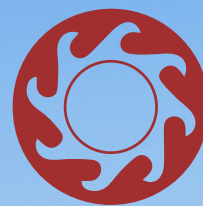


2020 ANNUAL REPORT



Institute for Conservation
LEADERSHIP

FROM OUR PRESIDENT

Dear Friends of ICL --

Looking back on 2020, I can say ICL rose to meet the challenges. The global Covid-19 pandemic shifted the world in March, and in May the murders of Breonna Taylor and George Floyd sparked the nation to give true attention to racial equity.

This year "adaptive leadership" became a real term, rather than an abstract term. ICL encouraged those we serve to embrace the changes, experiment, and lead in new ways. We supported so many in finding creative collaborative approaches and engaging online strategies.

Along with many other organizations, ICL's in-office work ended almost overnight, which was a catalyst for using our experience and learning to support others. We created new webinars and blog posts, scouted for tools, and enjoyed intense cross-learning among our staff and consultants.

2020 presented difficult psychological and physical challenges for each person and for our collective efforts. I am extremely proud of the ICL staff and board and the adaptive leadership they exhibited every day. Our donors and supporters made it possible for us to pivot and innovate. We are grateful for all we have learned. And, we take our learning forward to continue to adapt and change to meet the needs of leadership and collaboration for healthy communities and a healthy Earth.

Sincerely yours,

DIANNE J. RUSSELL, PRESIDENT

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OUR MISSION

To support healthy communities and a healthy Earth, the Institute for Conservation Leadership strengthens leaders, organizations, coalitions, and networks.

OUR VISION

We envision a diverse set of leaders equipped to solve the most pressing issues that affect the well-being of our communities and the Earth. These leaders effectively engage others, work across sectors and boundaries, and choose and implement strategies that create positive change.



STRATEGIC ACHIEVEMENTS

In 2020, ICL pivoted our work to support environmental and conservation leaders in new ways. ICL has changed to fully support the critical work of uplifting health, equity, and the environment. We've innovated with hundreds of leaders to boost virtual engagement, learning, connection and community.

HIGHLIGHTS



Supported formation and growth of
12 NETWORKS



Provided
50 HOURS of
Public Leadership &
Learning Programs to over
500 LEADERS



Reached over
1,100 LEADERS from
700 ORGANIZATIONS
across **41 STATES**
and **3 COUNTRIES**



FACILITATING COLLABORATION FOR ENVIRONMENTAL POLICY CHANGE

Successful collaborative efforts require communication and flexibility. In 2020, the Ohio Environmental Council (OEC) set out to create a comprehensive document that would articulate policy and the direction the city of Cleveland should take in terms of environmental justice. To accomplish these goals, they turned to ICL to facilitate a group of city organizations, tenants, and policy makers to ensure their voices were heard. ICL's support of this opportunity brought forth a better understanding of how environmental justice groups, community members, and communities of color within Cleveland interact with environmental policy and changes they would like to see within the city.

"In a project where we needed folks to come together, having that type of facilitation experience and the space to have an honest dialogue helped to make the work seamless. It helped people adapt and think about how to be intersectional. We flexed and adapted at strategic points based on where the project needed to go and gained a lot of variety and honest feedback through the process."

– Karlton Laster, Ohio Environmental Council



SUPPORTING ADAPTIVE LEADERSHIP FOR WATER QUALITY

Becoming a strong leader is a process supported by hands-on experience and opportunities for learning and reflection. Leaders of the Delaware River Watershed Initiative (DRWI) stepped up and turned the many challenges of 2020 into opportunities during this eighth year of working collaboratively to protect one shared source of clean water. In a rapidly changing environment, ICL supported leaders as they found new ways to connect with each other and engage community members using new online tools.

ICL's facilitation and support of the Initiative Stewards team led to Recommendations which included ways to best sustain or even accelerate improvements to water quality of the Delaware River over the next 15-20 years. This evolving leadership helped the entire Initiative to continue to move toward important issues identified, including climate change impacts, recreation, and racial equity.

"The necessity for collaboration in the DRWI has resulted in the development of leaders who are more able to adapt. As an Initiative Steward, I helped develop the recommendations for the rest of the DRWI, while within the Water Justice Advisory Group, I played a supporting role. Collaboration places you in different roles which helps you to become an adaptive leader. I honestly can't imagine the Initiative functioning without the facilitation of ICL." – Ellen Kohler, University of Maryland, DRWI Initiative Steward

"ICL was one of the first voices in the room a few years ago who said we need to get comfortable with change. Now, with our water justice and racial equity work, Ellen Kohler and I almost implicitly at the start of the project said, 'We need ICL.' In true ICL form, their approach was always rooted in good, equitable process, and they helped us adapt while keeping our eye on the ultimate objective." – Lin Perez, The Academy of Natural Sciences of Drexel University, DRWI Leadership Council



BUILDING COMMUNITY FOR CLEAN ENERGY IMPACTS

Championing change takes ingenuity and dedication. In 2020, ICL had the opportunity to work with Clean Fuels Ohio (CFO) and their Drive Electric Ohio program. We helped boost their stakeholder engagement, facilitate environmental and racial justice training, and provide personal leadership training. Despite the challenges of 2020, CFO made strides in their work to improve air quality and health, reduce environmental pollution, and strengthen Ohio's economy.

"Being adaptive has been absolutely necessary in all three areas of my work with ICL: Organizing a mobilized and diverse stakeholder committee, leaning into the environmental and racial justice components of our work through a series of trainings, and growing personally through individual leadership coaching.

One of the critical components of growing electrical vehicle opportunities within the state is having a mobilized stakeholder community. But we struggled to get this off the ground. ICL taught us how to run large meetings that were still participatory and to figure out ways to make the committee valuable for the participants. This work has been an iterative process of experimentation, reflection, and adaptation which helps us to improve each round of the work. Being an adaptive leader has been one of the core values and guiding principles of this process.

And being adaptive shows up in the organizational training and personal coaching. The 3-course justice and equity training provided by ICL helps us to examine how our organization is complicit in injustices and how to break these down. We are still in the early stages of this process, but we believe growing and improving as an organization to be an essential part of this work. Through my individual leadership coaching, I have learned to roll with the punches, listen to and trust myself, and show up more powerfully."

– Brenden Kelley, Drive Electric Ohio Program Director, Clean Fuels Ohio



Your BEST Facilitation Experience:

Why was it your best experience?
(Share phrase or sentence.)

PROVIDING LEARNING OPPORTUNITIES

Moving forward in the face of sudden change can be a daunting challenge, but it brought about an opportunity for ICL to think creatively and explore new avenues and facets of the work we do. In March, just as leaders were forced to switch gears as Covid-19's presence rapidly spread in the US, ICL proactively and quickly responded to emerging needs. We released a suite of supportive resources. To support leaders and strengthen their approaches and skills, ICL developed hands-on, online learning opportunities about virtual meetings and remote work, including over 10 high-level webinars, individual coaching packages, tip sheets and tools, and self-care sessions. When asked what was most valuable about our webinar series, participants said:

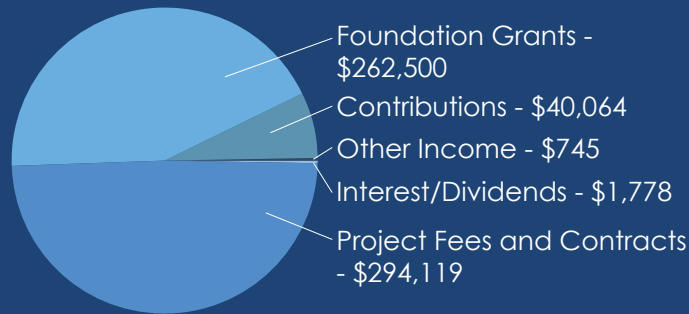
"Loved the breakout sessions where we discussed tips and tricks to working virtually with our teams."

"It was nice to be able to hear from others facing the same challenges"

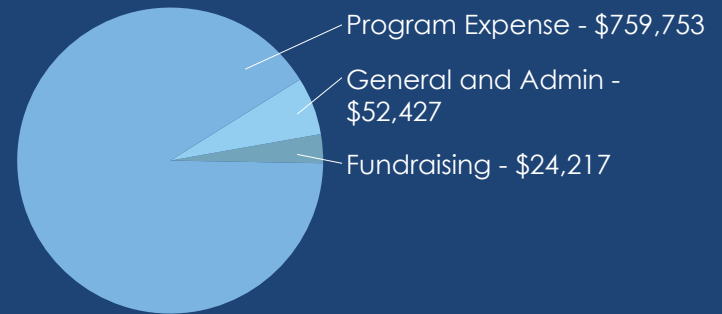
"Learning about the Zoom breakout rooms function. It was so valuable to compare notes with other practitioners."

FINANCIAL SNAPSHOT

Revenue: \$599,206



Expenses: \$836,397



Note: ICL's revenue includes several multi-year grants, and so revenue and expenses are not aligned in our fiscal year 2020. Significant grant monies were received in 2019 and are expected in 2021.

FOUNDATION SUPPORT

William Penn Foundation

George Gund Foundation

Cleveland Foundation

Perelandra Fund at the Community Foundation for Greater Buffalo

The Henry Foundation

Cobb Family Charitable Fund

SUPPORTERS

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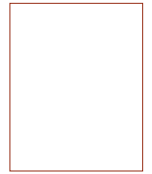
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