claggett Center in Buckeystown, MD, provided Fellows with world class low and high ropes activities, building trust, teamwork and individual courage. Debriefs at the end of the day related the high ropes activities back to principles learned in the classroom.

**UNDERSTANDING THE POLITICAL PROCESS:** A field trip to Washington DC included visits to the Department of Interior and a face-to-face meeting with the Secretary of the Interior, Dirk Kempthorne. Lyle Laverty, Deputy Director for Department of the Interior, and Sally Collins, Associate Chief, USFS, also spoke with the Fellows. In addition, Fellows met with staffers from "the Hill" in the prestigious chambers of the House Subcommittee on Natural Resources Fisheries, Wildlife and Oceans at the Capitol's Longworth House Office Building. The Pope and Young Club sponsored a dinner at the legendary Washington, DC icon, the Dubliner Inn, and Dr. Dwight Guynn gave a presentation on behalf of the sponsor.

**LEADING AT THE SPEED OF TRUST:** Malcolm McCance from CoveyLink led the closing session of the residency. "Leadership is getting results in a way that inspires trust" was one more important piece for thinking about leadership.

Sally Claggett & Rebecca Gwynn, NCLI COHORT 3 FELLOWS



NCLI COHORT 3 FELLOWS IN FRONT OF THE CAPITOL BUILDING



OUTSIDE LECTURE CONDUCTED BY JOHN COOPER

As in Cohorts 1 and 2, the creation of symbols, stories, and artifacts was important in Cohort 3 for cementing the cohort from individual Fellows into a solid community of leaders possessing their own group identity. The usual symbols and artifacts provided the Fellows ranged from monogrammed shirts to a special “challenge” coin, crystal paperweight, an organizer for their program itinerary and notes, a certificate of accomplishment, photographs, a photo journal slide presentation of the residency experience, and a favorite list of their recommended leadership books.

But something different and very special also emerged within Cohort 3 — it was neither directed nor expected — it was a natural outgrowth of the group itself. Four cultural artifacts unique to Cohort 3 emerged and are described briefly as follows:

- The Circle. The concept of meeting together in a circle was introduced by Dr. Wheatley and Native American Fellows, Fred Maulson and Mike Montoya. The Fellows adopted this circular form (like a council) in which every person is willing to think “what’s happening,” i.e., everyone in the circle is considered important.
- The Poem. Fellow, Marcia Maslonek, put to words a touching poem that connected each Fellow to the whole.
- The Talking Staff. See page 14.
- The Declaration of Interdependence. See page 15.

# ORGANIZATIONAL CULTURE OF COHORT 3



carved the staff over the next five months from the wood of a cedar tree, a “living being.” He listened to his children as to how the staff should look so that it would be compelling for all Fellows in the future.

Then Fred gave tobacco to his father, asking direction as to how to present the staff to the NCLI. They smoked the pipe on behalf of the new staff and smudged the air with sage to purify and clear the way for what he would be bringing to the Fellows when they reconvened in the spring. And so it was born, this unusual staff made from a cedar tree... “it had drunk from the water, come from the land, and represented powerful living things that Native American people honor and cherish.”

Fred and Dave presented the Talking Staff to the Fellows at Big Cedar Lodge in the spring of 2009 and the story was told that the staff would “hold, cherish, and speak” on behalf of the holder. Dave’s stand represented each individual person that had in their spirit united and generated the staff.

The carved eagle head represented power to both non-native and Native Americans. The eagle flies closest to the creator. The engraving of the feather represents the builder, Fred, and all of us. The different colored ribbons represent the races of the world.

# THE TALKING STAFF

The bird feathers, goose, turkey, and pheasant, represent

In the beginning, the Fellows of Cohort 3 were individuals looking for training; when they left they were of one mind regarding the imperative for all who work in natural resources to respect one another’s differences and value the listening and sharing of diverse perspectives. The Talking Staff is an output of their metamorphosis and a precious gift to all the cohorts that came before and those to come. It is original, powerful and a unique expression of oneness, not represented as native or non-native, but the cohort itself. The following is its story.

Within a short time after entering the residency, the Fellows’ curiosity peeked about the mysterious eagle feather perched in front of a particular Fellow, one of two Native Americans in the group. Then Margaret Wheatley, one of the teachers, spoke about the power of meeting in a circle, like a tribal council. It sparked a conversation around the campfire about “who we are,” about being like a type of “tribe,” and how to keep the connection between the members alive once the residency ended. They wanted a tangible reminder, a visual transporter to the moment.

A talking staff it would be. It would represent both Mother Earth and all the Fellows. One of the Fellows, Dave Zebro, a non-native American, made the stand, fashioning it from deer antlers. Another Fellow, Fred Maulson, a Native American,

part of the resource we protect and use to give us life, just like the staff which had been a tree whose life was taken to become a staff.

Each part of the deer antler in the base is a Fellow or NCLI staff member from which the Talking Staff both reaches out and gains support. The deer antlers also represent four-legged animals.

“The staff cannot be put in a corner...it ‘hears’ everything, so it should represent each part of every cohort and be placed in an area where it can ‘listen’—hard to say exactly what that is...but it will speak as needed; it will give us what vision we need from it. The creation of the Talking Staff was for the family—for native and nonnative people to work together, to trust each other and work for the generations they share in common.”



NCLI COHORT 3 FELLOWS WITH TALKING STAFF AT BIG CEDAR

ANOTHER SURPRISING CULTURAL ARTIFACT THAT COHORT 3 PRODUCED WAS A DECLARATION OF INTERDEPENDENCE. THIS ELEGANTLY WRITTEN DOCUMENT IS AN EXPRESSION OF THEIR DEEPLY HELD VALUES AND FURTHER REVEALS THE HIGH LEVEL OF BOTH THE GROUP'S BONDING AND THEIR CORPORATE PASSION. THE DECLARATION IS THEIR GIFT TO ALL THE FELLOWS IN THE INSTITUTE AND FOR THE GREATER CONSERVATION COMMUNITY.

## DECLARATION OF INTERDEPENDENCE

*We came together as individuals from different places, a diversity of cultures, and varied traditions, but with a common passion for natural resource conservation. Our experiences took us down a path of exploration and discovery where we confronted these differences and pushed beyond the comfort of our individual views and beliefs. Beyond this comfort zone, we found new ideas, new courage, and a much deeper understanding of how to lead.*

*On our journey, we crossed the boundary of individual growth into an amazing world of mutual growth that revealed and reinforced how much better we can be if we depend on each other when facing today's complex conservation challenges. We realized that interdependency galvanized through mutually trusting relationships is fundamental and essential to exercising truly exceptional leadership listening sincerely and speaking truthfully to one another.*

*Many others have recognized the need for interdependence before us yet our community has fallen short of realizing its full potential. It will take a strong unified commitment to move these ideals forward so a diversity of people will see value in joining this cause. Our shared passion for the natural world and a sense of caring for all people will inspire us to succeed.*

### INSPIRATION FROM CONSERVATION HISTORY

*In this journey to bring a more inclusive spirit to the conservation movement, we honor those conservation leaders who have traveled this path before us often taking unpopular risks while demonstrating the importance of understanding and embracing diverse peoples and diverse views.*

*How different would America be if early settlers had adopted the values of interdependency expressed by Chief Seattle in the early 1800's when he said "the air is precious to the red man, for all things are the same breath—the animals, the trees, the man" and "we are part of the earth and the earth is part of us"? The very essence of interdependence is captured in John Muir's statement from the early 1900's "When we try to pick out anything by itself, we find it hitched to everything else in the Universe."*

*The inspirational words of Aldo Leopold from the 1940's followed this theme when he wrote that "Conservation is a state of harmony between men and land." And in the 1980's, Charles Jordan helped launch a movement toward more diversity and inclusiveness in the conservation arena when he stated "What people don't understand, they won't value. And what they don't value, they won't protect; what they don't protect they will lose."*

### A CALL TO ACTION

*We mutually pledge our steadfast dedication to the values and principles of interdependency and to translate these values into collective acts of conservation leadership. By signing below, we commit to this Declaration and mutually seek to demonstrate these principles and values in all our professional endeavors. We will support each other in this effort and provide honest accountability. We will reach out to other conservation professionals and the broader community to create an inclusive ripple effect reaching beyond our individual spheres of influence. Together we begin our new style of leadership with no social boundaries and no limits to the potential for success.*

*Signed this Earth Day, April 22, 2009*

***National Conservation Leadership Institute Fellows, Cohort 3***

*“What we have is something that is so much more than another good program or training. Clearly, the Institute is far more than a training, a workshop, or a template; “an experience” is the definitive word for the NCLI, and we are seeing something extraordinary. Something both powerful and enduring.” –Dr. Sally Guynn, NCLI Executive Director*



# 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 3 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

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 **79% 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.

*(Note: The 360° data for three Fellows was omitted from the above figures because two Fellows had received promotions and one Fellow’s 360 raters were no longer with that Fellow’s organization.)*

## 360 DEGREE PERFORMANCE FEEDBACK SURVEYS SHOWED:

32% increase overall in leadership performance

33% increase in overall leadership capacity

28% enhanced interpersonal skills including improved emotional intelligence

33% increase in effectiveness at managing organizational change

37% increase in inter-organizational professional networks

29% increase in ability to create a motivating work environment



**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 FOUR AREAS:**

- The number of nominations received for the third cohort (particularly during a time of economic strain)
- The outstanding performance thus far of the fourth cohort as seen in the Fall 2009 residency
- The volunteer participation of alumni from Cohorts 1, 2, and 3 to serve as guest speakers and peer group coaches in the program for Cohort 4
- The growing, active involvement of the Fellows in the NCLI Alumni Association. Example: When a Fellow in Cohort 3 discovered their agency would not be able to pay the tuition because of an unexpected directive from the Governor, the Alumni Association came to the rescue and paid part of her tuition



Laurel Anders, NCLI COHORT 3 FELLOW

*“Attending the National Conservation Leadership Institute was a life changing experience from a couple of different perspectives. First of all, it shored up and strengthened the core principles that I have always believed adaptive leadership consisted of but never had clearly defined in terms of concise application. Secondly, once you are an NCLI Fellow you have a national network of career professionals with diverse backgrounds to lean on when gathering input and data to make informed decisions. These individuals are not casual acquaintances. Instead, they represent a distinguished brethren who possess the common thread of concern for the future of wildlife and wild places and the willingness and determination to work together and assume leadership roles to ensure a wildlife legacy for the next generation.” –Tony Schoonen, Cohort 3 Fellow*

# BUDGET, SPONSORS, AND PARTNERS

NCLI COHORT 3 | REVENUE AND EXPENSES | FISCAL YEAR 2009

## REVENUE

### Donations

Keith Campbell Foundation	50,000
National Fish and Wildlife Foundation	50,000
Bass Pro	10,000
Boone and Crockett Club	10,000
Weatherby Foundation International	10,000
Camp Fire Conservation Fund, Inc.	5,000
Pope and Young Club	5,000
American Fisheries Society	1,000
Board/Staff Donations	501

Total Donations **\$141,501**

### Tuition

State	78,750
Federal	23,000
Non-government organizations	23,000
Fish and Wildlife Services	7,500
Tribal	7,500

Total Tuition **\$139,750**

**Total Revenue \$281,251**

## EXPENSES

Instructor Fee-CLA	57,000
Project Staff	56,000
Lodging/Meals-NCTC	50,772
Lodging/Meals-Big Cedar	30,740
Instructor Fee-Honoraria	17,200
Travel	7,849
Field Trips/Activities	6,824
Course Materials	6,774
Tuition Waiver	5,750
Promo/Recruitment	4,498
Legal/Professional	4,029
Technology/E-College	3,762
Postage/Shipping	1,057
Unbudgeted Items	457

**Total Expenses \$252,712**

Total Revenue	\$281,251
Total Expended	\$252,712
Total Unexpended	\$28,539

## NCLI COHORT 3 | COST COMPARISON, SCHOLARSHIP, AND FISCAL UPDATE | FISCAL YEAR 2009

### IN-KIND CONTRIBUTIONS

AFWA-MAT	27,253
USFWS Leadership Training Staff	19,867
NCTC Instruction Rooms	15,725
AFWA-MAT Supplies, Materials & Technology Fees	1,051
<b>Total In-Kind Contributions</b>	<b>\$63,896</b>

### OPERATION COSTS

Total Expended	252,712
Total In-Kind Contributions	63,896
<b>Total Cost to Operate NCLI</b>	<b>\$316,608</b>

### COST AND TUITION ANALYSIS

Cost per Fellow	9,594
Average cost per day per Fellow	685
Average tuition cost paid by Fellow	4,235
Average tuition cost per day paid by Fellow	302
<b>Subsidized average cost per day per Fellow</b>	<b>\$383</b>

For every \$1 received from tuition in Cohort 3, \$1.27 was matched from in-kind and other fundraised sources to fund the NCLI.

Tuition paid by students of NCLI is approximately 20% of what executive leadership development programs cost from other vendors.

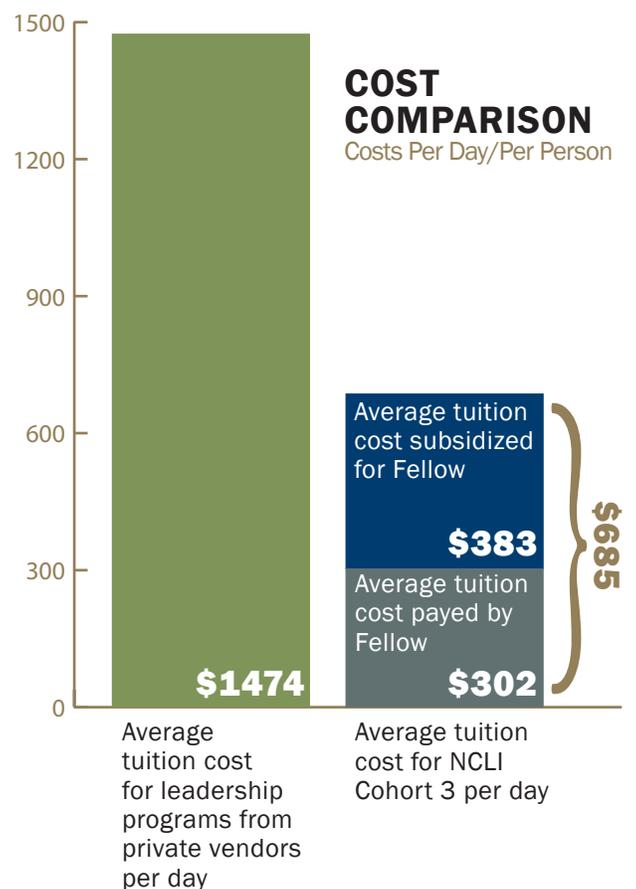
### SCHOLARSHIPS

#### Three Fellows recieved financial assistance for the 2008-2009 Cohort 3 NCLI Fellowship:

- The Keith Campbell Foundation tuition scholarship covered 100% of one Fellow's tuition costs
- The Southern Company tuition scholarship covered 75% of one Fellow's tuition costs
- The Alumni Association and various other sponsors assisted another Fellow in their tuition cost

### FISCAL UPDATE

In the Fall of 2008 the NCLI recieved its 501(c)3 status, allowing donations to be fully tax-deductible.



# FINAL RELECTIONS

The third year of the National Conservation Leadership Institute (NCLI) provided additional proof that its leadership development model works. It also proved again that leadership can be learned without techniquing or oversimplification. In some ways, the NCLI has become institutionalized as conservation’s “round table,” empowering its graduates to more effectively lead in these extraordinary times.

Each cohort of the Institute has its own particular culture that may also produce artifacts of that culture. The following are several significant observations of the Institute’s third cohort as they ventured into the deeper waters of what the exercise of leadership requires while exploring and increasing their own capacity for it.

Notably, there was a recognition by the Fellows of the importance of inclusion and the power of celebrating differences and leveraging the consequential synergy.

Also, there was an epiphany about the commonalities that exist with our Native American peers who share our history and our passion for the natural resources in our country.

There was a determined commitment to pass along these rich recognitions to the greater natural resource conservation community that others will be energized and empowered to hold steady to purpose, for there is yet much to do.

Cohort 3 and the NCLI were successes in this third year of the Institute. The NCLI continues to be extraordinary because of its people—the sponsors, partners, Fellows, volunteers, faculty, and those who believed in their nominees and what could be. We offer our heartfelt thanks to all for believing and supporting this effort.

## 2008–2009 COHORT 3 FELLOWS

Karen Alexy, KENTUCKY DEPARTMENT OF FISH & WILDLIFE	a	Ronald Leathers, PHEASANTS FOREVER	r
Laurel Anders, PENNSYLVANIA FISH & BOAT COMMISSION	b	Julie Lyke, FISH & WILDLIFE SERVICES	s
Karen Bataille, MISSOURI DEPARTMENT OF CONSERVATION	c	Marcia Maslonek, WILDLIFE HABITAT COUNCIL	t
Thomas Baumeister, MONTANA FISH, WILDLIFE & PARKS	d	Fred Maulson, GREAT LAKES INDIAN FISH & WILDLIFE COMMISSION	u
Bob Broscheid, ARIZONA GAME & FISH	e	Ray Metzler, ALABAMA WILDLIFE & FRESHWATER FISHERIES DIVISION	v
Sally Claggett, USDA FOREST SERVICE	f	Jason Moeckel, MINNESOTA DEPARTMENT OF NATURAL RESOURCES	w
Frank Fiss, TENNESSEE WILDLIFE RESOURCES AGENCY	g	Michael Montoya, MESCALERO APACHE TRIBE	x
Peter Flores, TEXAS PARKS & WILDLIFE DEPARTMENT	h	Amy Owsley, EASTERN SHORE LAND CONSERVANCY	y
Danielle Flynn, BUREAU OF LAND MANAGEMENT	i	Thomas Paragi, ALASKA DEPARTMENT OF FISH & GAME	z
Michal Fowlks, UTAH DIVISION OF WILDLIFE RESOURCES	j	Stephen Perry, NEW HAMPSHIRE FISH & GAME DEPARTMENT	aa
Benjamin Fulton, DEPARTMENT OF DEFENSE	k	Linnea Petercheff, INDIANA DEPARTMENT OF NATURAL RESOURCES	bb
Rebecca Gwynn, VIRGINIA DEPARTMENT OF GAME & INLAND FISHERIES	l	Scott Reinecker, IDAHO DEPARTMENT OF FISH & GAME	cc
Deborah Hart, ALASKA DEPARTMENT OF FISH & GAME	m	Bill Rudd, WYOMING GAME & FISH DEPARTMENT	dd
Steven Hilburger, U.S. GEOLOGICAL SURVEY	n	Tony Schoonen, BOONE AND CROCKETT CLUB	ee
Stephen Hurst, NEW YORK DEPARTMENT OF ENVIRONMENTAL CONSERVATION	o	Nick Wiley, FLORIDA FISH & WILDLIFE CONSERVATION COMMISSION	ff
Aaron Jeffries, MISSOURI DEPARTMENT OF CONSERVATION	p	David Zebro, WISCONSIN DEPARTMENT OF NATURAL RESOURCES	gg
Chris Jensen, U.S. FISH & WILDLIFE SERVICES	q		



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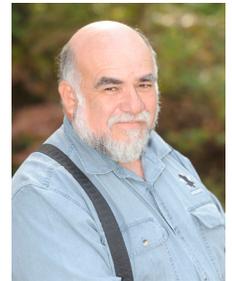
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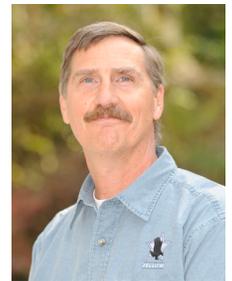
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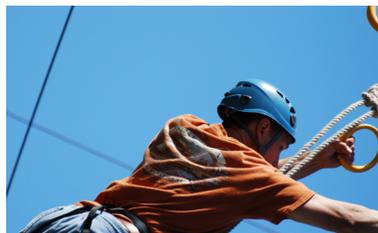


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# NCLI FELLOWS COHORT 3



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ANNUAL REPORT 2008–2009



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