



NATIONAL CONSERVATION LEADERSHIP INSTITUTE



COHORT 10 | 2015-2016 ANNUAL REPORT



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.

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COHORT 10

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NCLI COHORT 10



SUMMARY

In 2005, five visionary individuals sat around the fire at Mooncrest Ranch, near Cody Wyoming, discussing the legacy of conservation leadership in the United States. They wondered about today's natural resource management challenges, and about the men and women all over North America who confront them. They recognized that the world is changing, and with it the profession of natural resource management. The changes are social, political, and, environmental, and they impact how we do our jobs in the field and back at our agencies and organizations. They reverberate throughout the conservation system, and surface as new environmental dilemmas, funding challenges, and political and cultural complexities. As the NCLI founders reflected on North America's conservation legacy, and on the increasingly complex challenges of this new era, they asked a crucial question; ***“What will it take to prepare our future leaders?”***

For ten years now, the National Conservation Leadership Institute has been guided by this important question. Throughout those 10 years, and now, with the graduation of the NCLI's 10th Cohort, the answer has remained consistent. In the 2015-2016 year, the **36 Fellows of Cohort 10** joined an ever-expanding network of Alumni who have experienced a curriculum with an emphasis on participant diversity, on viewing leadership through a multifaceted lens, and with a willingness to embrace self-organization as a means of tackling conservation's adaptive challenges.

Guided by world-class faculty from Cambridge Leadership Associates, and six seasoned alumni peer coaches hailing from a range of organizational backgrounds, Cohort 10 began their NCLI experience with a conversation about what it means to bring all voices to the table. Not unlike the guiding question that sparked the formation of the program itself 10 years before, Cohort 10's own question would guide them throughout their 8-month long journey of discovery. Even as they absorbed and experimented with the principles of Adaptive Leadership™, this group delved deep into the meaning and value of diversity, examining the struggles of group and individual purpose, and considering their unique questions against the backdrop of natural resource management in North America. As they tackled foundational lessons in navigating conflict and challenging assumptions, they pondered the potential of their collective power to influence the multitude of adaptive challenges they and their colleagues face back home. Finally, the exploration of this 10th Cohort of NCLI Fellows led them to consider not only their collective purpose as a small community of leadership practitioners, but their role within the expanding NCLI community itself.

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."

OBJECTIVES

- 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 scored the applications for the 2015–2016 Institute. Other members of the external selection committee included 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, 2015. 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 10 resulted in 36 Fellows: 23 from state fish and wildlife agencies, 4 NGOs, 7 from Federal Agencies, and 2 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 remains 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 ten, 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 10 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 on the Line*. 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 Without Easy Answers*, by Ron Heifetz, 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: 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.

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.

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 2015-16 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

Dave Chanda, NJ Division of Fish and Game, Cohort 8

Jon Gassett, Wildlife Management Institute, Cohort 1

John Organ, United States Geological Survey

Max Peterson, US Forest Service, Retired

Joanna Prukop, Freedom to Roam

Greg Schildwachter, Watershed Results, LLC

Scott Talbott, WY Game and Fish Department

Nick Wiley, FL Fish and Wildlife Conserv. Commission

Byron K. Williams, The Wildlife Society

ADVISORY

Jay Slack, National Conservation Training Center

STAFF



STAFF—The Association of Fish and Wildlife Agencies' Management Assistance Team continued to staff the Institute during Cohort 10's time in residency. 2015-2016 staff included: Gina Main, NCLI Executive Director; Bettina Fiery, Professional Development Programs Manager; Tiffany Fritts; Tim Gray (2016); Amanda Myers; and Kim Switlick (2015).

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 Cohort 10 Peer Coaching Team included (pictured from left): Jimmy Fox (Cohort 6); Dave Zebro (Cohort 3); Kellie Tharp (Cohort 9); Ann Forstchen (Cohort 7); Lynn Quattro (Cohort 2); Dale Caveny (Cohort 6).

FACULTY



Top Row

Loren Chase, Ph.D., AZ Game and Fish
 Pat Dougan, The Ariel Group
 Jill Hufnagel, Cambridge Leadership Assocs.
 Harold Joseph Jr., Hopi Nation
 Dr. Tom Kalous, Organizational Consultant

Bottom Row

Laura MacLean, AFWA
 Greg Moore, DE Div. Fish and Wildlife, retired
 Hugh O'Doherty, Cambridge Leadership Assocs.
 Randy Stark, NACLEC



Jill Hufnagel (Cambridge Leadership Associates)

NCLI SPONSORS AND SUPPORTERS

Platinum:

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

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Gold:

A.W.A.R.E
National Wild Turkey Federation
Campfire Conservation Fund
Weatherby Foundation International

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Silver:

U.S. Geological Survey
Wisconsin Dept. of Natural Resources
Pope and Young Club
NCLI Board / Staff / Alumni
Dallas Safari Club
South Carolina Dept. of Natural Resources

Bronze:

Rocky Mountain Elk Foundation
NPS/ Albright Training Center
Ducks Unlimited
Bass Pro
The Southern Company
California Dept. of Fish & Wildlife
International Paper
PA Fish and Boat
Arizona Game & Fish Dept.
National Shooting Sports Foundation
FL Fish and Wildlife Conserv. Comm.
OR Department of Fish and Wildlife
New Mexico Game and Fish
Peabody Energy





NATIONAL CONSERVATION LEADERSHIP INSTITUTE



PRESERVING THE LEGACY OF OUR NATURAL RESOURCES BY



DEVELOPING EXTRAORDINARY CONSERVATION LEADERSHIP



NCLI COHORT 10

In 2015-2016, thirty-six participants were competitively selected from across the nation to become the 10th Cohort of the NCLI. Twenty-three individuals were chosen from state fish and wildlife agencies, and seven from federal agencies. Four hailed from non-governmental organizations, and two fellows came from a natural resource-related industry organization. These thirty-six fellows entered as professionals, linked by their work in conservation or natural resource management. They emerged as a collective, united by the NCLI experience, to join an ever-growing network of NCLI alumni, stretching across geographical, cultural, and organizational boundaries.



Dawn Anderson, MONTANA FISH, WILDLIFE & PARKS
 Scott Anderson, NORTH CAROLINA WILDLIFE RESOURCES COMMISSION
 Peter Bangs, ALASKA DEPARTMENT OF FISH AND GAME
 Mandy Chadwick, CATERPILLAR INC
 Steve Chadwick, MICHIGAN DEPARTMENT OF NATURAL RESOURCES
 Lance Cherry, NEW MEXICO DEPARTMENT OF GAME AND FISH
 Karie Decker, NEBRASKA GAME AND PARKS COMMISSION
 Paul Dey, WYOMING GAME AND FISH DEPARTMENT
 Jennifer Doherty, ROCKY MOUNTAIN ELK FOUNDATION
 Patt Dorsey, COLORADO PARKS AND WILDLIFE
 Billy Dukes, SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES
 Geof Eckerlin, NEW YORK STATE DEPT. OF ENVIRONMENTAL CONSERVATION
 Guy Foulks, U.S. FISH AND WILDLIFE SERVICE
 Dan Garren, IDAHO DEPARTMENT OF FISH AND GAME
 Christine Hall, USDA, NATURAL RESOURCES CONSERVATION SERVICE
 Mandy Harling, NATIONAL WILD TURKEY FEDERATION
 Jerry Holden, DUCKS UNLIMITED
 Alan Jenne, NEVADA DEPARTMENT OF WILDLIFE
 Bill Labiosa, USGS
 Mike Larson, MINNESOTA DEPARTMENT OF NATURAL RESOURCES
 Mike Livingston, WASHINGTON DEPARTMENT OF FISH AND WILDLIFE
 Eric Lobner, WISCONSIN DEPARTMENT OF NATURAL RESOURCES
 Kirsten Mauritzson, CATERPILLAR INC
 Michelle McClure, NOAA
 Craig McMullin, ARIZONA GAME AND FISH DEPARTMENT
 Kara Meckley, NOAA FISHERIES OFFICE OF HABITAT CONSERVATION
 Adam Miller, VERMONT DEPARTMENT OF FISH AND WILDLIFE
 Brian Moyer, VIRGINIA DEPARTMENT OF GAME AND INLAND FISHERIES
 Louise Murgia, SOCIETY OF AMERICAN FORESTERS
 Eben Paxton, USGS
 Catherine Phillips, U.S. FISH AND WILDLIFE
 Steve Shea, FLORIDA FISH AND WILDLIFE CONSERVATION COMMISSION
 Carole Stanko, NEW JERSEY DIVISION OF FISH AND WILDLIFE
 Jason Sumners, MISSOURI DEPARTMENT OF CONSERVATION
 Matt Wagner, TEXAS PARKS AND WILDLIFE DEPARTMENT
 Ted Will, GEORGIA DEPARTMENT OF NATURAL RESOURCES

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NCLI COHORT 10 | REVENUE AND EXPENSES | FISCAL YEAR 2016

REVENUE

Donations

AFWA/America's Wildlife Association for Resource Education	10,000
Boone and Crockett Club	10,000
NCLI Alumni	8,791
Ducks Unlimited	7,500
USGS	7,500
Dallas Safari Club	5,000
Campfire Conservation Fund, Inc.	5,000
Rocky Mountain Elk Foundation	5,000
Board/Staff	3,705
USGS Cooperative Fish and Wildlife Research Unit	3,000
Pope and Young Club	2,500
Society of American Foresters	1,000
The Wildlife Society	1,000
Theodore Roosevelt Conservation Partnership	1,000
Norcross Wildlife Foundation	575
Individual/Other	250
Total Donations	\$70,251

Tuition

State	126,500
Other Federal Agencies	36,250
Non-governmental Organizations	27,000
Industry	18,000
U.S. Fish and Wildlife Service	14,500
Total Tuition	\$222,250

TOTAL REVENUE

\$292, 501

EXPENSES

Instructor Fees	56,350
Lodging/Meals/Expenses - First Residency, NCTC	55,130
Lodging/Meals/Expenses-Second Residency, Albright Training Center	20,553
Course Materials	11,885
Promo/Recruitment	11,252
Legal/ Professional	5,709
Travel	5,500
Field Trip/Activites	3,555
Postage/Shipping	2,333
Overhead	818
Technology	480
Continuing Ed and Faculty Development	253

Total Expenses

\$237,181

NCLI COHORT 10 | COST COMPARISON & IN-KIND SUPPORT | FISCAL YEAR 2016

IN-KIND CONTRIBUTIONS

Covered Expenses

National Conservation Training Center	33,480
Management Assistance Team (MAT)/AFWA	23,323
National Park Service - Albright Training Center - Instructional Room	3,700
Arizona Game and Fish	2,347
Florida Fish and Wildlife Conservation Commission	2,064
Wisconsin Department of Natural Resources	276
US Fish and Wildlife Service - Alaska	268
Dale Caveny	142

Time and Services

Staff

Management Assistance Team (MAT) / AFWA	85,513
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Coaches

Arizona Game and Fish	12,500
US Fish and Wildlife Service - Alaska	11,889
Florida Fish and Wildlife Conservation Commission	10,442
South Carolina Department of Natural Resources	7,953
Wisconsin Department of Natural Resources	5,239
Dale Caveny	3,500

Speakers

Hugh O'Doherty	2,500
Randy Stark - NACLEC	500
Laura MacLean - USFWS	500

Total In-Kind Contributions

\$206,870

OPERATION COSTS

Total Expended	173,818
Total In-Kind Contributions	206,870

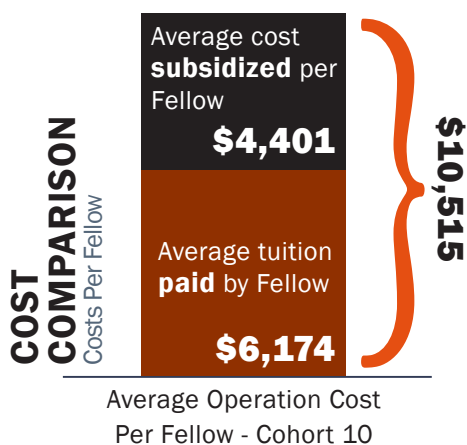
Total Cost to Operate NCLI

\$380,688

COST AND TUITION ANALYSIS

Operation cost associated per Fellow	10,515
Average tuition paid by Fellow	6,174
Subsidized average amount per Fellow	\$4,401

For every \$1 paid for tuition in Cohort 10, \$0.93 was matched from in-kind and other fundraised sources to fund the NCLI.





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