THE PIONEERS OF CONSERVATION...
OUR LEGACY FOR GENERATIONS

STEWARDSHIP. LEADERSHIP. EDUCATION.

STRATEGIC PLAN 2020 - 2025

BOONE AND CROCKETT CLUB
Fair Chase and Conservation
Since 1887
“Conservation is a great moral issue, for it involves the patriotic duty of insuring the safety and continuance of the nation. Let me add that the health and vitality of our people are at least as well worth conserving as their forests, waters, lands, and minerals, and in this great work the national government must bear a most important part.”

- Theodore Roosevelt
EXECUTIVE SUMMARY

The early leaders of the Boone and Crockett Club saw a crisis in humanity's impact on wildlife and their habitat. They developed a strategy that not only reversed the problems of their times, but formed the foundation and framework for conservation in America. These achievements gave America's oldest conservation organization its credibility as an effective and influential organization. Over 130 years later, challenges still exist, and while some are different, they continue to revolve around an expanding human population and managing land and wildlife.

If the Club is to continue as an effective and influential organization, we must continue to not only evaluate, adjust, and fine tune our program of work, but adapt it to the political, economic, social, technological, and environmental changes facing North America.

The Club proposes to address these challenges by developing a strategy that enjoys broad support from the Club's members, sponsors, donors, other conservation organizations, government agencies, and other stakeholders throughout North America.

This Strategic Plan will help the Club chart its future course, not only for the next 5 years, but lay the groundwork for the Club for the rest of this century, taking into consideration these changes, as well as the momentum the Club has gained since it was formed in 1887.

This Strategic Plan proposes that the Club simplify its mission and visions and set four major strategic goals, which are:

- Improve the system of conservation throughout North America;
- Create a climate where conservation and hunting can thrive;
- Maintain and strengthen the Club’s world-class records system; and
- Increase organizational effectiveness and efficiency.

Each of the strategic goals has a series of objectives, strategies, and performance measures to help guide the Club. Each of the Club’s committees and staff will implement this Plan that will clarify these objectives, set specific tasks and deadlines, and chart progress in reaching goals and milestones.

Hunting and conservation are at a “crossroads” in North America. The challenges to them are great, but the historic achievements and the financial, political, communication, and scientific assets of the Club’s members place the Club in a unique position, unlike ANY other conservation organization, to successfully address them.

The Boone and Crockett Club is constantly reminding hunter-conservationists how far we have come while challenging ourselves to not only protect our investment in hunting and conservation, but advance it for future generations.
The Boone and Crockett Club was founded in 1887 by Theodore Roosevelt. The name was intended to honor Daniel Boone and Davy Crockett, who were famous hunters of their time, known for their hunting skills, exploration, and later a concern for the wilderness they opened for western expansion. Key members of the Club have included Theodore Roosevelt, George Bird Grinnell, Madison Grant, Charles Sheldon, Gifford Pinchot, Frederick Burnham, Charles Deering, John Lacey, Ding Darling, and Aldo Leopold.

The Club, through Roosevelt and these early leaders of the American conservation movement, saw a crisis in humanity’s impact on wildlife and their habitat and called people to action to change America’s direction. They initially focused on protecting wild places and impeding the killing of game and fish for markets. The result of the Club’s efforts to establish a foundation and framework for conservation in America includes what has lately become known as the North American Model for Wildlife Conservation.

The Club’s efforts were aimed at the development and passage of the Timberland Reserve Act, which reserved approximately 36 million acres for national forests. The Club worked to develop the Yellowstone Park Protection Act, which expanded the size of the Park, established laws for its protection, and became the model piece of legislation for all future national parks. The Club played a major role in establishing many other areas for use by the public, including Glacier National Park, Denali National Park, Pelican Island National Wildlife Refuge, National Key Deer Refuge, Holt Collier National Wildlife Refuge, and the Theodore Roosevelt National Wildlife Refuge, to name a few.

The Club played a major role in impeding the massive killing of wild animals for meat, hide, and plume markets, which resulted in the Club developing and working for passage of the Lacey Act and other modern day game laws. Other significant pieces of legislation the Club was involved in included the Reclamation Act, the National Wildlife Refuge System Act, the Migratory Bird Conservation Act, the Federal Aid in Wildlife Restoration Act, the Healthy Forests Restoration Act, and what is commonly called the “Farm Bill.”

The Club and its members were also active in establishing other conservation organizations such as the New York Zoological Society, the Camp Fire Club of America, the National Audubon Society, the American Wildlife Institute, the Save the Redwoods League, Ducks Unlimited, the North American Wildlife Foundation, the National Wildlife Federation, and more recently, the highly effective American Wildlife Conservation Partners.

In 1906, the Club established the National Collection of Heads and Horns as a repository for the vanishing big game of the World and to enlist public support for their protection and in 1932, published the first Records of North American Big Game. It has consistently published records books and has held big game trophy awards programs since the 1940s. The highly popular Boone and Crockett scoring system was adopted in 1950 and is still the most popular scoring system in the world and one of the few based on science and fair-chase principles.

The Club has long advocated for the need for science to be the backbone of professional wildlife research and management, including the establishment of Cooperative Wildlife Research Units at the nation’s land grant universities.
Historically, the Club has been involved in education through the publication of its many books, starting with American Big Game Hunting (1893). Others include Hunting and Conservation (1925), American Game Mammals and Birds (1930), Crusade for Wildlife (1961), An American Crusade for Wildlife (1975), The Black Bear in Modern North America (1979) and many others.

Beginning in the 1990s, the Club began focusing on private lands and conceptualized and worked for passage of several programs to protect, restore, and enhance wildlife habitat on those lands. These include the Wildlife Habitat Incentives Program (1996), the Grassland Reserve Program (2002), the Healthy Forests Reserve Program (2003), the Emergency Forests Restoration Program (2007), the Endangered Species Recovery Program (2007), and the Agricultural Conservation Easement Program (2014).

The Club has established a legacy of historic achievements in shaping the conservation policies of the United States and its role in big game records keeping throughout North America. The legacy of the Club was built upon the following cornerstones of the conservation movement: creation and establishment of the National Forest System, National Park System, National Wildlife Refuge System, and the federal agencies to oversee those systems; the establishment of modern day game laws; and promoting ethical hunting of wildlife. In the past 25 years, the Club has worked to create a system for the conservation for private lands.

In this same time the Club has operated as an internal and external organization to advance its mission. It has continued its role as a facilitator for change and has added the role as a deliverer of programs.

With the political, economic, social, technological and environmental changes, this impressive system of hunting and conservation will not sustain itself without solving the many challenges it faces.

“Conservation is the application of common sense to the common problems for the common good.”

- Gifford Pinchot
THE CHALLENGES OF CONSERVATION, AS WELL AS OF THE CLUB, ARE MANY. KEY CHALLENGES ARE AS FOLLOWS:

**Challenge #1: Human Population.**
There will be more people, perhaps as many as 40 million in Canada, 438 million in the United States, and 153 million in Mexico, in North America by 2050. The world population is expected to grow to 9 billion by this same year. This growing population will place great, additional pressures on the natural resources of the continent. These people will be more urbanized and older. There will be more ethnic and cultural diversity in North America, including people from places with no experience with the major features of American conservation. We must adapt the framework for conservation to meet these changing demographics.

**Challenge #2: Policies Based on Sound Science.**
Policy makers need to have a high level of confidence in the science presented to them to make appropriate decisions. Bad decisions can be costly and unpopular with some sectors. Good decisions that can be defended result in good economic conditions and healthy lands, waters, and wildlife.

**Challenge #3: Reposition Hunting.**
Fair-chase hunters were the primary leaders that put the American conservation movement in motion, a fact that remains largely unknown by its citizens. Thankfully, 73 percent of the citizens approve of hunting while 10 percent believe hunting should be illegal. We cannot afford for this number to decrease. As the minority, we should aim to restore public support for the hunting tradition and its ethics about humanity’s relationship to wild places and wild things, including the use of wild game as sustainable, healthy sources of food.

**Challenge #4: Invasive Species.**
Fight the spread of invasive species and diseases. Invasive species and wildlife diseases greatly simplify ecosystems and place wild species and humans at risk.

**Challenge #5: Climate Change.**
One of the most significant challenges today is the changing climate. To reduce these risks, people around the world must make science-informed decisions to reduce this threat. Some of our best solutions will include putting our land to work. Increased investment in restoring and managing our forests and grasslands to optimize carbon uptake, managing forest fire emissions, and utilizing forest products for construction, packaging, and renewable energy gives us the best opportunity to prevent such a global catastrophe. These solutions are currently available and could contribute more than a one-third reduction in carbon emissions in the next 15 years. As we reduce this threat, we must also ensure we have dynamic, thriving economies, healthy communities, and healthy lands, waters, and wildlife.

**Challenge #6: Land Management.**
Advocate for meaningful roles of public lands in the economic and social well being of individuals and communities through shared, sustainable, and ethical uses of wildlife and its habitat. Public lands in the United States are, by law, to be managed to sustain multiple uses of natural resources without impairment of the productivity of the land, including the diversity of plant and animal communities needed to meet overall multiple-use objectives. This legal mandate has lately been trumped by other federal statutes that place higher value on preserving and protecting resources from use, which often occurs to the detriment of game animals, both birds and mammals.

**Challenge #7: Outdoor Education.**
Advocate for education and experiences that connect people with the rest of the natural world. Reversing the loss of connections between people and the natural world that sustains them is partially related to the public attitude drift from conservation that includes sustainable use of resources from working landscapes to environmental protection that excludes such uses. It is also related to the demand for time of both children and parents.
Challenge #8: Private Lands Conservation.
The Club led some of the earliest efforts to bring species back from the brink of extinction. The task of restoring wildlife to depleted landscapes (i.e., landscape conservation) in partnership with private landowners, agencies, and industry is needed. These landowners need a diverse amount and type of incentives for wildlife and their habitat. Support efforts to feed people with minimal impacts on wildlife habitat, wildlife, and water. In the next two generations the world will need to feed, clothe, and house 2 to 3 billion more people. The hunter-conservation community should work with agriculture to increase production and decrease the acreage required for production.

Challenge #9: Conservation Funding.
While many Americans, including many members of the Club, are concerned about our nation’s fiscal health, we face unsustainable future fiscal deficits, which must be addressed. Hunting and conservation programs should not be exempt from scrutiny. However, budgets should not be balanced disproportionately on the backs of hunting and conservation, which represents less than 1 percent of the United States’ federal budget. Further savings in spending should be achieved while understanding the economic benefits of hunting and conservation.

Challenge #10: Conservation and Economics/Jobs.
Hunting and conservation all have measurable economic benefits, which are not well known by the hunter-conservation community or by the public and policy makers. According to Southwick Associates, outdoor recreation has a total contribution of $821 billion per year, generating 6,435,000 jobs and $99 billion in federal and state tax. Overall, when outdoor recreation, conservation, and historic preservation are combined, they support 8.4 million jobs, generate $100 billion in federal, state, and local tax revenues, and have a total economic activity (equivalent to GDP) of $1.06 trillion. It will be much easier for the Club to fulfill its mission when the economic importance of hunting and conservation is understood in Canada, the United States, and Mexico.

LESSONS LEARNED FROM THE LAST STRATEGIC PLAN
The past Strategic Plan was a watershed document for the Club. It helped guide the organization’s activities. We learned some important lessons in our experience with it. Some of the most important lessons include:

- Engaging members, other volunteers, and staff is critical to success. A shared and clear understanding of the Plan’s goals, objectives, strategies, performance measures, and teams, as well as their rationale and priority, is essential to the Club achieving its mission.

- Measuring and evaluating performance is essential. This Plan has performance measures that must be used to monitor progress.

- Success is almost greater when accountability is identified. Therefore, this Plan identifies the Implementation Teams for achieving each objective.

- The previous Plan exceeded the capacity of the Club. This Plan is based on the capacity of the members, other volunteers, and staff, and was developed with much more committee involvement to ensure the capacity to deliver was met.

- The Club exceeded some objectives of the last Plan but did not achieve others. This Plan calls for more realignment of staff and financial resources, as necessary, to achieve a balanced level of success across all strategic areas.

“The first step to expanding your reality is to discard the tendency to exclude things from possibility.”
- e.e. cummings
ENDURING COMMITMENTS

IT IS THE MISSION OF THE BOONE AND CROCKETT CLUB TO PROMOTE THE CONSERVATION AND MANAGEMENT OF WILDLIFE, ESPECIALLY BIG GAME, AND ITS HABITAT, TO PRESERVE AND ENCOURAGE HUNTING, AND TO MAINTAIN THE HIGHEST ETHICAL STANDARDS OF FAIR CHASE AND SPORTSMANSHIP IN NORTH AMERICA.

“Every oak tree started out as a couple of nuts who stood their ground.”
- Henry David Thoreau

The overall strategy of the Club is to maintain and enhance the Club’s traditional leadership position in the hunting and conservation communities in furtherance of its mission and vision. The Club will work to ensure that leaders from these communities are connected to the Club, will facilitate and encourage their participation in the Club’s policy deliberation and formulation practices, and pursue the dissemination of Club positions through partner communication channels. The strategic goals, objectives, and recommended strategies herein will be informed by this strategy.
VISIONS FOR THE CLUB

- We envision a future in which the Boone and Crockett Club continues to be an internationally recognized leader in conservation, especially in research, education, and the demonstration of sustainable conservation practices.
- A future in which the Club continues its legacy as a key leader in national conservation policy.
- A future in which the Club continues to be North America’s leader in big game records keeping as a conservation tool.
- A future in which the Club’s members continue to be respected and commended for their individual and collective contributions to conservation.
- A future in which the Club’s leadership and management continue as examples of excellence, and programs remain balanced with financial capability.
- A future in which the Club’s activities continue to be highly focused and effective, and as a result, natural resources sharing, wildlife populations, habitats, and recreational hunting opportunities continue to improve through and beyond the 21st century.

VISIONS FOR WILDLIFE AND CONSERVATION

- We envision a future in which wildlife and its habitat, in all their natural diversity, are managed and conserved throughout North America.
- A future in which hunting continues to be enjoyed under rules of fair chase, sportsmanship, and ethical respect for the land.
- A future in which all users of natural resources respect the rights of others in the spirit of sharing.
- A future in which the value and conservation of private land habitat is respected and supported.
- A future in which North Americans are committed to the principle that their use of resources must be sustainable both for themselves and future generations.
- A future in which hunting opportunities exist for all desiring to participate.

PRIMARY FOCUS AREAS

- Conservation Policy
- Big Game Records Keeping, Fair Chase, and Hunter Ethics
- Conservation Research, Education, and Demonstration
OBJECTIVE 1.1
Advance the understanding and acceptance of the North American Model of Wildlife Conservation.

Recommended Strategies:

- Explore branding and packaging the Model for broad public acceptance and understanding. Build and strengthen partnerships and coalitions in support of the Model, especially with non-traditional audiences.
- Increase the awareness, understanding, and support of the Model among non-traditional audiences.
- Explore new ways of funding for the Model.
- Facilitate the development of policies and programs to protect the authority of states to conserve and manage wildlife.
- Advocate for updated laws to better enforce civil penalties and add premium penalties based on the score of the big game animal.
- Expand the Club’s efforts in state policy, such as creating a strong partnership with the National Association of Sportsmen’s Caucuses.

Performance Measures:

- Increased communications about the Model.
- Number of new partners/coalitions supporting the Model.
- New mechanisms for funding the Model are developed.
- Gain a full understanding of the issues, needs, and opportunities in Canada and Mexico and build alliances with the appropriate agencies and conservation organizations within those countries.
- A new, state policy effort is either started or the Club partners with an existing state policy effort.
- The Poach and Pay Program is advanced.

Implementation Team:

- Conservation Policy Committee and Communications Committee

OBJECTIVE 1.2
Modernize environmental policies.

Recommended Strategies:

- Explore the exchange of federal land with high economic values/low conservation values with that of low economic value/high conservation value as a funding mechanism.
- Monitor conservation spending in the federal budget. Explore the creation of new, dedicated conservation funding for management needs on federal land from already collected funds from oil and gas from offshore leases.
- Work towards improving the Endangered Species Act so it is more effective in recovering species.
- Explore the concept of another White House Conference on Hunting and Outdoor Recreation.
- Work to achieve a change in the culture of government agencies so that collaborative conservation can thrive.

Performance Measures:

- Number of legislative or administrative officials educated on the Club’s policy needs.
- The Open Book on Equal Access to Justice Act implemented.
An incentive-based program to recover threatened and endangered species is enacted into law.
Conservation spending in the federal government is monitored.
A culture where a federal or state government employee is rewarded for engaging in collaborative conservation or where the private sector and government regulators have more relationships based on trust.
The Club works to bring environmental, conservation, and hunting organizations together to facilitate solutions to challenges in environmental policies.
The Club leads—and is viewed as a thought leader—on policy issues, from policy conceptualization to implementation.

**Implementation Team:**
- Conservation Policy Committee and Conservation Committee

**Recommended Strategies:**
- Facilitate the use of state fish and wildlife agency population goals in federal land management planning.
- Increase forest and rangeland management to benefit a diversity of wildlife species and improve recreational opportunities.
- Facilitate the development of systematic approaches to stop the expansion of invasive species.

**Performance Measures:**
- State fish and wildlife agency population goals are utilized.
- The number of new initiatives.
- Acres of public forests and rangeland treated.
- The expansion of invasive species has subsided.

**Implementation Team:**
- Conservation Policy Committee and Conservation Committee

**Recommended Strategies:**
- Maintain viable reserve and cost-share programs within the Farm Bill, especially for native forests and grasslands.
- Maintain a viable Partners for Fish and Wildlife Program.
- Develop a coalition of big game interests in partnership with the Western Governor’s Association to work on private lands conservation, including migration corridors.
- Operate the Theodore Roosevelt Memorial Ranch with a holistic approach, demonstrating the feasibility of shared, sustainable, and ethical management and use of the land, while providing world class research, and educational opportunities and programs.
- Maintain existing conservation incentives in the tax code and explore the development of others, including at the state level.

**Performance Measures:**
- Acres enrolled in private lands conservation programs.
- The funding for the Partners for Fish and Wildlife Program is maintained or increased.
The conservation easement program is continued.

A coalition of big game interests is developed.

Productive, working farms and ranches are maintained.

How the ranch is managed, number of publications from the research efforts, number of students and ranchers educated.

**Implementation Team:**
- Conservation Policy Committee, Conservation Committee, and Communications Committee

**Recommended Strategies:**
- Encourage state and federal governments to acquire lands or easements to open wildlife corridors, conserve priority-species habitat, or provide access for hunting and wildlife management purposes.
- Increase the amount of funding from the Land and Water Conservation Fund dedicated to acquiring access.
- Promote federal legislation that enhances states’ role, their right and jurisdiction to manage wildlife, which includes the timing, manner, and take of wildlife.
- Review and evaluate criteria used by agencies governing road closures and recreational use permits on public lands.

**Performance Measures:**
- Increase in acreage available for hunting.
- Number of states passing legislation to reduce/eliminate liability for hunting access increases.
- Amount of funding from the Land and Water Conservation Fund dedicated to acquiring access increases.
- Criteria used by agencies governing road closures and recreational use permits on public lands was reviewed and evaluated.

**Implementation Team**
- Conservation Policy Committee

**Recommended Strategies:**
- Focus on addressing chronic wasting disease and other wildlife disease threats through policy, research, and education.
- Testify before Congress, legislatures, and agencies on the need to ban risky herd-management practices.
- Utilize the Club’s communications avenues, where appropriate, to advance the awareness of wildlife health.
- Fulfill the external belief that the Club is the resource to turn to for wildlife health information.

**Performance Measures:**
- A moratorium on the transportation of live cervids (deer) is established.
- Increase the knowledge of hunters and others regarding wildlife diseases.
- Amount of federal funding dedicated to chronic wasting disease increases.
- The Association of Fish and Wildlife Agencies’ best management practices is advanced through states and federal agencies.
Implementation Team:
- Conservation Policy Committee, Conservation Committee, and Communications Committee

Recommended Strategies:
- Increase the understanding of the importance of hunting in wildlife management and its important role in the North American Model of Wildlife Conservation.
- Support the National Conservation Leadership Institute, conservation education programs at the Theodore Roosevelt Memorial Ranch, the Demmer Scholars Program, and other similar efforts as tools to accomplish this objective.
- Explore requiring that all federal land-management supervisory personnel complete a state-sanctioned hunter education course, or an equivalent program.

Performance Measures:
- The number of hunters in federal, state, and provincial leadership positions.
- Direct or indirect financial support for those tools listed above.
- Members participating in the National Conservation Leadership Institute regarding their personal involvement in hunting and conservation.
- In addition to adaptive challenge training, including curriculum established at the National Conservation Leadership Institute on the history, ecology, and management of hunting on public land.
- The number of students completing the natural resources policy program; the number of students who are in key positions to advance natural resources policy.

Implementation Team:
- Conservation Committee and Conservation Policy Committee

Recommended Strategies:
- Target universities for professorship, fellowship, and related programs where the university is strategically located, has capabilities that align with the Club’s goals, and has support of Members with the desire and capability to champion the endowment for the program.
- In addition to wildlife-based programs, seek opportunities to incorporate fields of study such as law, communications, political science, public administration, energy, and agriculture and forestry into existing and new university programs.
- In addition to science and policy coursework, ensure the educational experience of Boone and Crockett Fellows includes leadership training, political science, personnel management, budgeting and finance, communication skills, economics, and the history of conservation.
- Link all university programs into a network for information exchange and collaboration to promote research capabilities for meeting conservation challenges, educational experiences in science, policy, leadership, and communication, and outreach initiatives that focus within the Club and with the hunting and conservation communities more broadly.
- Include a scholarly internship program to attract exceptional undergraduate students into conservation policy, and provide these interns with practical experience working within the executive, legislative, or judicial branches of federal or state government, as well as non-government organizations.
- Ensure that focus and investments of every university program are well aligned with the Club’s mission and policies.

OBJECTIVE 1.7
Improve leadership skills of wildlife professionals.

OBJECTIVE 1.8
Facilitate a coordinated network of university programs.
Performance Measures:

- Report quantitative metrics annually that promote credibility within the scientific community, such as numbers of fellows, grants, refereed publications, books, and number of fellows/interns placed in science and policy positions.
- Report qualitative metrics annually that demonstrate the impact of university programs on wildlife conservation, such as direct inputs to decision-making processes, successes of former fellows as they progress in their careers, and leadership on important conservation issues.
- Demonstrate ongoing growth in research, education and outreach components of individual university programs, and the diversity of disciplinary fields covered by the combined programs.
- Demonstrate ongoing growth in the strength of the combined university programs, such as collaborative research projects, joint educational activities for Fellows and interaction among University Program Leaders and Fellows with Boone and Crockett Members.

Implementation Team

- Conservation Committee and Conservation Policy Committee

Recommended Strategies:

- Conduct research to identify what states have problems with detection rates, restitutions, and fines, and wildlife violation convictions.
- Develop template legislation for state legislatures that includes base restitution, fines, and penalties, along with what process judges shall follow. This legislation should be designed so it is in the criminal code of each state (i.e., not the civil code).
- Conduct research within the judicial system to identify what drives decisions that result in low conviction rates.
- Develop applicable economic model that demonstrates the economic loss to the public of both the wildlife and associated fine monies.
- Provide education to legislators, judges, and the public to demonstrate that wildlife violations are criminal acts that have a negative economic impact and violators need to be held accountable.
- Explore being able to determine a percent conviction rate of wildlife crimes of judges.

Performance Measures

- Detection and conviction rates increase.
- Economic value associated with wildlife violations established.
- Template legislation developed and made readily available to states.
- Restitution, fines, and penalties are applied under criminal code.
- Legislators, judges, and the public are educated relative to the negative impacts associated with wildlife violations.
- State wildlife agency law enforcement personnel are empowered to do their jobs.

Implementation Team

- Conservation Policy Committee, Communications Committee, and Records Committee

STRATEGIC GOAL #1

OBJECTIVE 1.9
Facilitate improved law enforcement and conviction rates associated with wildlife violations.
POACH AND PAY
Phase one of Boone and Crockett Club's Poach and Pay included an in-depth research project with the support of our partner, Leupold & Stevens, to determine what is and is not working in the war against poaching in the United States. The poaching of any animal is a crime. Increasingly, law enforcement personnel are dealing with individuals illegally targeting and taking trophy animals. Whether this is thrill killing or for some commercial enterprise, mature trophy animals are of value to people, and poachers. After our initial findings the Club, with the assistance of Professional Member Jon Gassett and his wife, Kristie Blevins, who is a criminologist, is embarking on a two-pronged approach. The first is the development of a legislative template for state legislators to utilize in the drafting of effective legislation for fines and restitution. The second is to build a model that reflects what the economic costs are to the public as a result of poaching activities. Initial research shows these costs in the tens of millions of taxpayer dollars—dollars that could have been spent on conservation. This economic approach will hopefully raise awareness within the judicial system that poaching is far from a victimless crime.
The purpose of the Club’s communications area is to promote the Club’s positions and programs in order to increase the visibility and effectiveness of the Club so it can achieve its mission.

Recommended Strategies:

- Develop and implement a comprehensive, strategic communications plan in conjunction with the appropriate committees.
- Increase the Club’s visibility and effectiveness by promoting its activities and accomplishments, its membership, and associates.
- Position the Club as the authority on conservation, especially big game and its habitat.
- Regarding external communications, lead the coordination and dissemination of messages and identification of messengers and the target audiences, including partner organizations, most relevant to accomplishing the Club’s mission.
- Ensure consistency of external communications with the Club’s mission and position statements on all policy, programs, and projects, ensuring the long-term credibility of the Club, its founders, and members.
- Continue the world-class publication *Fair Chase*, also offering it in a digital format.
- Produce a quality, but limited, assortment of merchandise.
- Continue to produce high-quality, informative, and meaningful books in print and digital formats.

Performance Measures:

- A comprehensive communications plan is developed.
- Members hear from the conservation and hunting community that the Club’s communications are at a high-level, consistent, more timely, shared, and making a difference.
- Number of partner organizations utilizing the Club’s communications material.
- Members feel empowered and confident to speak on behalf of the Club.
- Increase the email distribution list so that it exceeds 100,000.
- Increased readership of *Fair Chase* and/or its content.
- Amount of merchandise produced and sold.
- Amount of seamless flow of content to be published.
- Length of time for information transfer is lessened.
- Gross profit contributed to the Club and/or fulfillment of needed educational content for books produced.

Implementation Team

- All committees

Objective 2.2

Further develop the Club’s identity as a conservation organization.

Recommended Strategies:

- Promote the Club’s unique and powerful history and accomplishments to a broad audience of hunters and non-hunters (i.e. tell the story and celebrate the hunt).
- Support other committees as needed.
- Routinely sponsor, participate in, and attend Congressional Sportsmen’s Foundation events (e.g., Congressional Sportsmen’s Caucus, Governors Sportsmen’s Caucus, and the National Assembly of Sportsmen’s Caucuses).
• Continue to expose the public to the values of the hunter-conservationist against the rights of animal activist organizations and poachers.
• Create a major recognition event in Washington, D.C.

**Performance Measures:**
• Number of articles written by the outdoor media has increased.
• Number of Congressional Sportsmen’s Foundation events sponsored.
• There is a stronger presence and participation by writers, bloggers, and electronic media components.
• A major recognition event in Washington, D.C. has been created.

**Implementation Team:**
• Communications Committee and Conservation Policy Committee

**Recommended Strategies:**
• Create avenues to celebrate hunting beyond the trophy (e.g., native wildlife, ethical hunting, restraint, exercise, source of healthy protein, etc.).
• Brand Records as a conservation success.
• Work to maintain Club ownership of fair chase in the outdoor space
• Increase awareness of the impacts of poaching and how to reduce it.
• Develop a broader understanding of proper hunter ethics and etiquette and inspire hunters to practice such.

**Performance Measures:**
• There is a greater awareness and understanding of big game records.
• Number of articles celebrating hunting beyond the trophy.
• Number of articles about poaching and how to reduce it.
• More people uniting behind hunter ethics and fair chase.
• More organizations adopting fair chase hunting practices and more articles about fair chase hunting.

**Implementation Team:**
• Communications Committee and Records Committee

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**OBJECTIVE 2.3**
Further develop the Club’s brand in hunter ethics and big game records.

“When you do something noble and beautiful and nobody noticed, do not be sad. For the sun every morning is a beautiful spectacle and yet most of the audience still sleeps.”

- John Lennon
The purpose of the Club’s big game records and hunter ethics area is to continue the Club’s highly popular Boone and Crockett scoring system, which was adopted in 1950 and is still the most popular scoring system in the world and one of the few based on science and fair-chase principles, and to promote and instill in all hunters such principles.

**Recommended Strategies:**

- Make the records system and data more accessible and useful to science and wildlife managers, especially in the area of wildlife health.
- Communicate the successes in conservation based on trophy data.
- Change the conversation of trophy entry from that of only personal recognition to that of a contribution to future management.
- Conduct additional outreach at scientific conferences.
- Explore collaboration between state records programs to utilize state level data.
- Review and as necessary modernize record policies and procedures.

**Performance Measures:**

- Development a professional data management plan for records.
- Ensure that the new database system is available and widely known to wildlife professionals.
- Trophy and habitat health become synonymous.
- Increasing occurrence of the Club’s record’s data appearing in scientific journals.
- Increasing entries with aging and habitat data.
- Increased utilization by state fish and wildlife agencies as a management tool.
- Records policies and procedures are updated.

**Implementation Team:**

- Records Committee, Communications Committee, and Administration Committee

**Recommended Strategies:**

- Develop the Big Game Awards Program into the most respected event in North American big game hunting and use the exhibit to reach a large audience with our message.
- Develop other events tied to records (i.e. field judging, how to score, etc.).
- Continue accessibility to the records system to all big game hunters regardless of trophy entry.
- Conduct outreach to scoring organizations and wildlife managers throughout North America, especially as to the origins, purpose, and continued relevance of record data.
- Investigate and potentially address geographical and/or cultural inhibitors to trophy entry.
- Monitor the current authorized and unauthorized users of the system, set compliance standards.
- Establish a scoring system user-protocol that is universal, enforceable, and non-transferable.
Performance Measures:

- Increased number of official measurers.
- Increased number of trophies entered into the book.
- Increased entries from less represented geographic areas and age classes.
- Overall, an increase in the number of entries in the triennial awards program and the number of attendees to the event.
- The network of scoring system users (licensees) under the direction and compliance of the Club’s Records program continues.

Implementation Team:

- Records Committee and Communications Committee

Recommended Strategies:

- Further define fair chase in general.
- Further define fair chase as it relates to record entries.
- Explore other ways to describe hunter ethics and fair-chase hunting through safety, judgment, restraint, responsibility, and strategy.
- Provide the necessary leadership in communicating about how technology undermines skill while not allowing the records program to become obsolete.
- Provide the necessary leadership for ethics and fair-chase hunting.
- Explore ways to expand official measurers’ knowledge of fair chase and serve as ambassadors for such.

Performance Measures:

- Convene a team of experts to develop communications tools around fair chase and technology.
- The Club and fair chase are synonymous.
- Increased discussion in the media.
- Hunters’ knowledge of important role they play in the North American Model of Wildlife Conservation has increased.
- Increased participation at state level shows and events where fair chase is promoted and defined.
- An increase in articles about the health benefits of wild game (and how to prepare them), hunter ethics, and fair-chase hunting in outdoor-related publications, including state wildlife agency publications.

Implementation Team:

- Records Committee and Communications Committee

OBJECTIVE 3.3
Advance the concept of hunter ethics and fair-chase hunting.

“Character is doing the right thing when no one is watching.”
- J.C. Watts
Recommended Strategies:
- Copyright and/or trademark intellectual properties as needed.
- Maintain intellectual properties.
- Maintain, update, and expand where applicable the National Collection of Heads and Horns, while improving the visitor experience.
- Increase awareness of the collection, especially its history and purpose.
- Better structure the records program to reduce litigation, especially for the top tier of trophies.

Performance Measures:
- New and/or updated copyrights and trademarks.
- Intellectual properties are monitored and protected.
- Number of people viewing the National Collection of Heads and Horns has increased, is improved, and its history and purpose was promoted.
- Litigation is reduced or eliminated.

Implementation Team:
- Communications and Administration Committee
Every 3 years the Boone and Crockett Club hosts an event reaffirming our hunting and conservation heritage by inviting the largest trophies taken in recent years to a triennial Awards Celebration and Banquet.

Johnny Morris’ Bass Pro Shops and the newly opened Wonders of Wildlife National Museum & Aquarium in Springfield, Missouri hosted the 30th Big Game Awards. Morris has created the greatest attraction for conservation, education, and advocacy of fish and wildlife of its kind in North America.

When the Club compiled its records statistics for the period 2016-2018 in preparation for its triennial tribute to big game conservation and management the data include two new World’s Records and an astounding 43 new state and provincial records.

“We studied the entries from last three years in 33 categories and compared these data going back 24 years over eight previous 3-year recording periods,” said Justin Spring, the Club’s director of Big Game Records. “Overall our big game species are in great shape, either trending up or stable. We are confident in titling this event, North American Big Game; More and Healthier Than Ever, but there are still a few species we’re watching closely.”

The 30th Big Game Awards was remarkable with more than 60,000 visitors viewing more than 130 trophy animals on display. I was especially proud of the Jack Steele Parker Generation Next Youth Banquet, where we were joined by 47 young hunters under the age of 16 and celebrated their Fair Chase hunting ethic and record-book trophy animals.
OBJECTIVE 4.1
Employ, develop and retain a highly skilled workforce.

Recommended Strategies:
- Where needed, deploy an innovative recruitment and employee-development strategy.
- Encourage and facilitate specialized training.
- Develop performance measures based on the employee’s impact on the achievement of the Strategic Plan, as performance measures would be tracked.
- Explore changing the staff leadership from a model utilizing a Chief of Staff to one utilizing an Executive Director.
- Increase employee job satisfaction, retention, and productivity.

Performance Measures:
- Employees are more satisfied with their job, retention is longer, and productivity is greater.
- The employee’s impact on the achievement of the Strategic Plan increases.

Implementation Team:
- Administration Committee

OBJECTIVE 4.2
Teamwork.

Recommended Strategies:
- Increase synergism between divisions and committees of the Club.
- Review the organizational chart to determine if this is the proper method to most effectively and efficiently allow for the mission of the Club to be accomplished.
- To the maximum extent practical, provide continuity between one “administration” of the Club, division, committee, or subcommittee to another.
- Ensure committees have clear direction, active leadership, and a succession plan based on time served, and an inherent ability and devotion to objectives.
- Combine and reduce the number of committees, where applicable.

Performance Measures:
- Divisions and committees working together towards the common goals.
- An improved, effective organizational chart is developed.
- The number of committees is reduced.

Implementation Team:
- All committees
Recommended Strategies:

- Increase the number of members from Canada and Mexico.
- Increase the number of members that are females and minorities.
- Increase the number of members who are thought leaders respected in the fields of political and social science, ethics, law, biological sciences, economics, and communications.
- Provide the appropriate mentoring for new members.

Performance Measure:

- Percent increase.

Implementation Team:

- Membership Committee

Recommended Strategies:

- Continue the highly successful planned-giving campaign.
- Develop a plan to attract internal and external financial support for specific projects and programs, such as research grants, media outreach, university programs, etc.
- Conduct a feasibility study of corporations, foundations, public agencies, and others with grant programs that have the potential to provide financial support to the Club to assist us in improving our capacity to deliver programs, and provide programs that justify support.
- Increase the number and level of giving of Club sponsors by developing initiatives or causes that fit the unique brand image of the Club and elevates their support of the Club from buying advertising space to investing in the future of both the Club and the sponsor.
- Utilize the new “brand” to support existing, and develop future, licensing.

Performance Measures:

- Increase planned giving by $15,000,000.
- Percent increase in external financial support.
- Supporters truly investing in their future with the Club.
- Increase the number of participants and amount of annual dollars generated to support the Club, including Conservation Grants.

Implementation Team:

- Development Committee and Boone and Crockett Foundation
OBJECTIVE 4.5
Improve financial allocation to better correspond with the Strategic Plan.

Recommended Strategies:
- Focus and prioritize allocations based on the desires of the membership, the needs analysis of hunting and conservation, and the goals and objectives outlined in the Strategic Plan.
- Conduct an annual review to refine funding allocations.

Performance Measure:
- Resources are realigned and the Club maximizes its return on dollars spent on accomplishing its mission.

Implementation Team:
- Board of Directors and Budget Committee

OBJECTIVE 4.6
Increase the number of non-voting Associates and Lifetime Associates.

Recommended Strategies:
- Explore avenues to change the name of associates for marketing purposes and program growth.
- Define what it means to be an associate (i.e., why join, what is expected, etc.).
- Develop the message, supported by other value propositions, define the target audience, and allocate the appropriate resources to accomplish the desired level.
- Explore appropriate avenues through electronic media to attract younger associates.
- Work to increase the number of Associates who upgrade to Lifetime Associates.

Performance Measures:
- The Associates have grown to 15,000 in number.
- Lifetime Associates represent 20 percent of total Associates.

Implementation Team:
- Communications Committee

OBJECTIVE 4.6
Increase member involvement and service to the Club.

Recommended Strategies:
- Recruit world-class hunter-conservationist members based on their geographic location, character, social skills, desired time commitment, connections, potential of financial support, talent, involvement in conservation, etc.
- Priority should be given to including members with exceptional sportsmen and conservation credentials.
- Fully develop an effective initiation and mentoring process for members and their spouses.
- Conduct periodic interviews with members to understand any concerns or ideas he or she may have.
- Restructure the Professional Member category to reflect similar categories as the Regular Members in order to provide more exclusivity while maintaining active members.
• Explore the establishment of “term limits” for committee membership to encourage the development of well-rounded, engaged, and well-connected members.
• Better utilize the Club’s wealthy, influential, and professional members to further the Club’s work, especially in the policy arena.
• Remove inactive members.

Performance Measures:
• An increase in member satisfaction and participation.
• An increase the number recruitment events in areas of low geographic representation.
• An increase the number of social activities at Club events.
• A mechanism is established to track Club members’ relationships with relevant elected officials in order to advance policies important to the Club. Areas of weakness and target member types are identified.
• A mechanism is established to track Club members’ area(s) of expertise in order to better utilize his or her talents and expertise. Areas of weakness and target member types are identified.

Implementation Team:
• Membership Committee

“It is every man’s obligation to put back into the world at least the equivalent of what he takes out of it.”
- Albert Einstein

B&C STAFF
TOP ROW, LEFT TO RIGHT: Danny Noonan, Sales Manager; Justin Spring, Director of Big Game Records; Jodi Bishop, Development Program Manager; TJ Gould, Customer Service/Receptionist; Sandy Poston, Office Manager; Abra Loran, Controller; Karlie Slayer, Creative Services Manager; Debbie Kochel, Assistant Controller.

BOTTOM ROW, LEFT TO RIGHT: Mark Mesenko, Digital Strategies Manager; Julie L. Tripp, Director of Publications; Kyle M. Lehr, Assistant Director of Big Game Records; Amy Hutchison, Shipping and Administrative Support Specialist; Tony A. Schoonen, Chief of Staff.

NOT PICTURED: Mike Briggs, TRM Ranch Manager; Luke Coccoli, Conservation Education Programs Manager.
The tracks of the Chicago, Milwaukee, St. Paul, and Pacific Railway were laid across Montana between 1897 and 1909. The completion of this final transcontinental line and the fierce competition it generated renewed considerable interest in the railroads. The far-reaching effects of the new interest in the railroads revitalized the lumber industry, boosted a sagging economy, encouraged agricultural expansion, and precipitated a homesteading boom. Completion of the line through Missoula solidified the town’s role as a major urban area and trading center. The Milwaukee Railroad’s splendid brick passenger depot was completed in 1910. Its grandeur and stylistic sophistication are indicative of the railroad’s importance to Missoula and western Montana.

The Boone and Crockett Club purchased the vacant Old Milwaukee Depot in 1992 to serve as its national headquarters. B&C’s intent was to preserve the historical essence of the Depot as a significant architectural element of the Missoula downtown, while using it as functional office space. Prior to this purchase, the Depot was listed in the National Register of Historic Places by the U.S. Department of the Interior in cooperation with the Montana Historical Society.

Since purchasing the building, B&C has performed three major renovation phases. A gallery space connecting the two historic buildings, which is architecturally sympathetic to the original train station was designed by OZ Architects. The new space is now home to B&C’s Visitors Gallery, which was fully complete in 2010. This welcoming entrance to the Old Milwaukee Depot now greets visitors with engaging and in-depth exhibits about B&C’s history along with the history of wildlife conservation, big game records keeping, and an in-depth look at our hunting heritage-along with a section dedicated to the history of the Milwaukee Railroad and the historic depot.
Natural resources, including wildlife, represent the health and wealth of a country and its people. We are fortunate in North America to have a proven system that not only recognizes these values, but also provides for and directs the proper use and management of these resources.

The North American Model of Wildlife Conservation is anchored by a Supreme Court decision that decreed that wildlife belongs to the people, and not government, corporations, or individuals. It further directs how this natural resource is to be used and managed under sustainable guidelines for the betterment of wildlife and people. It is the reason why we still have abundant, wildlife populations in the U.S. and Canada and the opportunity to freely hunt, fish, or enjoy this wildlife each in our own way.

The Model is guided by seven principles. It developed over time out of necessity to reverse the negative affects from the unregulated over harvesting of many species of wildlife and early attitudes that these resources were there for the taking and inexhaustible. Sportsmen and women, lead by the efforts of the Boone and Crockett Club and its members helped to either establish, popularize, mobilize support for, and/or defend each of these guiding principles over the past 125 years. The results are unprecedented in the history of mankind.

**In the Public Trust**
Wildlife belongs to the people and managed in trust for the people by government agencies.

**Prohibition on Commerce of Dead Wildlife**
It will be illegal to sell the meat of any wild animal in North America.

**Allocation of Wildlife is by Law**
Laws developed by the people and enforced by government agencies will regulate the proper use of wildlife resources.

**Opportunity for All**
Every citizen has the freedom to hunt and fish.

**Non-frivolous Use**
In North America we can legally kill certain wildlife for legitimate purposes under strict guidelines for food and fur, in self-defense, or property protection. Laws are in place to restrict casual killing, killing for commercial purposes, wasting of game, and mistreating wildlife.

**International Resources**
Because wildlife and fish freely migrate across boundaries between states, provinces, and countries they are considered an international resource.

**Managed by Science**
The best science available will be used as a base for informed decision making in wildlife management.
“America is not anything, if it consists of each of us. It is something only if it consists of all of us; and it can consist of all of us when our spirits are banded together in a common enterprise.”

- Woodrow Wilson