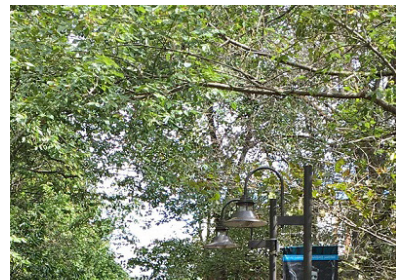
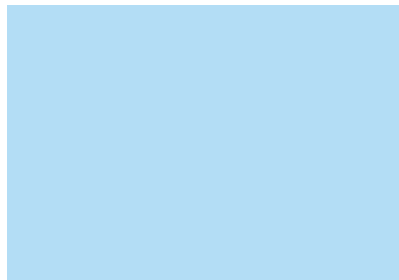
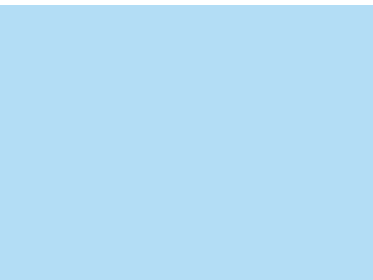
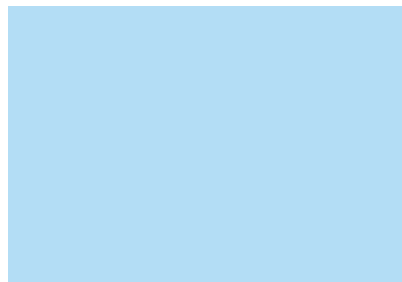




NATIONAL
CONSERVATION
LEADERSHIP
INSTITUTE
COHORT 13

2018-2019



Developing Extraordinary
Conservation Leadership

www.conservationleadership.org



National Conservation Leadership Institute

Our world is changing, socially, politically, and—yes—environmentally. Across conservation we are facing unprecedented challenges—difficult questions of sustainability and organizational relevancy, funding shifts and climate change. At the heart of all of these, we find ourselves wrestling not only with the science-based issues our organizations possess the knowledge to resolve, but also with the increasingly complex human element.

Since its inception in 2005, the National Conservation Leadership Institute has been guided by a single, compelling question, “What will it take to prepare our future leaders?”

The answer has consistently remained linked with providing a truly unique curriculum with an emphasis on participant diversity, viewing leadership through a multifaceted lens, and a willingness to embrace self-organization as a means of tackling adaptive challenges.

As a result, the NCLI is one of the most far-reaching professional development initiatives ever undertaken within the natural resource conservation community, providing an unparalleled experience for developing extraordinary leadership.



Our Mission

CONSERVATION LEADERSHIP

The NCLI successfully defies the ordinary, acting to preserve the legacy of our natural resources by developing extraordinary conservation leadership. The unique curriculum challenges assumptions, piques critical thinking, fosters high-trust relationships, and strengthens confidence.

Our Vision

AMERICA'S GREATEST STRENGTH

The NCLI vision states that: "Because of the National Conservation Leadership Institute, conservation leadership in the future will be widely regarded as one of America's greatest strengths. From the smallest government agency to the largest conservation federation, there will be a shared confidence that our legacy is safeguarded by extraordinary leadership with a conservation mission."

The National Conservation Leadership Institute is an independent 501-(C)3 non-profit organization.



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Contributing Photos By: Shannon Bobertz, Tom Vania, Anna Owsiak, Gina Jackson

Reflections

One Fellow's View From the Balcony

“NCLI Cohort 13... WOW! It was an experiment, and a hugely successful one from my perspective.”

~John Davis, C13 Fellow

“Let’s Begin...”

It was simultaneously the most off-balancing, immersive, viscerally impactful and amazingly effective “training” I’ve ever experienced. I came to the experience while at a crossroads in my career. I had career setbacks that baffled me, and I hoped that NCLI would “fix” the situation with some magical “technical” solution (though I didn’t think in those terms prior). What I learned was so much more! Personally, the convoluted interpersonal forces at work in the system surrounding my career at the office were encapsulated in the microcosm of that dreaded room at NCTC and the days of upheaval that ensued following Hugh’s famous line of, “Let’s begin.” In that life-changing exercise, I didn’t learn lessons, I fully and painfully experienced them. It was not an intellectual experience to ponder and consider. It was brutally honest and unflinchingly revealing. All

of which was necessary to get past my excuses and self-validating interpretations so I could wrestle with sometimes uncomfortable realities.



The first residency reframed my thinking. I gained clarity on the system at my agency and my place within it. I gained experience to help me dissect complex conflicts and devise strategies toward a desired future condition. I gained friendships forged through the commonly shared striving and ultimate respect resulting from discussing deeply meaningful things. The experience set me on a path that continues today.

Upon returning to our individual lives, the



Coach Corner

The cumulative and ongoing experience of NCLI’s Cohort 13 will forever change my understanding of the possibility inside the exercising and practicing of Adaptive Leadership. I was a Fellow in Cohort 10 and I had the privilege of accompanying the participants of Cohort 13 as a coach. The modification of the learning structure in Cohort 13 unlocked tremendous

experiment of C13 began to cook as groups coalesced around a few central issues and began to leverage the power of many working together. Not only were we affecting change in our home systems, but collectively C13 seemed to be engaging other cohorts and drawing other partners and spurring action at the national level. Intervention spawned intervention and exciting outcomes resulted from this grand experiment. It was exciting and I was proud to play a part.

The second residency in Wyoming was a mix of frustration, revelation, closure and new beginning. Personally, the most memorable phrase I heard that week was the first speaker flatly stating, “We have extremely aggressive grizzlies here.” That got my attention! However, no grizzlies were encountered as we began to unpack the happenings since our first residency. As the week progressed, we learned new interpretations from within our own cohort related to the work that some groups had done. It was enlightening. That week also allowed for moments of closure, celebration and joy for the progress we had each seen personally and professionally. Finally, we transitioned from C13 to full fledged members of the NCLI Alumni community.

Since that time, I have continued to try to apply the lessons I so viscerally learned through the experience. It has changed how

I think and how I approach complex problems. It has changed how I mentor others around me. As a direct result of my NCLI experience, there are now significant efforts underway at TPWD related to gender equity / respect. We have already seen uplifting results and have high hopes for making things better one intervention at a time. Perhaps I am thick headed, but it has continued to amaze me when I recognize the theories taught us showing up in the system around me. Of course, I do not have all the answers to adaptive challenges, but it is as though I now have magic decoder glasses allowing me to see things others apparently do not. And with this, I am equipped to engage in wiser and more productive leadership.

John Davis, C13 Fellow



learning opportunities. Essentially the first residency became the metaphorical crucible in which the Fellows found common purpose around several broad adaptive challenges. While these “global” challenges were slightly different in focus, they shared the commonality of the adaptive challenge of building culture and community, whether it was working within an organization to break down internal stakeholder barriers, reaching outside of an organization to engage external (and different) stakeholders, or to build a welcoming culture within our conservation community. Observing the Fellows navigate and learn how to collaborate on a common adaptive challenge while exercising leadership in each of their spheres of influence was awesome.

Guy Foulks, C13 Coach

Faculty



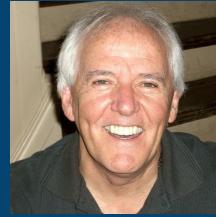
Greg Cronin



Jill Hufnagel



Tom Kalous



Hugh O'Doherty



Randy Stark

Greg Cronin, MPA, CCD, *GC Training Solutions*; **Jill Hufnagel**, PH.D., LPC, Senior Consultant, *Cambridge Leadership Associates*; **Tom Kalous**, Ph.D., Organizational Trainer and Consultant, *TDK Consulting, LLC*; **Hugh O'Doherty**, M.ED., ED.D., Senior Associate, *Cambridge Leadership Associates*; *Harvard Kennedy School*; **Randy Stark**, Executive Director; *National Conservation Law Enforcement Chiefs Association*; **Dale Caveny**, NC *Wildlife Resources Commission, Retired*; (pictured below)

Coaches



Dale Caveny



Ali Duvall



Ann Forstchen



Guy Foulks



Bruce Rich



Mark Whitney

The NCLI experience would not be complete without the generous and incredible support and dedication of the NCLI Peer Coaches. Coaches and/or their agencies contribute their time and expertise pro-bono. **Dale Caveny**; NC *Wildlife Resources Commission, Retired*; **Ali Duvall**, *Intermountain West Joint Venture*; **Ann Forstchen**, *Florida Fish and Wildlife Conservation Commission*; **Guy Foulks**, *U.S. Fish and Wildlife Service*; **Bruce Rich**, *Rocky Mountain Elk Foundation*; **Mark Whitney**, *Georgia Wildlife Resources Division*

Staff



Bettina Fiery



Tim Gray



Gina Jackson



Amanda Myers



Trenten Stemple

Since its inception, the National Conservation Leadership Institute has been staffed and managed by the **Association of Fish and Wildlife Agencies' (AFWA) Management Assistance Team.**

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“Do I see a better conservation community because of the experience that is NCLI Cohort 13...”

You Bet!

As I reflect back on my experience, it's hard to know where to begin. The meeting of 36 strangers who formed a close bond through our shared experience, our commitment to each other and to our challenges? Those challenges, both group and personal, we worked on through both residencies and beyond? The unlearning of everything we knew about leadership, that wasn't? The mirror I held up to myself, looking hard at what I hadn't been willing to face? Our continued work, inspirations, successes and failures?

Do I wish I had super-powers and could change the world overnight for the better – you bet. Do I better accept my own limitations and given those, find opportunities to take actions that support others and our collective work to make positive changes – you bet. Do I marvel at the work our cohort is doing, no matter how large or small an action, and think about what brave, committed, motivating people I have the privilege to know and work with – you bet! Do I see a better conservation community because of the experience that is NCLI Cohort 13 – You Bet! Have we made a difference - YOU BET!!

Anna Owsiak, C13 Fellow

Cohort 13 Fellows

Lisa T. Ballance, National Oceanic and Atmospheric Administration.....	a
Shannon Bobertz, South Carolina Department of Natural Resources.....	b
Rett Boyd, Florida Fish and Wildlife Conservation Commission.....	c
Marianne Cox, Arizona Game and Fish Department.....	d
John Davis, Texas Parks and Wildlife Department.....	e
Will Dingman, Pennsylvania Game Commission	f
Bill Dinkines, Oklahoma Department of Wildlife Conservation	g
Trish Engel, Mule Deer Foundation.....	h
Ann Froschauer, U.S. Fish and Wildlife Service	i
Roger Fuhrman, Oregon Department of Fish and Wildlife	j
Holly Gaboriault, U.S. Fish and Wildlife Service.....	k
Chandra Harvey, Wisconsin Department of Natural Resources	l
Jessica Homyack, Weyerhaeuser	m
Brad Howard, North Carolina Wildlife Resources Commission.....	n
Emma Htun, National Oceanic and Atmospheric Administration	o
Jeremy Hurst, New York State Dept. of Environmental Conservation	p
Greg Kernohan, Ducks Unlimited.....	q
Ken Kriese, U.S. Fish and Wildlife Service	r
Cyndy Loftin, U.S. Geological Survey.....	s
Leslie McInenly, Minnesota Department of Natural Resources	t
Katie McKalip, Backcountry Hunters & Anglers.....	u
Anna Owsiak, Idaho Department of Fish and Game	v
Jeremy Pearce, Shell.....	w
Erin Tindl Rainey, Florida Fish and Wildlife Conservation Commission	x
Sarah Reif, Oregon Department of Fish and Wildlife.....	y
Kevin Robinette, Washington Department of Fish and Wildlife	z
Stephanie Romañach, U.S. Geological Survey	aa
Mark Ruder, Southeastern Cooperative Wildlife Disease Study	bb
Mark Smith, Wyoming Game and Fish Department.....	cc
Susan Steffen, Kansas Department of Wildlife, Parks and Tourism	dd
Margaret Taylor, Colorado Parks and Wildlife.....	ee
David Teuscher, Idaho Fish and Game	ff
Perry Trial, Texas Parks and Wildlife Department	gg
Tom Vania, Alaska Department of Fish and Game	hh
Paul Wilkes, Kentucky Department of Fish and Wildlife Resources.....	ii



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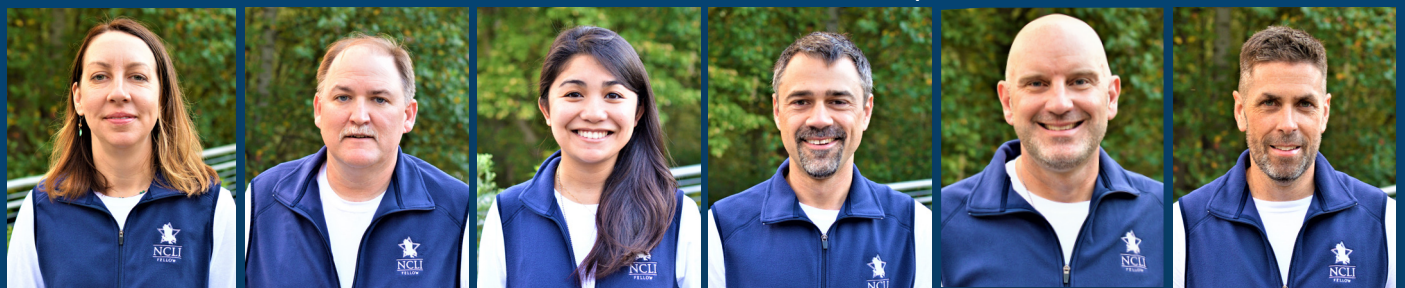
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Financials

The generosity of sponsors, donors, and in-kind contributors helps preserve the legacy of our natural resources by developing extraordinary conservation leadership.

Cohort 13 Sponsors and Supporters

National Conservation Training Center / USFWS

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INCOME			
Donations			
Board/Staff	\$3,458		
Alumni	\$4,538		
Foundations	\$2,500		
NGO	\$61,000		
Total Donation		\$71,496	
Tuition		\$325,500	
Total Income			\$396,996
In-Kind Revenue			\$38,280

EXPENSES			
Bank Charges	\$589		
Course Materials	\$4,382		
Fall Residency	\$71,639		
Field trips	\$4,230		
Instructor/fees	\$95,479		
Legal & Professional Fees	\$16,825		
Meals & Entertainment	\$3,448		
Postage/shipping	\$480		
Project Staff	\$78,529		
Promotion & Recruitment	\$7,584		
Purchases	\$1,090		
Spring Residency	\$22,466		
Supplies	\$871		
Technology (online)	\$1,055		
Travel	\$13,702		
Total Expenses			\$322,370



Global Challenges

“The intervention of the global challenge process to Cohort 13 was truly an example of practicing what was being preached.”

I will always think of Cohort 13 as an adaptive challenge that was taken on by NCLI through an intervention to see if there could be a new future for NCLI where fellows work together for a common purpose rather than working individually. Would a cohort that worked towards a common purpose, or global challenge, be more impactful in development of adaptive leadership skills instead of individual challenges?

The intervention of the global challenge process to Cohort 13 was truly an example of practicing what was being preached. NCLI faculty and staff weighed into contested terrain to challenge their own assumptions after 12 previous cohorts to see if there was a better way to answer the guiding question of NCLI, “What will it take to prepare our future leaders?”

The global challenge concept experienced in both the first and second residencies had a profound impact on me personally as well as professionally in a way that an individual challenge could not have achieved. Working with Cohort 13 Fellows to create a welcoming culture within the conservation community continues to motivate me to do the adaptive work and has also engaged NCLI alumni in a way the program hasn’t been able to achieve before.

Tom Vania, C13 Fellow



Cohort 13



National Conservation Leadership Institute 11



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