



# NATIONAL CONSERVATION LEADERSHIP INSTITUTE

*An unparalleled experience at the right moment in history developing  
extraordinary leadership for natural resource conservation*



**FOUNDATIONAL\* NCLI SPONSORS AND SUPPORTERS**

**PLATINUM:**

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

**GOLD:**

- Boone and Crockett Club
- The Weatherby Foundation

**SILVER:**

- America's Wildlife Association for Resource Education
- National Wild Turkey Federation
- Pope and Young Club
- Campfire Conservation Fund, Inc.
- Wisconsin Department of Natural Resources

**BRONZE:**

- NCLI Board Members/Staff/Alumni
- Bass Pro Shops
- Dallas Safari Club
- U.S. Geological Survey
- International Paper
- New Mexico Game and Fish
- National Shooting Sports Foundation
- Peabody
- Delaware Division of Fish and Wildlife
- 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.







2012-2013  
ANNUAL REPORT

# NATIONAL CONSERVATION LEADERSHIP INSTITUTE

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NCLI STAFF AND COHORT 7 FELLOWS AT THE NATIONAL CONSERVATION TRAINING CENTER



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For all of us who labor within the natural resources conservation profession, perhaps the single greatest unifying characteristic is our desire to ensure the legacy of wild things and wild places for our children and their children. Demographic changes, funding challenges, retiring baby boomers, and strategizing for an uncertain future require increasing the capacities of our professionals to practice effective leadership. *So, why the NCLI?* The NCLI exists to offer a unique experience for our professionals to learn how to practice leadership that can help them and their organizations adapt and thrive in challenging environments—essentially, an extraordinary experience, that can produce extraordinary leaders for the future.

In 2012-2013, a full slate of thirty-six participants were competitively selected from across the nation to become the 7th Cohort of the NCLI. One person had to withdraw because of a job change. Eight of these new Fellows were NGOs; one came from the National Wild Turkey Federation, one from the South Atlantic Fishery Management Council, one from the Welder Wildlife Foundation, one from Pheasants Forever, three from Ducks Unlimited, and one from AFWA. One fellow was from the U.S. Fish and Wildlife Service, other feds came from NOAA and the BLM, and two from the USGS. The remaining twenty-two individuals were from state fish and wildlife agencies (see listing at end of report). These thirty-five individuals were challenged, stretched and invigorated by both the unique experience of the NCLI and by each other. They entered as professionals, one by one; they left as a close circle of friends with renewed vigor and courage.

Cohort 7 of the NCLI was a success, in part, because of the collaboration and support of loyal sponsors, committed board members, provocative instructors, tireless staff, inspiring alumni, and natural resource organizations whose directors believed the cost and time away from work would be well worth the investment in some of their “high potential staff.” Instead of a typical fiscal accounting, this annual report is designed to help you, the reader, hear “the music beneath the words” that was so much a part of the Fellows’ journey into the extraordinary during the 2012-2013 year of the NCLI.

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# GETTING TO THE WHY.

## 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 2012-13 INCLUDED:**

Chair:	Steve Williams, Wildlife Management Institute
Vice Chair:	Lowell Baier, Boone & Crockett Club
Secretary/ Treasurer:	Jay Slack, National Conservation Training Center Gary Boyd, Greener Options, Inc., NCLI Alumni, Cohort 1 Jimmy Bullock, Resource Management Service, LLC Jon Gassett, KY Dept. of Fish and Wildlife, NCLI Alumni, Cohort 1 Erik Myers, The Conservation Fund Max Peterson, US Forest Service, Retired Joanna Prukop, Freedom to Roam Ron Regan, Association of Fish and Wildlife Agencies Greg Schildwachter, Watershed Results, LLC Byron K. Williams, The Wildlife Society
Ex Officio:	Karen Waldrop, KY Dept. of Fish and Wildlife, NCLI Alumni Assoc. President, Alumni Cohort 3
Advisory:	Dan Ashe, U.S. Fish and Wildlife Service

## THE STAFF

The Association of Fish and Wildlife Agencies' Management Assistance Team continued to staff the Institute during Cohort 7: Dr. Sally Gynn, NCLI Executive Director, Gina Main, Director of Operations, Heather Groen, Dr. Dwight Gynn, Charde' Martinez-Taveras, and Amanda Myers.

### THE 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. Essentially, all the Fellows functioned in the role of peer consultants for one another. 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 7 was: Carmen Bailey (UDWR, Cohort 6 alumnus), Jimmy Fox (USFWS, Cohort 6 alumnus), Dave Miko (PFBC, Cohort 4 alumnus), Greg Moore (DFW, Cohort 6 alumnus), Joel Pedersen (NWTF, Cohort 4 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.

## THE FACULTY & PRESENTERS

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 Service (Retired)  
Randy Stark, Wisconsin Department of Natural Resources, Chief Warden  
Barry RellaFord, FranklinCovey, Cofounder and Master Facilitator, Global  
Speed of Trust Practice

Dr. Rollie Jacobs, National Conservation  
Training Center, Chief of Training  
Eric Schwaab, National Oceanic and  
Atmospheric Administration,  
Acting Assistant Secretary for  
Conservation and Management



# OBJECTIVES

- 1 Increased confidence in their leadership capacities
- 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

## ABOUT THE 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' (USFS, USFWS, etc.) 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.

## SELECTION

Again, this year, Cohort 3 alumnus Steve Perry, New Hampshire Game and Fish, led the external selection committee who rated the nominations for the 2012–2013 Institute. Other members of the external selection committee included Janet Ady (NCLI Alumni, Cohort 4) with the U.S. Fish and Wildlife Service, 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, 2012. 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 7 resulted in 36 Fellows: 22 from state fish and wildlife agencies, 6 from federal agencies, and 8 NGOs. 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.

## AWARDS & PROMOTIONS



Once again, the NCLI has received a prestigious award – the Midwest Association of Fish and Wildlife Agencies' President's Award, accepted at the MAFWA 62nd Directors' Summer Meeting by Executive Director, Dr. Sally Guynn, on behalf of the NCLI board and staff. MAFWA President and Commissioner of the Kentucky Department of Fish and Wildlife Resources, Dr. Jon Gassett (Cohort 1), remarked "...to say that the NCLI has been a game changer for fish and wildlife conservation in the Midwest and throughout the country is an understatement...it is 'work worth doing' as Mr. Roosevelt once said."



Selma Glasscock, Laura MacLean, Kyle Briggs, Dee Dee Hawk, Toby Boudreau COHORT 7 FELLOWS

# “A WINNING FORMAT...” CURRICULUM

Adaptive Leadership™ and the distinctive NCLI curriculum, taught by world-renowned instructors, continued to be an effective combination in Cohort 7.

This format was designed after an extensive national review of leadership programs at different academic institutions, government organizations, and corporate universities. The Institute’s focus on participant diversity, differentiating between adaptive and technical challenges, its natural resource conservation leadership context, and its willingness to view leadership through a different lens are just some of the elements that lend to the NCLI’s success and its mission to prepare future conservation leaders.

Learning occurs best when participants engage in a combination of classroom instruction, small group discussion, and the opportunity to use the learning in a real life situation. Using this methodology, the NCLI architecture was designed around four major phases: prework, an initial 10 day residency, an individual leadership challenge, and a final culminating residency. 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 that they worked on over the entire course of their NCLI experience and sometimes beyond.

**AN INITIAL 10 DAY RESIDENCY:** Fellows challenged their assumptions, honed critical thinking skills, and engaged in lively discussions during an intensive 10 day residency in October at the U.S. Fish and Wildlife Service’s prestigious National Conservation Training Center in Shepherdstown, West Virginia. Three more books, Leadership on the Line, The Speed of Trust, and Beyond Season’s End were given to the Fellows at this first residency.

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. Presenters from the conservation





Greg Moore, Dave Miko, Joel Pedersen, Jimmy Fox, Lexi Sandoval, Carmen Bailey NCLI COHORT 7 PEER COACHES

community showcased historic and current case examples highlighting the application of leadership practices specific to conservation issues, making for spirited discussion and debate. Six subgroups, or peer groups, were formed to give each other candid feedback as they dived deep into their 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 and team building served to solidify this bond.

#### INDIVIDUAL LEADERSHIP CHALLENGE PROJECTS:

After the work that was begun at the first residency, each Fellow continued to work individually over the next seven months on their leadership challenge with the support of their peer group. The peer groups met regularly, most often through conference calls, to offer objective feedback, apply principles of adaptive leadership, and sometimes experimented with alternative ideas to move their challenges along.

**A FINAL, CULMINATING RESIDENCY:** The following spring at the Horace M. Albright Training Center on the rim of the Grand Canyon, Fellows reconvened for a truly unforgettable time to share their Institute experience and their adaptive leadership challenge project presentations. Final learning and discoveries were shared and lifelong key relationships were cemented.



Drs. Sally and Dwight Guynn NCLI STAFF



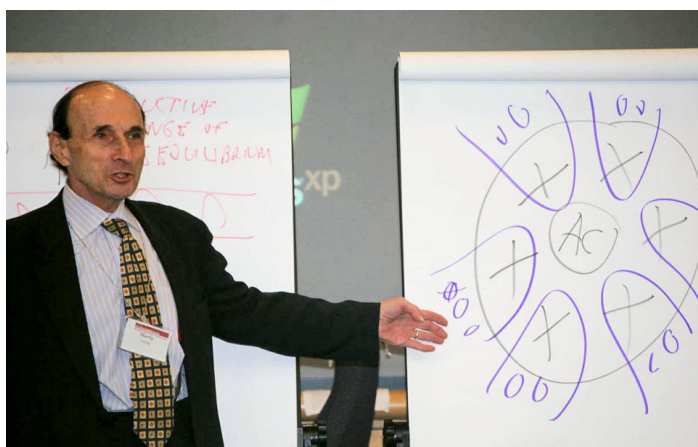
Dan Thiel COHORT 7 FELLOW



Kyle Briggs, Brian Canaday, Christopher Meaney COHORT 7 FELLOWS



Mark Sullivan COHORT 7 FELLOW and Dr. Hugh O'Doherty NCLI FACULTY



Marty Linsky NCLI FACULTY



# SOME RECOLLECTIONS...



THE FELLOWS OF COHORT 7

## GLIMPSES THROUGH JOURNAL ENTRIES

The melding process for Cohort 7 is complete. A group of 35 individuals from across the country forged themselves into their own tight, courageous fellowship. Yes, they are a fellowship – a fellowship of natural resource conservation practitioners of leadership. Practitioners indeed, since the Fellows now recognize that leadership is not a thing you are, but, rather, action you do.

The participants' creation of their fellowship was a self-organizing process, and not without some real losses, substantial in some cases, of ego, comfort and self-image. Yet, Cohort 7 embraced disquiet and disequilibrium, because for them, it meant compressive forces were at work to forge their whole. And through the fire, the pressing, the shaping, their strength increased.

Here are some of the fellows' reflections of their NCLI experience:

### HEATING UP THE STEW: THE 1ST RESIDENCY

*Why is the NCLI shrouded in mystery? I've committed to spending 10 days at NCTC with absolutely no clue about what's going to happen. Well, this may be crazy, but at least I'm not in here alone.*

*So far, it seems like we're a bunch of onions, slowly being peeled... maybe to reveal layers of ourselves we've ignored for too long. Our instructors – Marty "say what you mean, mean what you say" Linsky and the charming Irishman, Hugh O'Doherty – I think they're trying to help us peel ourselves a bit. It's scary, in an exciting kind of way. My only fear is that I might lose it somehow.*

*Seriously? "Good cop, bad cop?" Hugh is not charming after all. He's sneaky. Are onions that tough to peel?*

*Clearly, we're not just outer skins of hunters, bird nerds, fish squeezers, bureaucrats, biologists, law enforcers, teachers or even men and women. It's what Marty calls stakeholders – a "vegetable stew" (or perhaps a French onion soup!). Things are heating up in our group. No wonder we're having such spicy discussions. Diversity works.*

*Hugh tells us that authority is different than leadership. Now that I think about it, I've had bosses who exerted authority; but it's been too rare that I've worked with or for someone who exudes leadership qualities. And yet, the*



word “leader” doesn’t seem to mean a lot. Or, it means anything you want it to. Note to self: practice, practice, practice saying “those who exercise leadership” instead of “leaders” doing this or that.

And take a temperature of your bossiness – that must be the “D” in my behavioral profile talking. Thank you Dr. Tom Kalous for that emotional insight. I don’t ask myself enough, what I am doing to perpetuate the problem. It’s too quick and easy to be a problem-solver with a technical fix. Remember, no matter how much you analyze something; people only support what they help to build.

Dr. Tom says that you don’t inspire people through logic. You inspire yourself and others through purpose. What is my purpose, my why? I don’t know the answer right now, but I’m going to work on it. I’m beginning to realize that the greatest adaptive challenge is to adapt myself. My attitude is everything and in fact, it may be the only thing that I can change.

Oh, I’m in the stew all right. It’s burbling up awareness. Like, leadership and management are definitely not the same. Leadership stuff seems to progress slower than when you’re doing management stuff. The practice of leadership can be really slow, really messy and not very linear. Hugh’s distinction: Adaptive Management is not Adaptive Leadership™.

When you’re exercising leadership, it’s also important not to leave anyone behind, and to rescue people who get bogged down. I like this. What’s the point of leadership if you don’t have anyone who trusts you enough to follow? Aha, as long as you’re not colluding en route to Abilene!

Dr. Mamie Parker’s advice to us is to “dwell in the possibilities.” The possibilities are starting to feel endless to me – in an astonishing way. There is so much possibility; and opportunities for excellence and leadership are always there.

I’m seeing loads of metaphors now for exercising leadership. Take the Ropes Course. It takes heaps of courage to jump off the top of a telephone pole just as it does to dance on the edge while practicing leadership. Incoming thought... exercising leadership is dangerous and there are always some losses involved.

Everything is connected to everything else. You’ve got to name it and speak it out loud. I feel more connected to myself, which frees me to connect deeper with others. When I return home, my co-workers are going to ask me why I smell like stew. I’ll reply, “The people I met there enriched me so much that they’ll forever be a part of me.” We’re Cohort 7.

## STANDING ON THE EDGE: THE 2ND RESIDENCY

The NCLI is so sneaky. It leans in and whispers in your ear, do you know your why? I didn’t have a clue “why” during the first residency seven months ago. But, standing here on the rim of the Grand Canyon, my why is reverberating off the canyon walls and it’s making beautiful music – harmonizing with my Fellow friends. Can you hear it? Why? Why! Why? Why!

Looking out at this grand scape, I know my eyes have been opened to a whole new way of seeing people and interacting with the world. The lessons I’m continually learning; the tools and perspectives I’m gaining; the courage I’m finding; and the fellowship I’m helping to tend – this awareness flows over and through me like the Colorado River below. It’s constantly eroding, peeling away the surface to deeper levels of understanding. It is powerful, and unstoppable. This is the NCLI.



Ginger Walker COHORT 7 FELLOW

# BUDGET, SPONSORS, AND PARTNERS

## NCLI COHORT 7 | REVENUE AND EXPENSES | FISCAL YEAR 2013

### REVENUE

#### Donations

NCLI Alumni	14,143
AFWA/America's Wildlife Association for Resource Education	10,000
Boone and Crockett Club	10,000
Board/Staff Donations	5,955
Campfire Conservation Fund, Inc.	5,000
Oregon Department of Fish and Wildlife	3,500
Pope and Young Club	2,500
Wild Sheep Foundation	2,500
National Wildlife Turkey Federation	2,000

Total Donations **\$55,598**

#### Tuition

State	99,000
Non-government organizations	46,000
Federal	25,000
U.S. Fish and Wildlife Service	4,500

Total Tuition **\$174,500**

### Total Revenue

**\$230,098**

### EXPENSES

Project Staff	65,805
Instructor Fees	65,596
Lodging/Meals/Expenses-First Residency, National Conservation Training Center	50,151
Lodging/Meals/Expenses-Second Residency, Albright Training Center	5,063
Travel	6,502
Field Trips/Activities	5,112
Legal/Professional	4,947
Course Materials	3,651
Promo/Recruitment	3,839
Postage/Shipping	2,638
Overhead	340

### Total Expenses

**\$213,644**



## NCLI COHORT 7 | COST COMPARISON, SCHOLARSHIP, AND FISCAL UPDATE | FISCAL YEAR 2013

### IN-KIND CONTRIBUTIONS

#### Covered Expenses

NCTC Instruction Rooms and Lodging Credit	33,860
Management Assistance Team (MAT) / AFWA	24,577
National Park Service - Albright Training Center - Instructional Room	3,700
National Wild Turkey Federation	784
Utah Division of Wildlife Resources	285
Delaware Division of Fish and Wildlife	95

#### Time and Services

##### Staff

Management Assistance Team (MAT) / AFWA	50,877
U.S. Fish and Wildlife Service	19,140

##### Coaches

U.S. Fish and Wildlife Service	12,910
Delaware Division of Fish and Wildlife	9,459
New Mexico Game and Fish	8,738
National Wild Turkey Federation	8,606
Pennsylvania Fish and Boat	7,932
Utah Division of Wildlife Resources	5,552

##### Speakers

Mamie Parker - MaParker and Associates	2,500
Rollie Jacobs - USFWS / NCTC	2,500
Randy Stark - Wisconsin Department of Natural Resources	2,353

#### Total In-Kind Contributions

**\$193,865**

### OPERATION COSTS

Total Expended	213,644
Total In-Kind Contributions	193,865

#### Total Cost to Operate NCLI

**\$407,509**

## COST AND TUITION ANALYSIS

Operation cost associated per Fellow	11,643
Average tuition paid by Fellow	4,986
<b>Subsidized average amount per Fellow</b>	<b>\$6,657</b>

For every \$1000 paid for tuition in Cohort 7, \$1335 was matched from in-kind and other fundraised sources to fund the NCLI.

### COST COMPARISON

Costs Per Fellow

subsidized per Fellow

**\$6,657**

Average tuition paid by Fellow

**\$4,986**

**\$11,643**

Average Operation Cost  
Per Fellow - Cohort 7



## NCLI FELLOWS COHORT 7

Stephen Adair, DUCKS UNLIMITED, INC.	a
Mark Biddlecomb, DUCKS UNLIMITED, INC.	b
Toby Boudreau, IDAHO DEPARTMENT OF FISH AND GAME	c
Kyle Briggs, NORTH CAROLINA WILDLIFE RESOURCES COMMISSION	d
Ron Brooks, KENTUCKY DEPARTMENT OF FISH & WILDLIFE RESOURCES	e
Kevin Bunnell, UTAH DIVISION OF WILDLIFE	f
Julia Byrd, SOUTH ATLANTIC FISHERY MANAGEMENT COUNCIL	g
Brian Canaday, MISSOURI DEPARTMENT OF CONSERVATION	h
Jacob Careaga, MISSOURI DEPARTMENT OF CONSERVATION	i
Jay Cook, ARIZONA GAME AND FISH DEPARTMENT	j
Jon Cooley, ARIZONA GAME AND FISH DEPARTMENT	k
Ann Forstchen, FLORIDA FISH AND WILDLIFE CONSERVATION COMMISSION	l
Jim Fredericks, IDAHO DEPARTMENT OF GAME AND FISH	m
Keith Gauldin, ALABAMA DEPT. OF CONSERVATION & NATURAL RESOURCES	n
Samantha Gibbs, U.S. FISH AND WILDLIFE	o
Selma Glasscock, WELDER WILDLIFE FOUNDATION	p
Dave Golden, NEW JERSEY DIVISION OF FISH AND WILDLIFE	q
James Hasbrouck, ALASKA DEPARTMENT OF FISH AND GAME	r
Dee Dee Hawk, WYOMING GAME AND FISH DEPARTMENT	s
Kurt Kowalski, U.S. GEOLOGICAL SURVEY	t
Lori Lynch, ARKANSAS GAME AND FISH COMMISSION	u
Laura MacLean, ASSOCIATION OF FISH & WILDLIFE AGENCIES	v
Christopher Meaney, NATIONAL OCEANIC AND ATMOSPHERIC ADMIN.	w
John Moore, BUREAU OF LAND MANAGEMENT	x
Ronald Ollis, OHIO DIVISION OF WILDLIFE	y
Doug Saunders, NATIONAL WILD TURKEY FEDERATION	z
Ryan Scott, ALASKA DEPARTMENT OF FISH AND GAME	aa
Timothy Slone, KENTUCKY DEPT. OF FISH & WILDLIFE RESOURCES	bb
Camille Soverel, FLORIDA FISH AND WILDLIFE CONSERVATION COMMISSION	cc
Mark Sullivan, MONTANA FISH, WILDLIFE & PARKS	dd
Dan Thiel, DUCKS UNLIMITED, INC.	ee
Jeff Trollinger, VIRGINIA DEPARTMENT OF GAME AND INLAND FISHERIES	ff
Ginger Walker, PHEASANTS FOREVER	gg
Kevin Whalen, U.S. GEOLOGICAL SURVEY	hh
Chris Wynn, FLORIDA FISH AND WILDLIFE CONSERVATION COMMISSION	ii





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**National Conservation  
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304.876.7988

[www.conservationleadership.org](http://www.conservationleadership.org)

P.O. Box 503 • Shepherdstown, WV 25443

