



INSTITUTE
FOR CONSERVATION
LEADERSHIP

Strengthening Leadership *for the* Environment



2011 Annual Report

Introduction

Dear Friends,

Day in and day out, ICL's staff, board, and consultants are inspired by the leadership of the groups and coalitions we support. From groups working for land conservation, to coalitions seeking to clean up the air we breathe and stem the tide of climate change — we are honored to work along-side so many skilled and committed people.



As this report shows, ICL's work continues to evolve and grow based on the needs we hear. As we all work through challenging economic times, we have increased our effort to listen carefully and meet emerging challenges.



In 2011 and 2012, ICL increased distance learning options, created new written resources like our article **Volunteerism 2.0**, and stepped up the reach of our custom designed services. Our new "Distance Learning Plus" program, **Leading Coalitions and Networks**, has filled an important skill development void for leaders guiding critical collaborative efforts. We plan to continue to expand these offerings during 2012 and beyond.

ICL is fortunate to be supported by so many people and institutions who share our commitment. We value our many partners listed in this report who work with us to strengthen leaders, groups, and networks working for our communities, our health, and our environment. The skill and commitment of ICL's board, staff, and consultants parallel the dedication of those we serve and support our continued excellence in programming.

Because ICL's work evolves so quickly, we hope you will stay connected to ICL, not only in person, but also via our website, Facebook page, and emails. Your endorsements, success stories, and efforts to spread the word about ICL are essential ingredients for growing ICL's important work with so many good efforts across North America!

Scott Schang
Chair, Board of Directors

Dianne J. Russell
Executive Director

Stories of Impact

In these days of tight budgets, imagine the approval of a new 11,000 acre bi-state wildlife refuge within one hour's drive of 12 million people. This is the type of success **Openlands**, based in Chicago, Illinois, has helped make happen with many other partners. They worked for more than eight years with an array of national and local conservation organizations—including Friends of Hackmatack, Sierra Club Illinois Chapter, and The Trust for Public Land—on stating the case for creating a wildlife refuge, both in economic terms as well as for conservation sake. On August 15, 2012, Secretary of the Interior Ken Salazar authorized the establishment of Hackmatack National Wildlife Refuge at Glacial Park in McHenry County, Illinois.

Operating since 1963, Openlands is one of the nation's oldest and most successful metropolitan conservation associations. They have helped save, secure, and provide public access to more than 55,000 acres of land. However, they were not content to sit on their laurels. The staff and board wanted to take their work to the next level as they realized that they were at a major crossroads and could take advantage of a huge opportunity – their 50th anniversary. They wanted to capitalize on this opportunity, and to plan further ahead than two years at a time, as they had been doing.

They approached ICL and asked them to design a program that would help them make a major cultural shift so that they could simultaneously build leadership and create a focused strategic plan for their future. ICL worked alongside Openlands



The plan to construct two coal-fired power plants in Georgia (Plant Ben Hill and Plant Washington) was initiated by a consortium of powerful and extremely well-funded utility co-ops, collectively known as Power4Georgians. The members of the coalition **Georgians for Smart Energy**, a diverse set of local, state, and regional environmental groups and environmental justice organizations, had plenty of courage and smarts to take on a coordinated effort to

Our Mission is to strengthen the leaders, organizations,

Broad Impact:

In 2011 ICL programs supported **1,000+** leaders from **45** states and provinces representing **500+** organizations.

ICL provided **3,000+** hours of customized services through a total of **57** engagements with leaders, groups, networks and coalitions.

and helped them envision what their future might look like. Lenore Beyer-Clow, Openlands' Policy Directory noted, "ICL created a real atmosphere of trust and gently nudged us along when we deviated off course (and) made sure everyone had a voice."

Openlands is well on the way to a strong, strategic long-term plan and a clear structure. Openlands also has a commitment to deepening leadership throughout the organization, including staff participation in ICL's Leading from Within Program for the last two years.

Bob Megquier, Openlands Chief Operating Officer, noted, *"Thanks to ICL's leadership coaching, the staff now has the confidence and the skills to step up and take on front-line roles. We're energized by an environment where essentially anyone can guide and advance our work.*" At a recent retreat, one board member noted that an outside observer wouldn't have been able to tell who was staff and who were the board members, as there was such genuine dialogue and sharing. We're more connected than ever to each others' projects and goals."



oppose the plants in the name of clean energy for the state.

They had been working together to create a unified voice for Georgia's energy policy decisions for several years with the support of the Rockefeller Family Foundation and others. When they formed a coalition to oppose the power plants, they knew they needed to collaborate with others, supported by a simple and clear structure, and a resulting focused strategy.

ICL provided them with customized consulting services that included coaching, meeting design, and meeting facilitation for developing the Coalition's strategy and leadership skills.

Larry Shapiro from the Rockefeller Family Fund noted, "ICL helped the Coalition focus its work and hone the ways they coordinated the work together. They did this through more focused meetings, prioritizing the work, and thus made it more likely that the coalition succeed."

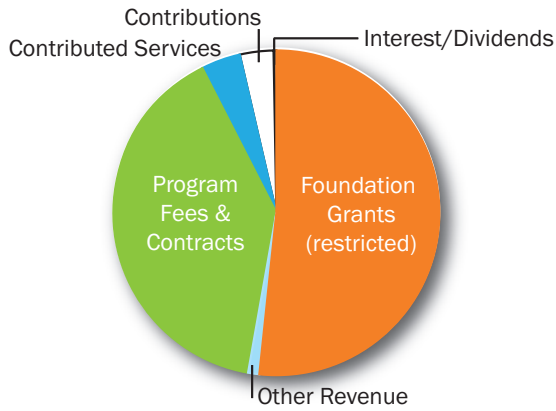
Through a legal settlement, the Coalition was able to get Power4 Georgians to agree to plans for Plant Ben Hill, and they successfully challenged the AIR permit for Plant Washington, which was issued by the Georgia Environmental Protection Division.

"Before we challenged the permit, Plant Washington was going to send 40 times more mercury into our air and water each year, endangering our most vulnerable citizens," said Colleen Kiernan, Director of the Georgia Chapter of the Sierra Club. "We knew the law was on our side, we challenged Power4Georgians, and now Georgia's air, water, and people will be protected."

Ulla Reeves, Regional Project Director for coal-related programs at Southern Alliance for Clean Energy, saw ICL's support as pivotal in the Coalition's victories. She noted, *"ICL was key in helping bring the Coalition together with their expert facilitation. They provided us with important tools for planning and tracking our efforts.*" After working with ICL, the roles within the Coalition became more clear, and thus the work we all did was much more focused with clearly designed steps."

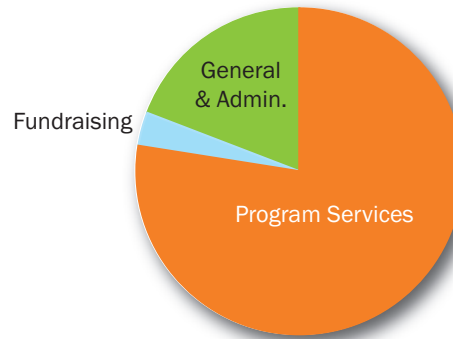
coalitions, and networks that protect and conserve the Earth.

Financials



Revenue

Contributions	\$45,341
Foundation Grants (restricted)	\$740,000
Program Fees & Contracts	\$569,359
Contributed Services	\$55,000
Interest/Dividend	\$2,821
Other Revenue:	\$13,998
Total	\$1,426,519



Expenses

Program Services	\$896,947
Fundraising	\$37,522
General & Admin.	\$220,622
Total	\$1,155,091

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