



NATIONAL CONSERVATION LEADERSHIP INSTITUTE

...developing extraordinary leaders from natural resource organizations through an unparalleled experience at the right moment in history.



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2010-2011
ANNUAL REPORT

NATIONAL CONSERVATION LEADERSHIP INSTITUTE

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HARVESTING



NCLI COHORT 5 FELLOWS

NG



The National Conservation Leadership Institute (NCLI) continued in 2010-2011 with another astounding track record of success turning out a fifth cohort of 36 exceptional individuals well prepared to exercise extraordinary leadership whenever and wherever the opportunity might emerge. Hence, we named this section of the NCLI Annual Report *"Harvesting Leaders."*

Using the harvesting metaphor, we ask *"What might our nation's natural resource conservation organizations expect from such a leadership harvest?"* The answer came quickly: Fellows graduating from the NCLI were not the same as when they had entered the program 10 months earlier. They had been changed by the experience. They were more confident, more courageous. They didn't have to take work challenges as personally because they understood the dynamics of values at play when people differ. They could differentiate between a technical problem and an adaptive challenge. They appreciated leading with emotional intelligence and with the speed of trust. In short, natural resource organizations witnessed expanded leadership capacity at a critical time of economic uncertainty and retiring Baby Boomers from middle and upper management. From this harvest of leaders we can surely expect fresh perspective, greater influence, and courageous input.

Even before the Fellows in Cohort 5 had completed their NCLI program, individuals from their ranks were recruited and/or promoted to greater positions of responsibility within their organizations. A few examples are that Scott Talbott became director of the Wyoming Game and Fish Department, Craig Fleener became Deputy Commissioner for the Alaska Department of Fish and Game, and Jessica McCawley became Director of the Division of Marine Fisheries Management for the Florida Fish and Wildlife Conservation Commission. Fellows moved up in the leadership structures of their organizations to be sure, and before they had even graduated from the program they were also tackling high profile challenge projects and making a difference while holding steady to purpose.

LEADERS

“It’s not about our getting validated, it’s about increasing our capacity.”

*—Lexi Sandoval , Cohort 5 Fellow,
New Mexico Game and Fish*

JUSTIFICATION

The troubled economy that manifested in 2009 continued to plague natural resource organizations of all types in 2010. Travel authorizations were difficult to obtain, grant monies became scarce, and people worried about their retirement nest eggs. Some Baby Boomers may have delayed their retirement dates but, as predicted, the hemorrhage of key retiring staff continued. The resulting workforce bubble created by the exiting boomers had become a visible void and a daunting challenge to many.

Back in 2004 it was clear that our profession would need to have an expanded leadership capacity with staying power. Natural resource organizations would need to prepare and develop their future leaders who could stand the “fire” and step up when the call for leadership sounded. The successful learning model and curriculum used in the first four years of the NCLI had clearly shown to be effective; it was the ideal choice for Cohort 5.



LEXI SANDOVAL , COHORT 5 FELLOW

THE BOARD

The NCLI Board is immensely proud of the NCLI's value and contribution of bringing different conservation organizations together for diversity of perspective and increased synergy in solutions found. In 2010-2011 the Board remained stable and committed to helping the NCLI remain successful and funded.

BOARD MEMBERS IN 2010-2011 INCLUDED:

<i>Chair:</i>	Steve Williams, Wildlife Management Institute
<i>Vice Chair:</i>	Lowell Baier, Boone and Crockett Club
<i>Secretary/Treasurer:</i>	Jay Slack, National Conservation Training Center
<i>Ex Officio:</i>	Gary Boyd, Greener Options , NCLI Alumni , Cohort 1 Jimmy Bullock, Resource Management Service Jon Gassett, Kentucky Department of Fish and Wildlife , NCLI Alumni Cohort 2 Erik Meyers, The Conservation Fund Max Peterson, US Forest Service , Retired Joanna Prukop, Freedom to Roam Greg Schildwachter, Watershed Results, LLC Jeff Trandahl, National Fish and Wildlife Foundation
<i>Ex Officio:</i>	Karen Alexy Waldrop, NCLI Alumni Association President , Kentucky Department of Fish and Wildlife
<i>Advisory:</i>	Dan Ashe, US Fish and Wildlife Service



GROUP PHOTO COHORT 5 SECOND RESIDENCY, GRAND CANYON



SPEAKER RANDY STARK SHARES GLIMPSES OF HISTORY

THE STAFF

THE MANAGEMENT ASSISTANCE TEAM:

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

INSTRUCTOR DR. SALLY GUYNN TEACHES ABOUT LEADING AT THE SPEED OF TRUST



THE PEER COACHES:

The 36 Fellows of each cohort are divided into six small subgroups or peer groups of six Fellows each. An important role is that of the peer coach – one peer coach for each peer group. Especially important for guidance as the Fellows work on their adaptive leadership challenge

projects for their respective sponsoring organizations, the peer coaches work side by side with the Fellows of their peer group throughout the entire NCLI experience.

Peer coaches for Cohort 5 were MAT Teamers Sally and Dwight Guynn and Gina Main and several NCLI volunteer alumni. One alumnus, Randy Stark of Wisconsin's Department of Natural Resources and NCLI Cohort 1 returned once again as both a peer coach and a special session speaker. Stark's presentation entitled, "*Understanding the Contours of Adaptive Leadership by Examining Historical Events*," earned him some of the program's highest speaker ratings. On a side note, Stark was also outstanding at the graduation event where he fulfilled the important role of "campfire guardian and forest fire preventer."

Lynn Quattro, Cohort 2 alumnus and the South Carolina Department of Natural Resources, also returned as a peer coach for Cohort 5. Quattro had served as peer coach for Cohorts 3 and 4 in previous years. Other peer coaches were Joel Pedersen, National Wild Turkey Federation and Cohort 4 alumnus, and Marcia Pradines of the USFWS and a Cohort 3 alumnus.

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.



NCLI FELLOWS LEARN
ABOUT CONNECTEDNESS

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

Steve Perry, New Hampshire Game and Fish and an alumnus from Cohort 3, led the external Selection Committee who rated the 2010-2011 Fellow nominations from top administrators of natural resource conservation organizations nationwide. Other Selection Committee members were: EJ Williams, Long Leaf Pine Alliance and Cohort 1 alumnus, Mike Slattery, NFWF, Janet Ady, NCTC and Cohort 3 alumnus, and Pat Ruble, WMI. Once again, the pool of nominations received for the 36 spaces available was of very high quality.

Chosen from the nominations were 36 Fellows: 23 from state fish and wildlife agencies, 5 from federal government agencies, 2 from the USFWS, 5 from NGOs, and 1 from industry. Importantly, helping the diversity of Cohort 5, was that one state agency Fellow was also a Native American.

AWARDS & PROMOTION

Consistent with previous years, the NCLI website www.conservationleadership.org served as the public information portal for searching information about the NCLI program but word of mouth testimonials from alumni of the program again proved to be the most effective distributor of the “NCLI buzz” for recruitment. Alumni can speak from a position of having “been there” and can articulate better than any about how extraordinary the NCLI is. Promotional materials were distributed at national conferences, direct mailed through newsletters and brochures, links on other websites, exhibits and displays, and through press releases and magazine ads.

In part because of her work with the NCLI, Executive Director, Dr. Sally Guynn, was honored at the September 2010 Annual Meeting of the Association of Fish and Wildlife Agencies (AFWA) with two awards: One award was the *AFWA Special Recognition Award* and the other was the Paul C. Weikel Memorial Award from the Organization of Wildlife Planners. These awards are testament to the increasing support for the NCLI. The following year Randy Stark, an alumnus from Cohort 1, a peer coach for 4 years, and now a speaker for the NCLI also received *AFWA’s Special Recognition Award* at their September 2011 Annual Meeting. Randy is Chief Warden for the Wisconsin Department of Natural Resources.



SPEAKER DR. MAMIE PARKER



SPEAKER JOHN COOPER SHARES STORIES FROM THE TRENCHES



SPEAKER DR. TOM KALOUS,
EQ GURU

SPEAKERS

Janet Ady, [NATIONAL CONSERVATION TRAINING CENTER, COHORT 3](#)

Jeremy Byler, [BUCKNELL UNIVERSITY](#)

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, NCLI EXECUTIVE DIRECTOR](#)

Dr. Rollie Jacobs, [NATIONAL CONSERVATION TRAINING CENTER](#)

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](#)

Dr. Margaret Wheatley, [BERKANA INSTITUTE, CO-FOUNDER AND PRESIDENT EMERITA](#)

SPEAKER ROLLIE JACOBS, NCTC,
LEADS BATTLEFIELD TOUR



CURRICULUM



SMALL GROUP DISCUSSIONS, SECOND RESIDENCY

“Directors tell us that thinking critically and strategically is needed from their staff more than ever before. Are we encouraging staff to exercise leadership, to think strategically or even divergently? Do we know what is needed to respond adaptively when a problem cannot be solved technically? NCLI Fellows are finding out the answers. And it is a great thing indeed to observe.”

– Dr. Sally Guynn, Executive Director, NCLI.

The curriculum and program design of the NCLI is a departure from attempting to teach leadership as a set of traits or skills. Further departures can be found in the level of diversity of the NCLI's participants, its natural resource conservation context, and the deliberate absence of techniquing or oversimplification.

Other than a slight tweak here and there, the curriculum and basic model for learning remained fundamentally the same in year five. “Why change a winning design?” Four major components again made up the curriculum for Cohort 5: *prework*, *residencies*, *an individual leadership challenge project*, and *peer groups*. Note to Reader: As we warned readers in our last year's annual report, take note that these four main categories do not by any stretch of the imagination communicate sufficiently to the reader to enable them to sense the intensity, the effort, the intimacy, and the passion that is so evident within this program...and, as we've said before, you'll just have to trust us on that.

The following is a brief synopsis of the overall curriculum:

PRE-WORK: The idea of the pre-work was to engage Fellows in thinking about leadership perhaps in different ways and identifying a leadership challenge to their organization that they would work on as a project applying learnings from their NCLI experience. The “icebreaker” nature of the pre-work was strengthened through readings and discussions of selected materials. Two books were sent to the Fellows; “*Leadership on the Line*” by Ron Heifetz and Marty Linsky, and “*Leadership and the New Science*” by Margaret Wheatley. Additional books were given to the Fellows at their first residency: “*Leading at the Speed of Trust*” by Stephen M.R. Covey, and two more books, “*Seasons End*” and “*Beyond Seasons End*”, edited by the Wildlife Management Institute and produced by a consortium of conservation-minded sportsmen's organizations.

RESIDENCIES: Cohort 5 participated in two residencies. They were comprised of (1) 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 (2) a final culminating event eight months later outside of Flagstaff, Arizona at the National Park Service's Albright Training Center. Cohort 5 was the first cohort to have their second residency at this location in the West. In the first residency, Fellows challenged their assumptions, piqued critical thinking, learned about conflict, and engaged in lively if not at times courageous conversations and discussions. In the second residency in the spring, Fellows shared their adaptive leadership project work and cemented trust relationships for life.

INDIVIDUAL LEADERSHIP CHALLENGE

PROJECTS: Each Fellow worked individually for eight months between residencies on a real challenge or serious 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: As common practice during the NCLI Cohort 5 was subdivided into six peer groups of six Fellows each plus a peer coach. Within these groups Fellows learned more about how to think critically and how to give and receive candid feedback as they discussed their individual adaptive leadership challenge projects. Peer groups were an intense learning forum with life-long, high trust relationships developed along the way.



ALABAMA'S DAMON ABERNETHY



COHORT 5 FELLOWS



FELLOWS CONSIDER INSTRUCTOR LINSKY'S DEFINITION



LOW ROPES



JOURNAL SNIPETS REVEAL

... impressions from the inside

Adaptive Leadership Framework: Big nugget right off the bat – a realization – I haven’t been trying to exercise leadership more than I could because I didn’t want to risk losing what authority I already had. The Harvard guy is provocative. Leadership stuff is risky business. How can I spend more time on behalf of stuff I care a lot about while minimizing the chances of losing my authority?

Finally, I hear a definition of leadership, “*Leadership is about disappointing people at a rate they can absorb.*” Will have to ponder this a bit...don’t like this definition...feel intimidated... feel pissed...feel like I’m really having to use my brain to protect myself...want more.

The Power and Purpose of Working Together: Good stuff about importance of purpose—allows us to hold steady in the face of resistance. Important for me in exercising leadership to help others connect to purpose. Other Harvard guy saying that “*the heart is hungry for purpose...If we’re not standing in our own purpose, we’re in someone else’s.*” Note to self: Listen hard to what the teachers are saying about learning how to distinguish between what is essential and what is expendable. And, watch out for getting tripped up on my assumptions; listen and look more for intent.

Conflict: I’m hearing conflict is an inevitable result of interdependence and interconnectedness... Note to self: expect more conflict... work on not being aggressive back when in aggressive situations... become a better question-asker. The skill: increased capacity to diagnose a situation properly so I won’t step out of the circle (code for my *scope of authority*) too far that

I can’t get back...the art of leadership is how to dance on the edge. I like that metaphor. I look at the group — how much am I interpreting individual personalities rather than what’s going on in the system? *Why do I keep trying to avoid conflict?*

Emotional Intelligence: Code word: stop acting like a goofball. Didn’t know I had an amygdala...promise myself I will take better care of it so when needed I can disengage from arguing. Good leadership tool. Laughing felt good in this session. Improving ability to name the emotion for others, empathy, can reduce the temperature. Gender brain differences: Women feel F.I.N.E. amidst their “ball of wire fired up brain electrical impulses” going on all the time; guys can take refuge in a special quiet “box” in their brains.



FELLOWS ILZE BERZINS, SHEDD AQUARIUM, AND BRIAN WISNER, PA FISH & BOAT

Team Building: The ropes course. Scary, exciting, surprising, demanding. Don't want to disappoint my group but want to prove to myself too. So much power within our group...feel released yet focused. At the same time I'm both amazed and gratified at how much I'm trusting and how much I'm being trusted. If I'm trying to get people to follow me they will need to trust me first.



STEVE PROKOP, NATIONAL PARK SERVICE, HAWAII



MARK GAMBLIN, IDAHO DEPARTMENT OF FISH AND GAME



ILZE BERZINS, COHORT 5 FELLOW

Courageous Conversations And Leading In Chaos: If the internal conversation going on in my head of "Am I in or out?" is so loud and exhausting, I will not be able to have the explicit courageous conversation that is needed...What does this mean for me? What does it mean for our fish and wildlife profession? We're challenged to ask ourselves "Is it worth the effort to learn to trust?" because "we're in an era that is not a time for the tepid, the distrustful, or even the angry to be able to lead us."



ROPES COHORT 5 FELLOWS IN TOUCH

Going to Abilene: New code word for groupthink. "Ineffectively managing agreement" is a sneaky problem. Note to self: Be on alert for too much demand for consensus and watch out for "Stepford-like approaches" in decision-making or my next staff meeting we'll end up in Abilene having ice cream together!

Leadership Lessons from Antietam Battlefield: Traipsed around today on the National Park Service's historical location of the Civil War Battlefield of Antietam. Our guide helped us see the dynamics at play when men at war had attempted to exercise leadership with different leadership styles. You could feel the "ghosts" on the fields. So much loss but so much courage. I'm thinking to myself "What footprint will I leave from my efforts to lead?"



Understanding the Contours of Adaptive Leadership by Examining Historical Events: This session brought me to tears. Epiphany: So many natural resource conservation leaders throughout history were actually doing this adaptive leadership work we're learning about. Made me proud of our profession's legacy, challenged me to do more.

"We may know not what binds us, but we know we are bound."
— Ben Mohr, Cohort 5 Fellow, Pebble Company

RESULTS

Every year in each cohort we try to measure the amount of change in the Fellows' capacities to exercise leadership, comparing them before and after their NCLI experience. Without long term evaluations over ten years or so, including promotions, multiple evaluations, and considering many more factors, our measures are very limited and likely only the tip of the iceberg of the full positive impact of the NCLI. We know what the Fellows themselves tell us. We know what their bosses tell us. And we see many promotions and professional advancements among them. It is reasonable to assume, therefore, that in spite of the limitations of our evaluative efforts, the qualitative indicators that we have are impressive and point strongly to overall program success.



Some Additional Qualitative Indicators Considered in the Overall Program Evaluation:

- The 100% completion of the program by the Fellows
- The many Fellows who returned to their sponsoring organizations and facilitated workshops about adaptive leadership or shared about other leadership principles they had learned
- The healthy number of nominations received for the fifth cohort, particularly when consideration is given to the strained economic environment and travel constraints
- The continuing rise in volunteer participation from alumni from preceding cohorts 1-4 to serve as peer group coaches, guest speakers, etc for Cohort 6 just beginning
- The numbers of NCLI Fellows visibly attending, participating, and/or leading initiatives during national and regional conferences throughout the country
- The influence of the alumni in recruiting Fellows for subsequent cohorts
- The influence of the alumni in obtaining NCLI funding

Quantitative evaluation of the Fellows in Cohort 5 included a 360° performance feedback survey before and after program completion. Within their sponsoring organizations those who worked above, below, and with the Fellows rated their individual performance on a number of criteria related to the NCLI program objectives, e.g., overall leadership capacity, enhanced emotional intelligence, effectiveness at responding to organizational change, creating a motivating work environment, professional networking.

Most impressive perhaps was the dizzying **79% overall increase** in the Fellows' ability to differentiate problems that require adaptive solutions from challenges that require technical solutions. Inability to differentiate is deemed by some as the biggest obstacle in organizations today, ie,

“ I have already applied things we were taught, in both work situations as well as my personal life. I am stronger. The National Conservation Leadership Institute assembled some of the greatest well-rounded instructors that I have had the privilege to learn from. I learned new skills, but most importantly, I picked up a few new things about myself. The diversity and backgrounds of our cohort, the MAT Team, the instructors and my new perspective will be a powerful resource for me in the future.”

– Elroy Masters, Cohort 5 Fellow, BLM



COHORT 5 FELLOWS IN CLASS

you cannot solve an adaptive problem with a technical fix. This figure compares with preceding cohorts and is a key leadership competency for today, ultimately leading to more effective leadership and strategic decision-making, thus better results. Noteworthy is that this ability to distinguish between the adaptive and the technical is the major theme of the NCLI's program, a connective tissue thread between all of the program content and processes presented.



2ND RESIDENCY LUNCH BREAK, SOUTH RIM



COHORT 5 FELLOW MARK GAIKOWSKI, USGS



TOM HUGHES, NATIONAL WILD TURKEY FEDERATION AT ANTIETAM BATTLEFIELD



COHORT 5 COMES FULL CIRCLE



DOYLE BROWN, MISSOURI DEPT OF CONSERVATION, BRINGING HOME THE BACON

BUDGET, SPONSORS, AND PARTNERS

NCLI COHORT 5 | REVENUE AND EXPENSES | FISCAL YEAR 2011

REVENUE

Donations

Pope and Young Club	11,000
Boone and Crockett Club	10,000
Weatherby Foundation International	10,000
AFWA/AWARE	10,000
Board/Staff Donations/Alumni	6,241
Camp Fire Conservation Fund, Inc.	5,000
Dallas Safari Club	5,000
National Fish and Wildlife Foundation	5,000
The Conservation Fund	5,000
Rocky Mountain Elk Foundation	2,000
Total Donations	\$69,241

Tuition

State	86,250
Federal	34,597
Non-government organizations	28,750
Fish and Wildlife Service	7,500
Industry	7,500
Total Tuition	\$164,597

Total Revenue

\$233,838

EXPENSES

One NCLI FTE Reimbursement	60,840
Instructor Fees/Honoraria	60,795
Lodging/Meals–NCTC	31,525
Lodging/Meals–Albright Training Center	11,826
Course Materials	7,537
Legal/Professional/Annual Audit	4,799
Field Trips/Activities	4,388
Promo/Recruitment	4,359
Travel	4,060
Postage/Shipping/Misc	1,204
Technology/E-College	916

Total Expenses

\$192,249

THE NCLI HAS AN ANNUAL AUDIT AND MAKES ITS FULL FINANCIAL DISCLOSURES AVAILABLE AT
CONSERVATIONLEADERSHIP.ORG

THE NCLI IS A 501(C)3 ORGANIZATION AND WILL GLADLY RECEIVE YOUR TAX DEDUCTIBLE DONATION.

NCLI COHORT 5 | IN-KIND CONTRIBUTIONS, OPERATION COSTS, SCHOLARSHIPS | FISCAL YEAR 2011

IN-KIND CONTRIBUTIONS

NCTC - Instructional Rooms and Lodging Credit	49,032
AFWA / MAT - NCLI Staffing	29,331
USFWS - NCLI Staffing	26,478
Management Assistance Team - Materials	3,694
National Park Service - Albright Training Center	1,500
Peer Coaches	
State Agency Peer Coaches (WI DNR, SC DNR)	21,500
NGO Peer Coaches (National Wild Turkey Federation)	10,004
Federal Agency Peer Coaches (USFWS)	6,500
Speakers (Randy Stark, Mamie Parker, John Cooper)	3,000
Total In-Kind Contributions	\$151,039

OPERATION COSTS

Total Expended	\$192,249
Total In-Kind Contributions	\$151,039
Total Cost to Operate NCLI Cohort 5	\$343,288

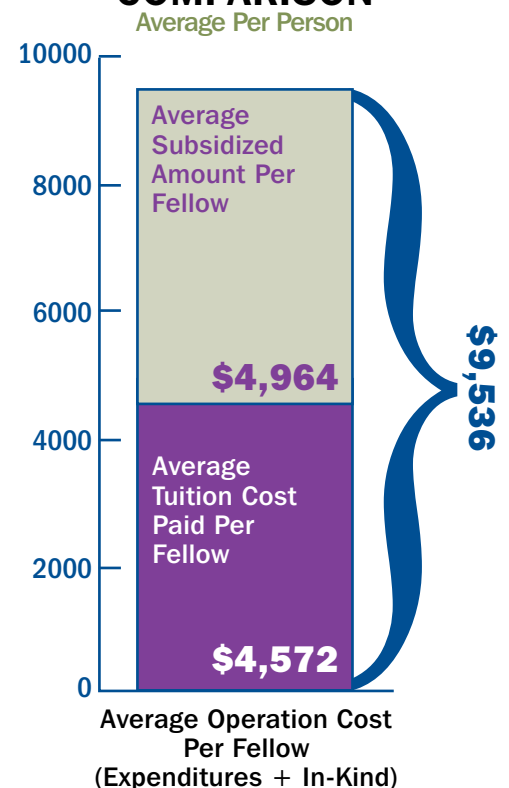
SCHOLARSHIPS

One Fellow received financial assistance for the 2010–2011 Cohort 5 NCLI tuition:
The Southern Company tuition scholarship covered 50% of one Fellow's tuition costs



NCLI COHORT 5 FELLOWS LEARNING ABOUT EMOTIONAL INTELLIGENCE

COST COMPARISON



FINAL RELECTIONS

When the NCLI was first created its founders hoped for a minimum of ten years longevity for the program –just enough time perhaps for the NCLI to have produced a critical mass of alumni, ~360 individuals from across the nation, who would possess the skills, perspective, courage, and commitment to make smart decisions and lead natural resource organizations effectively into the future. The Cohort 5 marks the halfway mark to this initial projection. But with the unprecedented success of the NCLI it is apparent that previous timeframes be revised – professionals within the natural resource community are ripe for experiencing the growth from the NCLI. Something unusual is taking place in the individuals who participate as Fellows in this program. And, it is profound. The Cohort 5 Fellows’ experience had both teeth and heart and staying power. Just ask any of them if you have any doubt?

The fifth year of the NCLI was distinguished by 36 participants who demonstrated full well that leadership can be learned, courage can be increased, conflict resolved and trust created. It brings a smile to the face to recollect specific moments...Doyle grilling a million slices of bacon every morning at the Grand Canyon for all of us to enjoy... ..the campfires... the impressive project work of our individual adaptive leadership challenges...

Fellows, sponsors, volunteers, partners, faculty, alumni and staff and many others continue to believe that a very smart way to create natural resource conservation’s future is through increasing our capacity to lead. The NCLI continues to be extraordinary because of so many holding firm to this belief. Thank you.

“ We stood in our fellowship together on the rim of the Grand Canyon. We waited to see a condor fly by. Standing in the midst of the canyon’s gargantuan spatial proportions, my mind suddenly remembered what I had learned in the NCLI about leadership and “defining the edge” of authority as an important part in my exercising leadership and “dancing on the edge of it”. Surprisingly, I could plainly see it all as a huge metaphoric backdrop for facing the challenge of stepping up to leadership...and I was glad I had the NCLI within me.” – Anonymous

NCLI FELLOWS COHORT 5

Damon Abernethy, ALABAMA WILDLIFE & FRESHWATER FISHERIES

Jon Ambrose, GEORGIA DEPARMENT OF NATURAL RESOURCES

Ilze Berzins, JOHN G. SHEDD AQUARIUM

Kyle Blasch, U.S. GEOLOGICAL SURVEY

Doyle Brown, MISSOURI DEPARTMENT OF CONSERVATION

Jordan Burroughs, MICHIGAN DEPT. OF NATURAL RESOURCES & ENVIRONMENT

Jodi Bush, U.S. FISH AND WILDLIFE SERVICE

Tom Champeau, FLORIDA FISH AND WILDLIFE CONSERVATION COMMISSION

Torrey Christophersen, UTAH DIVISION OF WILDLIFE RESOURCES

Janet Cushing, U.S. ARMY CORP OF ENGINEERS

Melissa Drake, MINNESOTA DEPARTMENT OF NATURAL RESOURCES

Troy Ettel, NEW JERSEY AUDUBON SOCIETY

Craig Fleener, ALASKA DEPARTMENT OF FISH AND GAME

Mark Gaikowski, U.S. GEOLOGICAL SURVEY

Mark Gamblin, IDAHO DEPARTMENT OF FISH AND GAME

Julie Graziano, WISCONSIN DEPARTMENT OF NATURAL RESOURCES

Pat Gunderson, MONTANA FISH, WILDLIFE AND PARKS

Scott Hale, OHIO DIVISION OF WILDLIFE

a Mike Hardin, KENTUCKY DEPARTMENT OF FISH AND WILDLIFE

b Matt Holland, PHEASANTS FOREVER

c Brandon Houck, NATIONAL WILD TURKEY FEDERATION

d Tom Hughes, NATIONAL WILD TURKEY FEDERATION

e Paul Kazyak, MARYLAND DEPARTMENT OF NATURAL RESOURCES

f Brian Kelly, U.S. FISH AND WILDLIFE SERVICE

g Mallory Martin, NORTH CAROLINA WILDLIFE RESOURCES COMMISSION

h Elroy Masters, BUREAU OF LAND MANAGEMENT

i Jessica McCawley, FLORIDA FISH AND WILDLIFE CONSERVATION COMMISSION

j Ben Mohr, PEBBLE LIMITED PARTNERSHIP

k Bob Posey, ARIZONA GAME AND FISH DEPARTMENT

l Steve Prokop, NATIONAL PARK SERVICE

m Chris Racey, ARKANSAS GAME AND FISH COMMISSION

n Alexa Sandoval, NEW MEXICO GAME AND FISH DEPARTMENT

o Sharon Schafer, MICHIGAN DEPT. OF NATURAL RESOURCES & ENVIRONMENT

p Scott Talbott, WYOMING GAME AND FISH DEPARTMENT

q Craig Wiedmeier, IDAHO DEPARTMENT OF FISH AND GAME

r Brian Wisner, PENNSYLVANIA FISH AND BOAT COMMISSION

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