



# NATIONAL CONSERVATION LEADERSHIP INSTITUTE



COHORT 11 | 2016-2017 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 11

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# NCLI COHORT 11



## SUMMARY

When the founders of the National Conservation Leadership Institute (NCLI) set out in 2005 to answer the question, “What will it take to prepare our future leaders...” they were aiming to address the uncertainty of conservation leadership in North America. How would the wealth of natural resource management knowledge housed in our state and federal agencies—and in our non-governmental, industry and tribal organizations—be passed from one generation to the next? Would the next generation of conservation leadership be prepared to face the increasingly complex natural, political, and social environments that they would inevitably inherit?

For more than a decade now, the NCLI has been engaged in the work of equipping conservation’s future leadership with the knowledge, skills and experience necessary to meet these challenges. The successes have been many, and the program and its participants have grown in meaningful and measurable ways. Untiring support from board members, courageous supporters, staff and alumni has resulted in tangible momentum being gained in recent years. What began as an experiment designed to expand leadership capacity in natural resource management, has fostered the growth of an ever-broadening community of leadership practitioners whose reach spans organizational, cultural, and geographical boundaries.

Guided by world-class faculty from Cambridge Leadership Associates, as well as seasoned staff and peer coaches, the NCLI’s eleventh Cohort joined that community in 2016-2017, bringing with them a whole new set of skills and experiences. They hailed from state and federal agencies across North America, and from non-governmental organizations as well. Their group included two participants from industry organizations, and one from a natural resource related tribal organization. Like many others before them, they began their journey with questions of inclusion and identity, and a dialogue about finding their shared purpose within the greater conservation community. Along the way they discovered the strength in their diversity, forging new community ties within their own group, and working together to find ways to foster those connections. Their lessons learned have already begun to impact and shape, and to broaden and enrich the NCLI community.

## 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.”

- 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.
- 3 Increased quality and quantity of participants’ lifetime, inter-organizational professional networks and managing organizational change.

## SELECTION



Cohort 3 alumnus Steve Perry, Eastern Brook Trout Joint Venture, once again led the external selection committee who scored the applications for the 2016–2017 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, Sharon Schafer (NCLI Alumni, Cohort 5) with the Michigan Department of Natural Resources, and Jodi Bush (NCLI Alumni, Cohort 5) with the U.S. Fish and Wildlife Service. Top administrators of natural resource conservation organizations nationwide submitted their nominations from February to the end of April, 2016. 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 11 resulted in 36 Fellows: 20 from state fish and wildlife agencies, 6 from NGOs, 7 from Federal Agencies, 2 from an industry organization, and 1 from a Native American tribe. 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 eleven, 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 11 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, *Your Leadership Edge*, by Amanda Cebula and Ed O’Malley, 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 2016-17 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, RBFF, 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



The Association of Fish and Wildlife Agencies' Management Assistance Team continued to staff the Institute during Cohort 11's time in residency. 2016-2017 staff included: Gina Main, NCLI Executive Director; Bettina Fiery, Professional Development Programs Manager; Tiffany Fritts, Communications and Media Coordinator; Tim Gray Administrative Assistant; Mary Hughes, Training and Development Specialist; and Amanda Myers, Training and Information Services Administrator.

## 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 11 Peer Coaching Team included (pictured from left): John Baker (Cohort 4); Peter Bangs (Cohort 10); Dale Caveny (Cohort 6); Ann Forstchen (Cohort 7); Jimmy Fox (Cohort 7); Kellie Tharp (Cohort 9).



# FACULTY



## Top Row

Dan Canham, USFWS  
Greg Cronin, Phillip A. Bolen Regional Park  
Pat Dugan, Executive Coach  
Jill Hufnagel, Cambridge Leadership Assocs.  
Harold Joseph Junior, Hopi Nation

## Bottom Row

Dr. Tom Kalous, Organizational Consultant  
David Mead, Simon Sinek Inc.  
Hugh O'Doherty, Cambridge Leadership Assocs.  
Randy Stark, NACLEC



Jimmy Fox (Peer Coach) and Start With Why's David Mead

# NCLI SPONSORS AND SUPPORTERS

## Platinum:

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

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## Gold:

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

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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  
DE Division of Fish and Wildlife  
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 11

Thirty-six participants were competitively selected from across the nation to become the 11th Cohort of the NCLI. Twenty individuals were chosen from state fish and wildlife agencies, and seven from federal agencies. Six hailed from non-governmental organizations, and two fellows came from a natural resource-related industry organization. Cohort 11 also welcomed one Fellow from a tribal organization with the Sac and Fox Tribe of the Mississippi in Iowa. 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.



- Kim Blundy, CATERPILLAR INC a
- Matt Burns, ARKANSAS GAME AND FISH COMMISSION b
- Judy Camuso, MAINE DEPT. OF INLAND FISHERIES AND WILDLIFE c
- Tanya Darden, SOUTH CAROLINA DEPT. OF NATURAL RESOURCES d
- Tom Donham, NEVADA DEPT. OF WILDLIFE e
- Heather Dugan, COLORADO PARKS AND WILDLIFE f
- Patrick English, SHELL OIL g
- Bernadette Graham Hudson, OREGON DEPT. OF FISH AND WILDLIFE h
- Carmen Hardin, WISCONSIN DEPT. OF NATURAL RESOURCES i
- Micah Holmes, OKLAHOMA DEPT. OF WILDLIFE CONSERVATION j
- David Howerter, DUCKS UNLIMITED CANADA k
- Stephanie Hunt, NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION l
- Stephanie Hussey, RECREATIONAL BOATING AND FISHING FOUNDATION m
- Andrea Jones, MONTANA FISH, WILDLIFE & PARKS n
- Genevieve LaRouche, U.S. FISH AND WILDLIFE SERVICE o
- Bob Longcor, NEW JERSEY DIV. OF FISH AND WILDLIFE p
- Jonathan Mawdsley, ASSOCIATION OF FISH AND WILDLIFE AGENCIES q
- Jake Messerli, CALIFORNIA WATERFOWL r
- Beth Middleton, UNITED STATES GEOLOGICAL SURVEY s
- Darin Moore, VIRGINIA GAME AND INLAND FISHERIES t
- Brian Murphy, QUALITY DEER MANAGEMENT ASSOCIATION u
- Jennifer Nguyen, CALIFORNIA DEPT. OF FISH AND WILDLIFE v
- Peter Novotny, OHIO DIV. OF WILDLIFE w
- Jason Osenkowski, RHODE ISLAND DEPT. OF ENVIRONMENTAL MANAGEMENT x
- Tim Patronski, U.S. FISH AND WILDLIFE SERVICE y
- Jarrett Pfrimmer, SAC AND FOX TRIBE OF THE MISSISSIPPI IN IOWA z
- Jen Quan, WASHINGTON DEPT. OF FISH AND WILDLIFE aa
- Jon Rachael, IDAHO DEPT. OF FISH AND GAME bb
- Chun Ren, U.S. FISH AND WILDLIFE SERVICE cc
- Justin Rhodes, TEXAS PARKS AND WILDLIFE DEPT. dd
- Pat Rivers, MINNESOTA DEPT. OF NATURAL RESOURCES ee
- Tisa Shostik, NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION ff
- Esther Stroh, UNITED STATES GEOLOGICAL SURVEY gg
- Johann Walker, DUCKS UNLIMITED hh
- Christian Waters, NORTH CAROLINA WILDLIFE RESOURCES COMMISSION ii
- Mark Whitney, GEORGIA WILDLIFE RESOURCES DIVISION jj



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# NCLI COHORT 11 | REVENUE AND EXPENSES | FISCAL YEAR 2017

## REVENUE

### Donations

NEAFWA	15,000
SEAFWA	15,000
WAFWA	15,000
Boone & Crockett Club	10,553
Association of Fish and Wildlife Agencies / AWARE	10,000
Ducks Unlimited	7,500
NCLI Alumni	5,055
NCLI Board and Staff	5,036
Campfire	5,000
National Fish and Wildlife Foundation	5,000
Rocky Mountain Elk Foundation	5,000
Southern Scholarship	4,500
Pope & Young	2,500
National Wild Turkey Federation	2,500
Theodore Roosevelt Conservation Partnerhsip	1,000
The Wildlife Society	1,000
American Fisheries Society	1,000
Individual/Other	20
<b>Total Donations</b>	<b>\$110,664</b>

### Tuition

State	174,000
Non-governmental Organizations	49,500
Other Federal Agencies	36,000
U.S. Fish and Wildlife Service	27,000
Industry	18,000
Tribal	4,500
<b>Total Tuition</b>	<b>\$309,000</b>

## TOTAL REVENUE

**\$419,664**

## EXPENSES

Lodging/Meals/Expenses - First Residency, NCTC	59,848
Instructor Fees - CLA	55,000
Project Staff and Coaches	36,655
Lodging/Meals/Expenses-Second Residency, Albright Training Center	22,909
Instructor Fee - Honoraria	12,750
Course Materials	12,013
Travel	10,038
Technology	6,446
Legal/Professional/Bank Charges	6,273
Field Trips/Activities	4,670
Professional Development	4,000
Postage/Shipping	1,822
Promo/Recruitment	1,202
Continuing Ed/Receptions/Support	345

## Total Expenses

**\$233,970**

# NCLI COHORT 11 | COST COMPARISON & IN-KIND SUPPORT | FISCAL YEAR 2017

## IN-KIND CONTRIBUTIONS

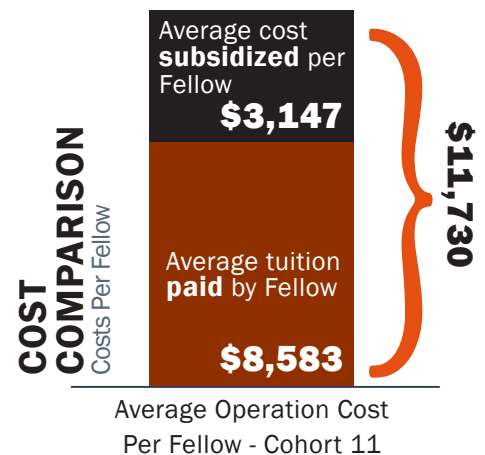
Covered Expenses	
National Conservation Training Center	37,217
Management Assistance Team (MAT)/AFWA	9,322
National Park Service - Albright Training Center - Instructional Room	3,700
Florida Fish and Wildlife Conservation Commission	1,459
Arizona Game and Fish	889
California Department of Fish and Wildlife	835
Peter Bangs	262
USFWS - Alaska	198
Dale Caveny	36
Time and Services	
<b>Staff</b>	
Management Assistance Team (MAT) / AFWA	76,643
<b>Coaches</b>	
USFWS - Alaska	20,400
Peter Bangs	10,250
Florida Fish and Wildlife Conservation Commission	8,900
California Department of Fish and Wildlife	7,533
Arizona Game and Fish	7,180
Dale Caveny	3,000
<b>Speakers</b>	
Randy Stark	500
<b>Total In-Kind Contributions</b>	<b>\$188,324</b>

## OPERATION COSTS

Total Expended	233,970
Total In-Kind Contributions	188,324
<b>Total Cost to Operate NCLI</b>	<b>\$422,294</b>

## COST AND TUITION ANALYSIS

Operation cost associated per Fellow	11,730.39
Average tuition paid by Fellow	8,583.33
<b>Subsidized average amount per Fellow</b>	<b>\$3,147.06</b>
For every \$1 paid for tuition in Cohort 10, \$0.61 was matched from in-kind and other fundraised sources to fund the NCLI.	





## NATIONAL CONSERVATION LEADERSHIP INSTITUTE

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