



NATIONAL CONSERVATION LEADERSHIP INSTITUTE





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

NATIONAL CONSERVATION LEADERSHIP INSTITUTE COHORT 9

2014-2015 ANNUAL REPORT

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COHORT9



SUMMARY

With the graduation of each Cohort, the story of the National Conservation Leadership Institute deepens. Just as the NCLI experience has the potential to help shape the future of conservation, every Cohort's unique journey brings with it an invaluable contribution to the program itself. The vision, mission and goals of the NCLI are recreated and further refined each year, and with this evolution its successes multiply, reaching further into our conservation community.

As many have, Cohort 9's journey began with a conversation. It was a discussion about purpose and aspirations—about what 36 people from a diverse range of natural resource related organizations across the United States care most deeply about. Along the way important discoveries were made, both individually and as a group. Conflict surfaced, unchallenged beliefs were examined, positions were shifted and perspective was gained. The inevitable differences that spring from diversity provided insight into the common but daunting challenges our organizations currently face as they attempt to manage not only natural resources, but equally important the human equation.

Even as Cohort 9's Fellows navigated the tough questions, common ground was found and many shared convictions were unearthed. Guided by world-class leadership experts and seasoned Peer Coaches, the group learned about the value of passion as a resource and the necessity of purpose in the work they undertake. Together they learned to distinguish technical problems from adaptive challenges. Skills were mastered, confidence was increased, and for each Fellow the capacity to practice leadership—in the office, in the field, and at home—was expanded.

The success of any NCLI Cohort is never easily measured in numbers. It is seen, instead, in the development of its participants, and it is witnessed in the extent to which those individuals become connected and form a collective, discover a purpose and go on to motivate others around that purpose. While Cohort 9's conversation began with a question about individual aspirations, their journey led them to an understanding about the importance of interconnectedness, and the potential it creates for affecting change.

THE INSTITUTE

OBJECTIVES

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

Some of the objectives speak to specific skill sets that are essential; other objectives focus more on expanding capacity and increasing the likelihood that the Fellow will step up to the call of leadership when the opportunity manifests itself. Still other objectives relate to personal attributes such as emotional intelligence, the ability to empower others by creating a motivating work environment, and the ability to differentiate between adaptive and technical problems—a critical capacity for effective leadership today. Finally, the development of high-trust networks composed of professionals from across organizational boundaries is a powerful, future success key for the graduates and their organizations as the Fellows advance in their careers.

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



SELECTION

Cohort 3 alumnus Steve Perry, Eastern Brook Trout Joint Venture, once again led the external selection committee who rated the nominations for the 2014–2015 Institute. Other members of the external selection committee included Janet Cushing (NCLI Alumni, Cohort 5) with the U.S. Army Corps of Engineers, J.R. Jacobson with New York Department of Environmental Conservation (NCLI Alumni, Cohort 6), 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, 2014. The applicant pool for this year was again of very high quality, and the overall number of nominations was once again at a historical high.

The final selection of Fellows for Cohort 9 resulted in 36 Fellows: 23 from state fish and wildlife agencies, 5 NGOs, 7 from a Federal Agencies, and 1 from an industry organization. Efforts continued to be underway to increase nominations from Native American tribes, and industry, and to increase diversity among nominees, overall.



CURRICULUM

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

The curriculum and basic learning model was no exception in year nine, and the significance of this core question was illuminated more brightly than ever. Four major phases of learning—prework, an initial 11-day residency, an individual leadership challenge, and a final culminating residency—engaged the Fellows of Cohort 9 in a combination of classroom instruction, small group discussion, and the opportunity to use the learning in real-life situations. The following is a brief synopsis of the overall experience:

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

AN INITIAL 11 DAY RESIDENCY: Fellows challenged their assumptions, honed critical thinking skills, learned to navigate conflict, and engaged in lively and often courageous discussions during an intensive 11-day residency in October at the National Conservation Training Center in Shepherdstown, WV. Harvard University faculty from Cambridge Leadership Associates provided the “connective tissue” linking exercises, case examples, and learning into a cohesive

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

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

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

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

THE BOARD

From its inception in 2005, membership of the NCLI Board has remained stable and continues to reflect the basic value of bringing different natural resource conservation organizations together in the NCLI experience to achieve greater diversity of perspective and depth of discussion. Board members in 2014-15 included:

CHAIR

Steve Williams, Wildlife Management Institute

VICE CHAIR

Lowell Baier, Boone & Crockett Club

SECRETARY / TREASURER

Ron Regan, Association of Fish and Wildlife Agencies

Jimmy Bullock, Resource Management Service, LLC

Jon Gassett, Wildlife Management Institute, Cohort 1

Max Peterson, US Forest Service, Retired

Joanna Prukop, Freedom to Roam

Greg Schildwachter, Watershed Results, LLC

Scott Talbott, Wyoming Game and Fish Department

Nick Wiley, Florida Fish and Wildlife Conservation Commission

Byron K. Williams, The Wildlife Society

EX OFFICIO

Bob Curry, NCLI Alumni Association President, Alumni Cohort 3

ADVISORY

Jay Slack, National Conservation Training Center

FACULTY & STAFF



(Top row from left)

Pat Dougan, The Ariel Group

Dave Chanda, NJ Div. Fish and Wildlife

Greg “Moose” Cronin, Phillip A. Bolen Park

Harold Joseph Jr., Hopi Nation

Dr. Tom Kalous, Organizational Consultant

(Bottom row from left)

Marty Linksy, Cambridge Leadership Assocs.

Hugh O’Doherty, Cambridge Leadership Assocs.

Dr. Mamie Parker, MA Parker & Associates

Randy Stark, WI Dept. of Natural Resources

Shannon Wright, FL Fish & Wildlife C.C.

STAFF—The Association of Fish and Wildlife Agencies’ Management Assistance Team continued to staff the Institute during Cohort 9’s time in residency. 2014-2015 staff included: Gina Main, NCLI Executive Director; Greg Moore, Professional Development Programs Manager; Tiffany Fritts; Amanda Myers; and Kim Switlick.

PEER COACHES



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

The Cohort 9 Peer Coaching Team included (pictured from left): Dave Golden (NJ DFW, Cohort 7); Rick Hargrave (OR DFW, Cohort 6); Laura MacLean (AFWA, Cohort 7); Dave Miko (PFBC, Cohort 4); Terry Stewart (CA DFW, Cohort 2); Dave Zebro (WI DNR, Cohort 3). As with previous years, Peer Coaches once again reported the value of participation, citing its impacts on their personal and professional life, and their own capacity to continue practicing leadership within their organizations.

NCLI SPONSORS AND SUPPORTERS

Platinum:

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

Gold:

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

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Silver:

Campfire Conservation Fund, Inc.
 Pope and Young Club
 U.S. Geological Survey
 WI Department of Natural Resources
 NCLI Alumni
 U.S. Fish and Wildlife Service / Other
 NCLI Board and Staff
 Dallas Safari Club

Bronze:

NM Game and Fish
 SC Fish and Wildlife
 Bass Pro Shops
 Rocky Mountain Elk Foundation
 OR Department of Fish and Game
 DE Division of Fish and Game
 International Paper
 PA Fish and Boat
 Ducks Unlimited
 NJ Department of Fish and Wildlife
 NPS/ Albright Training Center
 National Shooting Sports Foundation
 Southern Company





NATIONAL CONSERVATION LEADERSHIP INSTITUTE



PRESERVING THE LEGACY OF OUR NATURAL RESOURCES BY



DEVELOPING EXTRAORDINARY CONSERVATION LEADERSHIP



COHORT9

In 2014-2015, thirty-six participants were competitively selected from across the nation to become the 9th Cohort of the NCLI. Twenty-three individuals were chosen from state fish and wildlife agencies, and seven from federal agencies. Five hailed from non-governmental organizations, and one Fellow came from a natural resource-related industry organization. These thirty-six individuals were challenged and invigorated by both the unique experience of the NCLI and by each other. They entered as professionals, one by one; they left as a collective with a renewed courage and deepened sense of purpose.

Penny Becker, WASHINGTON DEPARTMENT OF FISH AND WILDLIFE	a
Chad Bishop, COLORADO PARKS AND WILDLIFE	b
David Brakhage, DUCKS UNLIMITED, INC.	c
Judy Crandell, CATERPILLAR INC.	d
Jack Daugherty, FLORIDA FISH AND WILDLIFE CONSERVATION COMMISSION	e
Jeff Davis, WASHINGTON DEPARTMENT OF FISH AND WILDLIFE	f
Mike Denson, SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES	g
Ali Duvall, INTERMOUNTAIN WEST JOINT VENTURE	h
Patt Fitts, ARKANSAS GAME AND FISH COMMISSION	i
Elsa Gallagher, PHEASANTS FOREVER	j
Tom Guess, VIRGINIA DEPARTMENT OF GAME AND INLAND FISHERIES	k
Jen Hauxwell, WISCONSIN DEPARTMENT OF NATURAL RESOURCES	l
Rebecca Hensley, TEXAS PARKS AND WILDLIFE DEPARTMENT	m
Mark Humpert, ASSOCIATION OF FISH AND WILDLIFE AGENCIES	n
Rick Jacobson, CONNECTICUT DEPT. OF ENERGY AND ENV. PROTECTION	o
Martin Jennings, MINNESOTA DEPARTMENT OF NATURAL RESOURCES	p
Todd Kalish, MICHIGAN DEPARTMENT OF NATURAL RESOURCES	q
Sammy King, U.S. GEOLOGICAL SURVEY	r
Rebekah Martin, U.S. FISH AND WILDLIFE SERVICE	s
Jeff McCreary, DUCKS UNLIMITED, INC.	t
Meredith Nevers, U.S. GEOLOGICAL SURVEY	u
Jennifer Norris, U.S. FISH AND WILDLIFE SERVICE	v
Maria Palamar, NORTH CAROLINA WILDLIFE RESOURCES COMMISSION	w
Lincoln Parrett, ALASKA DEPARTMENT OF FISH AND GAME	x
Kirk Patten, NEW MEXICO DEPARTMENT OF GAME AND FISH	y
Joel Porath, MISSOURI DEPARTMENT OF CONSERVATION	z
Karen Prentice, BUREAU OF LAND MANAGEMENT	aa
Michael Schiavone, NEW YORK DEPT. OF ENVIRONMENTAL CONSERVATION	bb
Carrie Selberg, NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION	cc
Justin Shannon, UTAH DIVISION OF WILDLIFE RESOURCES	dd
Sam Sheppard, MONTANA FISH, WILDLIFE AND PARKS	ee
Jim Teare, IDAHO DEPARTMENT OF FISH AND GAME	ff
Kellie Tharp, ARIZONA GAME AND FISH DEPARTMENT	gg
Marla Trollan, U.S. FISH AND WILDLIFE SERVICE	hh
Tony Wasley, NEVADA DEPARTMENT OF WILDLIFE	ii
Dave Zafft, WYOMING GAME AND FISH DEPARTMENT	jj



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NCLI COHORT 9 | REVENUE AND EXPENSES | FISCAL YEAR 2015

REVENUE

Donations

AFWA/America's Wildlife Association for Resource Education	10,000
Boone and Crockett Club	10,000
Rocky Mountain Elk Foundation	10,000
NCLI Alumni	7,944
Ducks Unlimited	7,500
USGS	6,000
Campfire Conservation Fund, Inc.	5,000
National Fish and Wildlife Foundation	5,000
USGS Cooperative Wildlife Research Unit	3,000
Board/Staff	1,875
American Fisheries Society	1000
Pope and Young Club	1000
Society of American Foresters	1000
The Wildlife Society	1000
Individuals	475
Total Donations	\$70,795

Tuition

State	126,500
Other Federal Agencies	36,250
Non-governmental Organizations	33,750
Industry	9,000
U.S. Fish and Wildlife Service	5,500
Total Tuition	\$211,000

Total Revenue

\$281, 495

Project Staff	71,175
Lodging/Meals/Expenses - First Residency, NCTC	58,768
Instructor Fees	57,295
Lodging/Meals/Expenses-Second Residency, Albright Training Center	18,933
Travel	10,478
Legal/Professional	6,653
Course Materials	5,938
Field Trip/Activites	4,854
Promo/Recruitment	1,945
Postage/Shipping	869
Overhead	273

Total Expenses

\$237,181

NCLI COHORT 9 | COST COMPARISON & IN-KIND SUPPORT | FISCAL YEAR 2015

IN-KIND CONTRIBUTIONS

Covered Expenses

Management Assistance Team (MAT)/AFWA	26,956
National Conservation Training Center	20,000
National Park Service - Albright Training Center - Instructional Room	3,700
California Department of Fish and Wildlife	1868
Oregon Department of Fish and Wildlife	1810
Wisconsin Department of Natural Resources	1536
New Jersey Fish and Wildlife	1039
Dave Miko	478

Time and Services

Staff

Management Assistance Team (MAT) / AFWA	35,508
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Coaches

California Department of Fish and Wildlife	17,399
Wisconsin Department of Natural Resources	9,023
Oregon Department of Fish and Wildlife	6,776
New Jersey Fish and Wildlife	5,586
Dave Miko	5,141

Speakers

Randy Stark - Wisconsin Department of Natural Resources	2,475
Shannon Wright - Florida Fish and Wildlife Conservation Commission	1063
Dave Chanda - New Jersey Fish and Wildlife	800

Total In-Kind Contributions

\$141,158

OPERATION COSTS

Total Expended	237,181
Total In-Kind Contributions	141,158

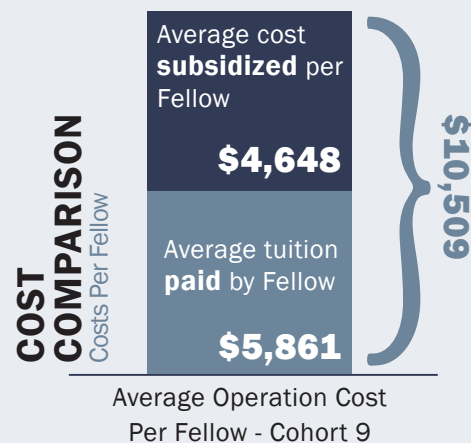
Total Cost to Operate NCLI

\$378,339

COST AND TUITION ANALYSIS

Operation cost associated per Fellow	10,509
Average tuition paid by Fellow	5,861
Subsidized average amount per Fellow	\$4,648

For every \$1 paid for tuition in Cohort 8, \$0.79 was matched from in-kind and other fundraised sources to fund the NCLI.





National Conservation Leadership Institute

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