



NATIONAL CONSERVATION LEADERSHIP INSTITUTE

Annual Report Cohort 1
2006-2007

*The National Conservation
Leadership Institute is a
world-class experience
developing extraordinary
leaders from the rising stars of
natural resource organizations.
It is one unparalleled solution
for an unprecedented
historical challenge.*

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January 2006 was an historical marker for the natural resources conservation profession and community. The National Conservation Leadership Institute (NCLI) was launched, and this groundbreaking leadership development initiative evolved from an exciting concept into a highly successful, world-class leadership development experience for “rising stars” from diverse conservation organizations throughout the nation.

Thirty-five Fellows graduated from the seven-month program in the Institute’s inaugural year, individually empowered and knowledgeable in the art and skill of adaptive leadership. Overall, the cohort morphed beyond professional networking into an extraordinary community of leaders, a fellowship, for conservation in our country.

In addition, the organizational systems, processes, and infrastructure were developed to effectively sustain this program for future cohorts annually. And, critical for enduring success, a significant buzz nationwide was effectively created about this exciting new leadership program.

2006-2007 NCLI SPONSORS

FOUNDERS:

Keith Campbell Foundation

LEADERS:

National Fish & Wildlife Foundation

PARTNERS:

International Paper

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Boone & Crockett Club

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Peabody Energy

Weatherby Foundation

ASSOCIATES:

Campfire Conservation Fund

Dallas Safari Club

CONTRIBUTORS:

Pope & Young Club

Teddy Roosevelt Conservation Partnership



In 2004, building leadership capacity was identified within the natural resources conservation community as a top, critical and urgent need. Three factors were identified as contributory. First, most conservation organizations had already begun losing their senior leadership—a predicted 50% to 80% loss within the next nine years. The exit of Baby Boomers would produce a large workforce loss.

A second factor was that another cohort of experienced employees had not been made ready to move into these empty seats (Virginia Tech 2004 study). And, finally, across the U.S. fewer and fewer capable employees were applying for upper level positions when they became available. Succession planning is not widely practiced within conservation organizations. All three factors pointed to conservation leadership as an issue of critical importance, demanding immediate response.

The projected leadership vacuum would adversely impact our country's conservation institutional memory and core functions, resulting in adverse impacts on our ability to manage our nation's natural resource. An historic opportunity emerged for conservation to prepare its leaders, through an inter-organizational approach, to take our conservation legacy into the future.



Initiating the momentum for creating a new approach was the formation of a board—John Baughman, The Association of Fish and Wildlife Agencies (AFWA); Lowell Baier, Boone and Crockett Club; Paul Hanson, Izaak Walton League; Erik Meyers, The Conservation Fund; Steve Williams, The Wildlife Management Institute; Ken Haddad, Florida Fish and Wildlife Conservation Commission; Jimmy Bullock, International Paper; Greg Schildwachter, President's Council on Environmental Quality; and advisors Dale Hall, US Fish and Wildlife Service; and Greg Watson, National Fish and Wildlife Foundation.

"...assuring that our nation has the leadership horsepower to carry the conservation effort into the new century."

*-Dr. Jack Ward Thomas
Chief, U.S. Forest Service, Retired*

Additional members coming on to the board later were Joanna Prukop, New Mexico Cabinet Secretary for the Department of Energy, Minerals, and Natural Resources; and Max Peterson, Former Executive Vice President of AFWA and Chief, US Forest Service, Emeritus.

Staff, who had been working in the leadership development domain for over a decade, were dedicated to the project from the AFWA's Management Assistance Team (MAT).

The National Conservation Leadership Institute began with a commitment to build the capacity to lead within the new millenium of conservation issues that are broader and more complex. And, as in the past, exceptional leadership is the key to success in the future.

Objectives

Six key objectives were developed for the NCLI program.

1. Develop a conservation leadership mindset marked by increased confidence in participants' leadership abilities.
2. Enhance interpersonal skills including improved emotional intelligence.
3. Increase effectiveness at managing organizational change.
4. Increase effectiveness at creating a motivating work environment.
5. Increase ability to differentiate problems that require adaptive solutions from problems that require technical solutions, ultimately leading to increased leadership in strategic decision-making.
6. Increase quality and quantity of participants' lifetime, inter-organizational professional networks.



Promotion

After canvassing NCLI's distribution contacts, a conservative estimate is 100,000 people received information about the NCLI. Promotional targets were state and federal government, nongovernment conservation organizations, and conservation related businesses. In addition, a concerted effort was made to reach Native American tribes.

Information was communicated to the general public, key partners, and other stakeholders through original promotional materials in video and print, presentations at national conferences, direct mailed brochures and letters, links on other websites, exhibits/displays, press releases, and email blasts.

In addition, the NCLI developed the website www.conservationleadership.org, and most information about the program was available to the public through this venue. The annualized estimation for the number of people who read this information from the website was 34,386 readers.

Selection

A competitive selection process was created. Through the website the Institute received 60 nominations from conservation organizations nationwide for 36 Fellowship spaces for cohort 1.

Final selection, with emphasis on achieving group diversity, resulted in 35 Fellows: 22 from state fish and wildlife agencies, 6 from federal government agencies, 3 NGOs, 3 corporate sector, and 1 Native American professional conservationists.

(Note: One of the tribal candidates was elected to his Tribal Council prior to commencement of the Institute prework. He withdrew from the program bringing the total number to 35 Fellows in cohort #1.)

To identify best practices and program format, a comprehensive literature review was conducted and existing leadership programs from universities, corporations, and government were compared. Information from a nation-wide survey of state fish and wildlife agency priorities was also used. The National Conservation Leadership Institute was designed with four major components: pre-work, residency, individual projects and a culminating residency/event. Each of the programmatic components was linked together through an online “classroom”. The following is a brief synopsis of the program:

Pre-work: Fellows engaged in one month of pre-work in September & October, 2006. This critical, foundational work was composed of directed reading, analysis, and electronic discussion of NCLI selected material. Fellows were sent three books written by speakers they would hear during the residency a month later. Fellows discussed the concepts of Adaptive Leadership™, working with emotional intelligence and many other leadership-oriented topics as well as initial personal introductions with the rest of the cohort.

Residency: The pre-work was followed by a 10-day residency in November at the U.S. Fish and Wildlife Service’s prestigious National Conservation Training Center in Shepherdstown, West Virginia. The curriculum began with a focus on personal leadership then expanded to leadership relevant to teams, to the organization, and to society. 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. Widely recognized conservation figures anchored leadership principles to real case examples from “the trenches.” Fellows challenged their assumptions, piqued critical thinking, and engaged in lively, applied discussion and debate.

Individual Leadership Adaptive Challenge Projects: By the end of the 10-day residency, Fellows had identified their individual adaptive leadership projects. Projects were real challenges facing their organizations, and Fellows would apply leadership principles learned as they worked toward solutions over the next four and half months.

Peer Consulting Groups: During and after the residency, Fellows served as consultants for one another in trust-building groups of six Fellows with a group coach. Fellows challenged assumptions, asked probing questions, applied leadership principles learned and provided valuable feedback for refining their challenge projects.

Online Individual Project Work: After the initial residency, each Fellow was part of a small team that functioned as continuous peer consultants and provided input to one another on their individual natural resource projects. Each peer online consulting group was facilitated by a coach. The Fellows presented their project work and solutions to the full Institute during the final long weekend event in the Spring.

Final Culminating Event: Five months following the residency at NCTC, the Fellows reconvened at Big Cedar Lodge in Missouri for a truly unforgettable three days of sharing their Institute experience and their project presentations. Team building activities reinforced final learning, discoveries were shared and lifelong key relationships were cemented. A surprise visit by “President Teddy Roosevelt” (A certified Roosevelt impersonator) challenged Fellows to answer conservation’s “call.”

Sampler of Curriculum Highlights:

Keynote presentations by Jack Ward Thomas, Chief US Forest Service, retired and Jim Connaughton, Chairman of the President's Council on Environmental Quality.

Emotional Intelligence Workshop and DISC Assessments: Counseling psychologist, Dr. Tom Kalous, provided an intense emotional intelligence workshop tied closely to Fellows' results from individual DISC behavioral assessments. Guest conservation luminaries tied learning to real case stories focused on the challenge of conflict.

High Ropes Course: An off-site, day-long activity facilitated by Upward Enterprises, Inc, at the Bishop Claggett Center in Buckeystown, MD, provided all Fellows with world class low and high ropes activities, building trust, teamwork, and individual courage. The high ropes activities included debriefs related back to principles learned.

Problem Solving Session: Led by Adam Kahane, a founding partner with Generon Consulting and Global Leadership Initiative, presented techniques from his world experience and book on how to create environments that enable creative new ideas and solutions to emerge even in the most stuck and challenging contexts. The debrief tied to adaptive principles connecting all the residency sessions.

Working with the Media: In this highly interactive activity, three media professionals from press & television were interviewed in front of the group and asked probing questions about purpose, ethics, and how to communicate with them to ensure their listening.

Understanding Political Process: A field trip to Washington DC included visits to nonprofits (Izaak Walton League) the Department of Interior, and staffers at the Capitol. A dozen speakers representing conservation interests and organizations addressed the Fellows and answered questions. The Pope and Young Club sponsored a dinner and speaker, capping off the day's community-building among the Fellows.

Leading Organizational Change in the Workplace: World renown author and speaker, Dr. Margaret Wheatley provided divergent perspectives and challenged assumptions on the last full day of the residency.



"The National Conservation Leadership Institute provides one of the most creative and challenging learning environments where leaders in the field of conservation can develop clarity and courage about their work, and find a community of colleagues willing to support one another through the dilemmas of leadership."

-Dr. Hugh O'Doherty
Harvard University Kennedy
School of Government

A discussion of the NCLI 2006-2007 results must begin with recognition that the individuals selected to participate in the program as Fellows were already “rising stars”, regarded by their nominating organizations as high achievers with leadership potential and a strong suite of existing abilities. Their 360° performance scores were already at a high level when they began the program; therefore, even small measured increases in the Fellows’ post NCLI performance were considered as very positive.

Effectiveness of the program was assessed quantitatively a number of ways. Pre and post 360° performance feedback surveys were administered for each Fellow. Before the program and following program completion, Fellows were rated on a number of indicators by those who worked above, below and with them. In addition, a pre and post self-assessment identified the Fellows’ perceptions of key content learned.

360 degree performance feedback surveys showed overall:

20% increase overall in leadership performance

22% increase in overall leadership capacity.

17% enhanced interpersonal skills including improved emotional intelligence.

21% increase in effectiveness at managing organizational change.

18% increase in ability to create a motivating work environment.

21% increase in inter-organizational professional networks.

The additional pre and post survey of the Fellows indicated a 77% increase in the Fellows’ ability to differentiate problems that require adaptive solutions from problems that require technical solutions, ultimately leading to increased leadership strategic decision-making.

Qualitative measurement of the Institute's success can be seen in the continued, overwhelming positive feedback from the Fellows and the organizations where they work both during and over a year and a half after their program involvement. The following are a few of the qualitative indicators considered in the overall program evaluation:

- ❁ The 100% completion of the program by the Fellows.
- ❁ Alumni Association Formed: During the final event, the Fellows formed a formal Alumni Association for the NCLI, elected officers, developed a website and bylaws. Fellow alumni continue to be very active.
- ❁ Developed Cultural Artifacts and Symbols: Important in cementing the cohort of individual Fellows into a solid community of leaders with a group identity was the creation of symbols and artifacts for the members. Monogrammed shirts, vests, a "challenge" coin, crystal paperweight, an organizer for their program itinerary, a certificate of accomplishment, photographs, a photo journal slide presentation, a collection of inspirational quotes from the Fellows, and a favorite list of their recommended books.
- ❁ Further evidence of achievement for the NCLI outcomes at this time can be found in four areas:
 - the continuing active involvement of the NCLI Alumni Association;
 - the number of nominations received for the second cohort;
 - the outstanding performance thus far of the second cohort as seen in the Fall 2007 residency;
 - the participation of cohort 1 Fellows as guest speakers and peer group coaches in the program for cohort 2.



"NCLI was a career altering experience – not a class, not a workshop, not a training opportunity – a complete experience that allowed me to grow as a wildlife professional through interactions with incredible instructors and the other Fellows."

–EJ Williams
NCLI Fellow, Cohort 1

National Conservation Leadership Institute
FY 2006-07 Financial Statement

Revenue.....\$332,116.25
Donations.....\$216,116.25

Keith Campbell, Cohort 1.....	\$50,000.00
Keith Campbell, Cohort 2.....	\$50,000.00
National Fish and Wildlife Foundation	\$37,500.00
International Paper.....	\$12,000.00
Bass Pro.....	\$11,016.25
Boone & Crockett Club	\$10,000.00
National Shooting Sports.....	\$10,000.00
Peabody Energy.....	\$10,000.00
Weatherby Foundation	\$10,000.00
Campfire Conservation Fund.....	\$5,000.00
Dallas Safari Club	\$5,000.00
Pope & Young Club	\$2,000.00
AWARE/Baughman (personal contribution and match)	\$2,000.00
Teddy Roosevelt Conservation Partnership.....	\$1,000.00
Management Assistance Team (personal contributions)	\$600.00

Tuition\$116,000.00

In-Kind Contributions\$204,856

AFWA - MAT.....	\$140,001
USFWS Leadership Training Staff.....	\$36,905
The Conservation Fund (waived overhead)	\$14,200
NCTC Instruction Rooms.....	\$13,750

Expenses\$281,722.87

Instructors' Fees and Travel*	\$159,117.45
Project Staff.....	\$30,000.00
Field Trips	\$4,852.50
Online Learning.....	\$3,360.00
Lodging Fellows NCTC & Big Cedar.....	\$80,465.81
Course Materials	\$3,853.63
Legal/Administrative	\$73.48

* includes \$20,000 deposit for instructor contracts for cohort 2

Total Revenue\$332,116.25
Total Expended\$281,722.87
Total Unexpended.....\$50,393.38

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Along with the Fellows, some of the world's top leadership consultants and teachers as well as some of America's conservation living legends were mixed together for an intense time of illustrating, examining, and questioning beliefs and practices; unearthing and then exploring some of the Fellows' deeply-held assumptions about leadership; and experimenting in real time with the ideas they were talking about.

The right content, the right environment, the right amount of intensity, the right time frame, and the right teachers combined with the right mix of people to create a remarkable convergence that guaranteed enduring impact on the Fellows and the program's success.

Our deepest appreciation goes to all the sponsors, partners, Fellows, volunteers, and believers who made it all happen.

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FELLOWS - COHORT 1

Cohort 1 NCLI Fellows 2006-2007



Doug Austen
*Pennsylvania
Fish and Boat
Commission*



Gordon Batcheller
*NYS Division of
Fish, Wildlife &
Marine Resources*



Karina Blizzard
*Wildlife and
Heritage Service*



Lynda Boody
*Bureau of Land
Management*



Scott Boruff
*Texas Parks and
Wildlife*



Gary Boyd
International Paper



Jay Carlson
*Bureau of Land
Management*



David Cobb
*North Carolina
Wildlife Resources
Commission*



Daniel Coggin
*Mississippi Fish &
Wildlife Foundation*



Emily Cope
*South Carolina
Department of
Natural Resources*



Bob DeWitt
*Missouri
Department of
Conservation*



Lisa Evans
*Alaska Department
of Fish and Game*



Steve Ferrell
*Arizona Game and
Fish Department*



Jon Gassett
*Kentucky Dept of
Fish and Wildlife
Resources*



David Goad
*Arkansas Game and
Fish Commission*



Kathleen Graham
*Virginia Dept. of
Game and Inland
Fisheries*



Kenneth Herring
*Iowa Dept. of
Natural Resources*



Kevin Hisey
*Pope and Young
Club*



Julie Jones
*Florida Fish
and Wildlife
Conservation
Commission*



John Kennedy
*Wyoming Game and
Fish Department*

FELLOWS - COHORT 1



Mark Konishi
*Colorado Division of
Wildlife*



Meredith Lathbury
*Eastern Shore Land
Conservancy*



Leslie Montgomery
Southern Company



Eric Palmer
*Vermont Department
of Fish & Wildlife*



Steve Riley
*Nebraska Game and
Parks Commission*



Connie Rudd
*National Park
Service*



Salvador Salinas
*USDA-Natural
Resources
Conservation Service*



Jim Satterfield
*Montana Fish,
Wildlife & Parks*



Robin Schrock
*U. S. Geological
Survey*



Lori Smith
Peabody Energy



Randy Stark
*Wisconsin
Department of
Natural Resources*



William Thompson
*Penobscot Nation
DNR AQP*



James Unsworth
*Idaho Department of
Fish and Game*



Greg Wathen
*Tennessee Wildlife
Resources Agency*



Emily Jo Williams
*U. S. Fish and
Wildlife Service*





National Conservation Leadership Institute

P.O. Box 503

Shepherdstown, WV 25443

www.conservationleadership.org