



National Leadership Council (NLC)

October 2019



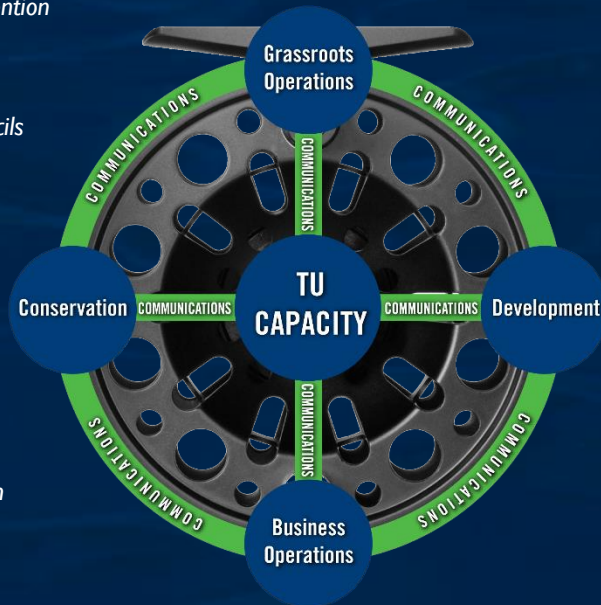
“Increase TU Capacity” to achieve the TU mission

Grassroots Operations

- Analyze membership acquisition, engagement and retention
- Enhance leadership skills for increased effectiveness
- Increase clarity of leadership roles and expectations
- Enhance staff support across more chapters and councils
- Stronger leader succession planning
- Enhance collaborative internal culture
- Review NLC & TU organization and structure

Conservation

- Improve clarity of Protect, Reconnect, Restore, Sustain definitions to improve progress reporting
- Increase the quantity of work through direct correlation to chapter and council development success
- Increase volunteer expertise to remove limitations on quantity and scope (e.g., TU Science Team trainings)



Business Operations

- Improve volunteer leader financial literacy through trainings
- Increase effectiveness of chapter/council expense management
- Increase use efficiency of resources (e.g., \$\$\$)

Development

- Increase development and training in best practices
- Diversify revenue streams (e.g., donors, events, corporate sponsors, online, legacy gifts, etc.)

Communications

- Enhance internal and external communication
- Improve consistency of messaging to donors, TU leaders, TU membership, general public & NGOs
- Increase advocacy and name recognition
- Improve identification and capture of target demographic(s)

NLC – 2019 Goals (Focus to Increase Capacity & Effectiveness)

- ✦ Identify and Implement Processes to Increase TU Capacity
 - Business Operations
 - Conservation
 - Development/Fundraising
 - Grassroots Operations
- ✦ Enhance Communications Throughout Trout Unlimited
- ✦ Complete Assessment of Organization Efficiency
- ✦ Increase Membership Engagement & Growth
- ✦ Recruit, Mentor and Build Leadership Talent
- ✦ Increase Involvement in Advocacy and Public Policy Issues
- ✦ Strengthen Collaborations of BOT, Chapters, Councils, Members and Staff
- ✦ Prepare for Strategic Plan Review



NLC Officer, Representatives & State Chairs – Conference Calls

- ✦ January - March, 2019: NLC officer calls with each NLC Workgroup Chair (12)
- ✦ April - September, 2019: NLC officer calls with each of 34 NLC Representatives and State Council Chairs
- ✦ Several key questions:
 - What are three BIG issues for your chapters & also for the council?
 - Who is primarily responsible for “acquiring new members”?
 - Who is primarily responsible for “engagement and retaining members”?
 - What succession plans and training exist for leaders?
 - Suggestions for enriching and improving the effectiveness of the NLC?
 - Suggestions for enriching and improving the effectiveness of TU?
 - Suggestions for NLC officers in leading the NLC?



Feedback from Conference Calls - NLC Representatives & State Chairs

📌 BIG challenges for Councils

- Educating membership on the relevancy, role and functions of the Council
- Recruiting members into leadership roles
- Educating members on the roles and responsibilities of being a Council leader
- Leadership training
- Leaders balancing personal lives with their leadership roles
- Engaging and managing chapters throughout a large geographic territory
- Quality and timely communications to chapters and members
- Enhance planning and succession planning to more formal processes
- Fundraising to increase programs



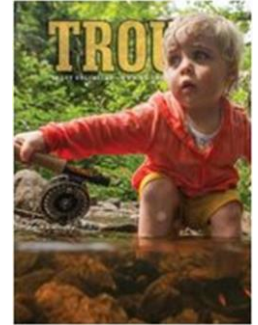
Feedback from Conference Calls - NLC Representatives & State Chairs

- ✦ BIG challenges for Chapters
 - Attracting, engaging and retaining an active and diverse membership
 - Recruiting members into leadership roles
 - Leadership training
 - Leaders balancing personal lives with volunteer roles
 - Avoiding leaders burnout
 - Fundraising to increase programs
 - Improve communication to members (i.e. with no email address)
 - Enhance planning and succession planning to more formal processes



Feedback from Conference Calls - NLC Representatives & State Chairs

- Who is *primarily* responsible for “*acquiring new members*”?
 - Unanimous (almost) that Chapters are/must be the leaders
 - Members have more opportunities and must make more invitations
 - Conservation is key – and has not been lost on young people.
 - TU is a conservation organization – with members who like to fish!

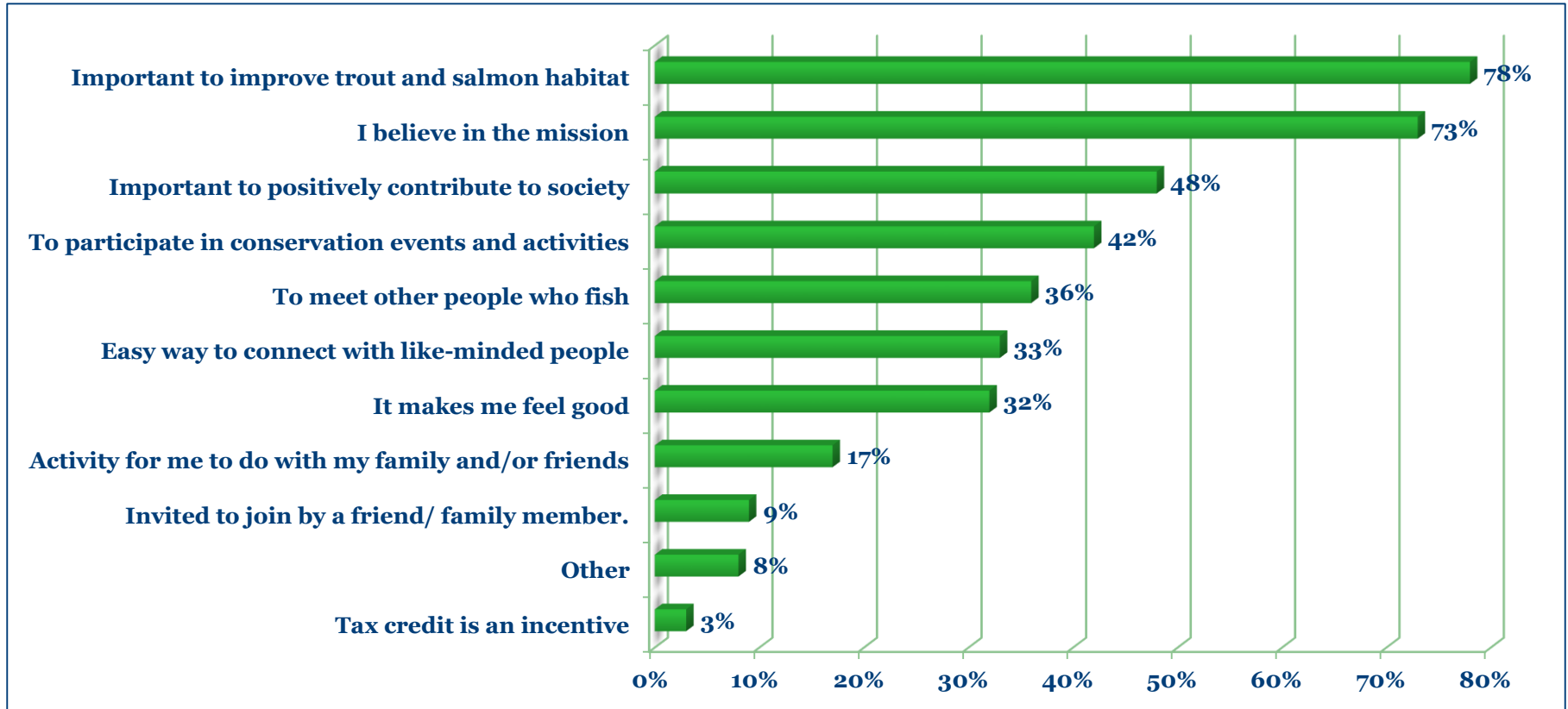


Feedback from Conference Calls - NLC Representatives & State Chairs

- ✦ Who is *primarily* responsible for “*engaging and retaining members*”
 - Unanimous (almost) that Chapters are/must be the leaders
 - The younger generation want to experience something new
 - Dull meetings and not being welcomed will not bring and create an engaged member – personal engagement is required
 - National communications are very much needed and support the need for local and state involvement



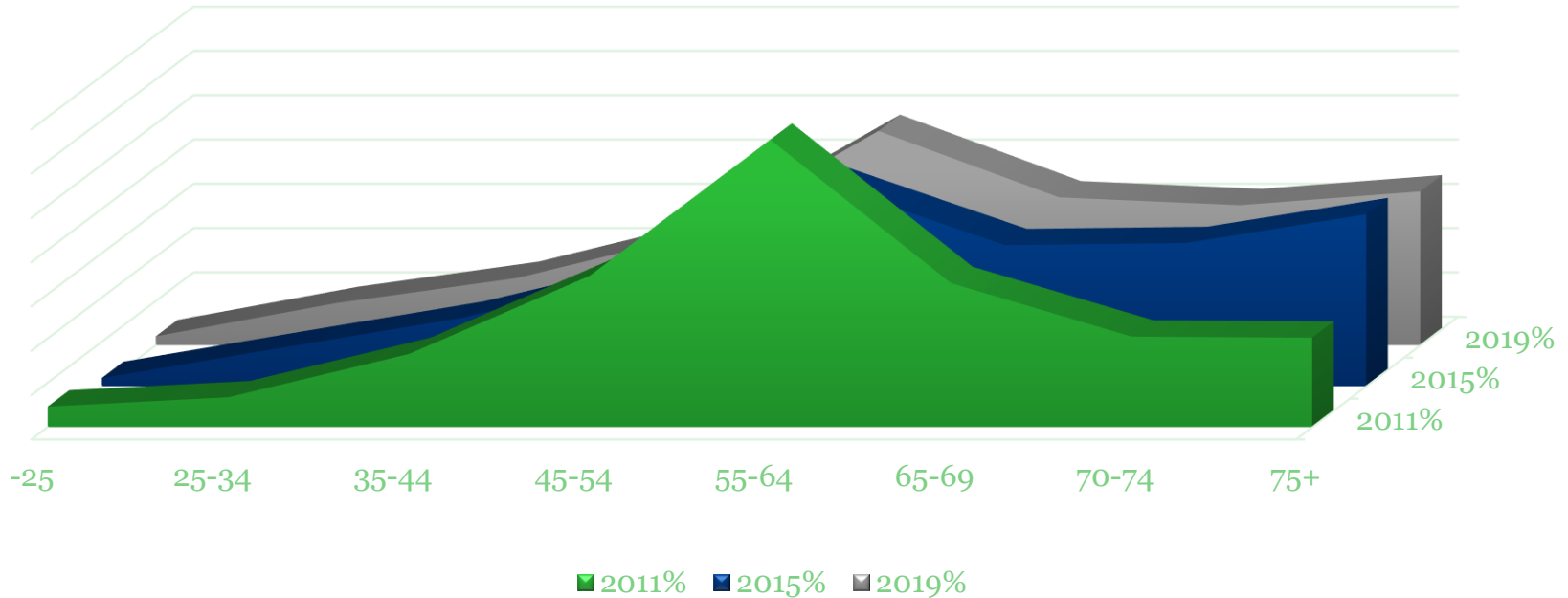
Why Did You Join TU? (2016 Survey *)



* Survey 4,121 members; 363 chapters represented

Membership % by Age:

Average Age: In 2011: 59 years old | In 2019: 63 years old



Feedback from NLC State-by-State Conference Calls

- ✦ Do succession plans exist in Council and Chapters?
 - Various levels of planning exist
 - Years of service fading as an entitlement to being named a leader
 - Younger members avoid administrative leadership roles
 - Larger organizations have more formal plans
 - Smaller organizations have less planning...keeping activities and projects underway takes priority

- ✦ Support needed by NLC Rep's and State Chairs
 - Materials and presentations that can be shared without much additional preparation
 - Assistance in providing basic leadership training for chapter and council leaders



Volunteer Leadership Tenure



NLC Feedback – Improving the Effectiveness of the NLC



- ✦ Suggestions to improve the effectiveness of the NLC
 - Continue to communicate:
 - What is the NLC and how it relates to TU organization
 - What the NLC does for TU, councils and chapters
 - Increase awareness throughout TU; in the past never hear about (or from) the NLC
 - Review organization structure – relevance of some workgroups
 - Recruit State Council Chairs to participate in workgroups
 - Integrate workgroups into state councils activities
 - Provide and strengthen leadership training
 - Provide process to share Chapter and Council Best Practices
 - Create membership promotional programs with TU staff
 - Consider web conferencing for meetings of NLC and Workgroup meetings

NLC Feedback – Enriching the TU Organization

- ✍ Suggestions for enriching the TU organization
 - Increase understaffed Volunteer Operations organization
 - Adapt communication and media to younger members
 - Evaluate effectiveness on the frequency and the type of member mailings
 - Include critical issues and educational topics in appropriate mailings for renewals and fundraising requests
 - Promote focus on habitat and climate change that impacts all anglers
 - Encourage and support NLC Representatives, State Council Chairs and Board of Trustees to attend state, regional and annual meetings

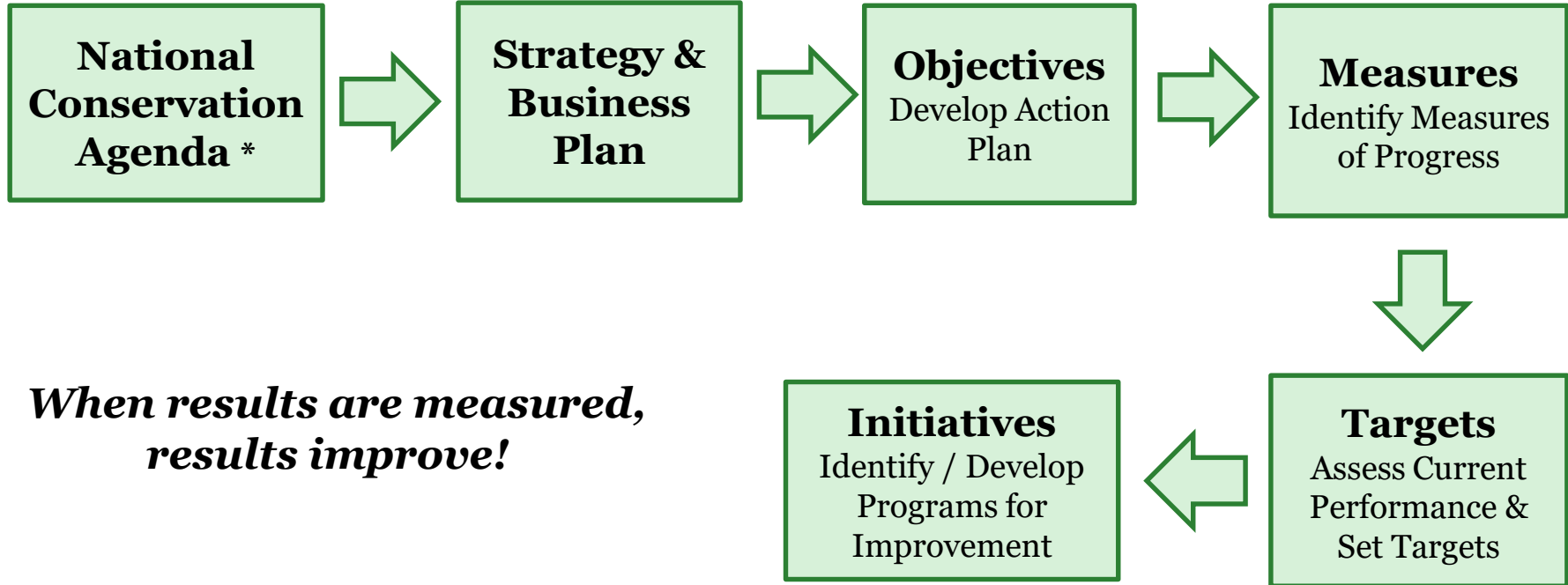


NLC Feedback – Leading the NLC

- ✦ Suggestions for NLC officers in leading the NLC
 - Continue outreach with councils and workgroups
 - Set and communicate expectations
 - Increase frequency of orientation sessions for new NLC leaders and State Council Chairs
 - Consider use of online video conferencing for meetings of NLC and Workgroup meetings
 - Attend as many state, regional and national meetings as possible
 - Communicate the achievements of the NLC and NLC leaders – celebrate our successes



Priorities Come From The Vision and Strategic Plan



***When results are measured,
results improve!***

** Chapters, Councils, NLC, TU staff*

NLC – 2020 Business Plan

- ✦ Enhance Communications Throughout TU
- ✦ Identify and Implement Processes to Increase TU Capacity
 - Business Operations
 - Conservation
 - Development/Fundraising
 - Grassroots Operations
- ✦ Continue Assessment of Organization Efficiency
- ✦ Increase Membership Engagement & Growth
- ✦ Recruit, Mentor and Build Leadership Talent
- ✦ Increase Involvement in Advocacy and Public Policy Issues
- ✦ Strengthen Collaborations of BOT, Chapters, Council, Members and Staff
- ✦ Develop Goals, Objectives and Measurements with Accountability of Results
- ✦ Create and Communicate a Strategic Vision
- ✦ Champion Strategic Plan Review



Focus on Achieving Our Future

Mission

To conserve, protect and restore North America's coldwater fisheries and their watersheds.

Vision

By the next generation, Trout Unlimited will ensure that robust populations of native and wild coldwater fish once again thrive within their North American range, so that our children can enjoy healthy fisheries in their home waters.

