



## **Boone and Crockett Club**

### **2026 – 2031 Strategic Plan**

*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.*

#### **Executive Summary**

##### *Critical Agreement*

This Strategic Plan (Plan) was developed and approved by the Board of Directors of the Boone and Crockett Club (Club) based on surveys and input from Members, staff, and select external stakeholders. The Plan outlines the Club's course over the next five years, acknowledging that changing political, economic, social, technological, and environmental conditions will necessitate ongoing evaluation. Annually, the Strategic Planning Committee will review the Plan, report to the Board of Directors, and recommend any modifications of strategies or performance measures.

##### *History and Current Context*

The Club has established a lasting and impressive legacy of historic achievements that launched the conservation movement in North America. Theodore Roosevelt and early Club leaders developed a bold and successful strategy to reverse the decimation of wildlife and natural resources they were witnessing at the end of the 1800s. This strategy formed the foundation and framework for North America's system of conservation. Although the challenges the Club faces today are different, they still involve managing habitat and wildlife in balance with a growing human population and need for natural resources for multiple uses.

##### *Strategic Approach*

The Plan is designed to narrow, focus, and improve the work of Club by setting priority focus areas of Policy, Education, and Hunting Ethics. The budget will ensure the committees charged with implementing the Plan will have the resources they need to succeed. With this approach, the Club concentrates its limited financial and human resources on the activities likely to have the greatest impact on the top "Challenges to Conservation" identified in the Plan. The Plan's primary strategic enhancement is diversifying and expanding our revenue sources, which will not only benefit the priority areas, but the Club as a whole.

##### *Conclusion*

Although the Club has come far since the first Plan, we must continue to challenge ourselves as an organization, become more effective and efficient, and undertake bold process improvements that will better position the Club to serve current and future generations of hunter-conservationists.

## Challenges to Conservation

There are numerous challenges to conservation, but the Membership concludes that the five challenges the Club is best positioned to address, given its mission and core competencies, are as follows:

**Loss of wildlife habitat.** Habitat fragmentation due to anthropogenic pressures, urban expansion, climate change, and invasive species are increasing the rate of habitat loss for many wildlife species.

**Less public support for hunting.** The number of hunters is decreasing, as is public understanding of the role of hunting in conservation. Public trust management is increasingly being challenged and anti-hunting sentiments are becoming a greater influence on state wildlife commissions.

**Threats to science-based wildlife management.** Wildlife management decisions are becoming more politicized and subject to emotional influences rather than sound science, which results in long-term negative outcomes for both wildlife and people.

**Less interest in hunting and conservation.** Connections between people and the natural world are eroding due to urban lifestyles, digital entertainment, and younger generations not learning enough about conservation or the value of outdoor experiences.

**Constraints on conservation funding.** Conservation funding has steadily declined as a percentage of the U.S. federal budget over the past several decades, while the cost of managing wildlife and its habitat has increased. Funding sources have not diversified beyond the hunting community.

## Strategic Goal #1: Improve the System of Conservation in North America

### **Objective 1.1 Strengthen the Club's role as a leader in federal policymaking regarding wildlife and habitat health on public and private lands**

Recommended Strategies:

- Lead innovative public policy proposals that advance active wildlife conservation, habitat management, and hunting, especially for big game, on public and private lands.
- Directly engage policymakers to advance Club priorities.
- Track and utilize Club Members' relationships with elected officials to advance Club priorities.
- Better engage Club's Professional Members to help identify emerging conservation issues and develop policies to address them.
- Use the Club's convening power to address and find solutions to a variety of policy issues.
- Continue to lead the American Wildlife Conservation Partners in coordinating advocacy across the hunter-conservation community.
- Hand off ownership of matured policy issues to capable partners and allow Club Members, staff, and contractors to focus on emerging issues.
- Club members give relevant presentations at national conferences and local and regional programs (adding vast array of all other professional gatherings/opportunities).
- Contribute content to mainstream media outlets in a targeted and strategic manner to advance the policy priorities.
- Establish an annual recognition event in D.C.

Performance Measures:

- Number of Club Member engagements with policymakers on Club issues.
- Number of, and participation in, DC fly-ins (including panels, conferences, and associated events) by Members, staff, and contractors.
- Number of legislative or administrative officials educated on the Club's policy priorities.
- Club-led priorities are understood and supported by policymakers.
- Number of B&C Members or staff on AWCP Steering Committee.
- Increased number of articles on Club policy priorities published by non-outdoor media outlets.
- Number of presentations annually by Club members at national conferences and local and regional programs.
- Number of successful development and implementation of conservation initiatives on private lands.

Implementation Team: Conservation Policy (Lead), Communications

### **Objective 1.2 Advance the hunting community's system of state advocacy**

Recommended Strategies:

- Continue strategic relationship with the Congressional Sportsmen's Foundation State Policy Team.
- Assist in creating and maintaining functional state wildlife conservation partnerships.
- Continue supporting Club Members in engaging decision-makers in their states.
- Monitor state policy or ballot proposals and help convene resources to achieve results that support conservation and scientific management of wildlife resources.
- Seek advantageous coordination between state and federal policy engagements.

Performance Measures:

- Number of state wildlife conservation partnerships meeting on a consistent basis.
- Club-supported policies are supported by policy officials and lawmakers.
- Number of legislative or administrative officials educated on the Club's policy priorities.

Implementation Team: Conservation Policy (Lead), Communications

### **Strategic Goal #2: Improve and Expand the Club's Educational Efforts**

#### **Objective 2.1 Strengthen network of university programs and enhance policy focus**

Recommended Strategies:

- Develop closer relationship between Club's oversight committees and university/endowment to ensure programs align with the Club's mission and Club funding is used wisely.
- Establish a system that tracks the careers of former Fellows and Demmer Scholars into leadership roles.
- Expand communications about the Programs' success in creating the conservation leaders of tomorrow.
- Evaluate universities for full programs (or secondarily, Fellowships) based on location and ability to support the Club's mission. In addition to science and policy, other fields of study that help advance conservation priorities such as law, journalism, mass communication, etc. should be considered.
- Secure permanent/reliable annual funding for the Demmer Scholars Program (including its expansion) and integrate with the University Programs network and Club's policy efforts.
- Continue and support alumni network of former B&C Fellows and Demmers Scholars.

- Collaborate with CSF's university chapters to link with conservation policy; offer TWS chapter leadership a networking opportunity if feasible.

Performance Measures:

- Number of universities in Program, and number of Fellows.
- Number of former Fellows or Demmer Scholars in key positions of natural resource leadership in the government or private sector.
- Demmer Scholars is integrated into University Programs and captures Scholars' metrics post-grad, specifically within policy careers.
- Number of policy learning opportunities facilitated, including policy bootcamps.
- Number of articles on University Programs, Fellows, and Demmers Scholars.

Implementation Team: University Programs (Lead), Communications, Conservation Policy

### **Objective 2.2 Increase engagement of younger generations and broader demographic**

Recommended Strategies:

- Enhance and expand social media/digital platforms to appeal to younger audiences and the non-hunting public.
- Partner with outdoor industry and conservation organizations to develop more digital content for youth and the non-hunting public.
- Maintain current conservation education activities based the Theodore Roosevelt Memorial Ranch, emphasizing the adventure and experiential aspects of hunting.
- Focus on attracting youth across a broad demographic to hunting and conservation through developing a strategic relationship with other youth outreach programs.

Performance Measures:

- Number of posts, viewers, and other objective measurements of outreach.
- The amount of direct or indirect financial support obtained to help expand outreach for those tools.
- Number of young people enrolled in the Club's conservation education activities.

Implementation Team: Conservation Education (Lead), Communications, Hunter Ethics

## **Strategic Goal #3: Preserve Hunting, Enhance Records and Hunter Ethics**

### **Objective 3.1 Promote Fair Chase to a broader audience**

Recommended Strategies:

- Promote Club as the originator and leader in Fair Chase hunting and hunting ethics, and the role of its Records Program.
- Convene forums and develop content addressing the evolving impact of technology on Fair Chase to keep Fair Chase relevant.
- Develop targeted messaging for different segments of the public about Fair Chase and conservation.
- Provide Fair Chase content for partner publications, podcasts, and digital platforms.
- Develop a podcast series on conservation and hunting ethics.
- Collaborate with other non-governmental organizations to integrate hunter ethics education into student curricula.

- Incorporate Fair Chase and hunting ethics in policy efforts as appropriate.

Performance Measures:

- Number of articles citing the Club's positions on Fair Chase.
- Increased discussion of the Club's views on Fair Chase, including use of technology, in the media.
- Annual or biennial forums convened on hunting technology and other emerging issues.

Implementation Team: Hunter and Conservation Ethics (Lead), Records, Communications, Conservation Education, Conservation Policy

### **Objective 3.2 Increase public awareness of Club's role in conservation, hunting, and big game records**

Recommended Strategies:

- Increase outreach to key influencers and expand messaging to the public about the Club's role, including the achievements of the Club's Professional Members.
- Continue to serve as the "voice of reason" and an umbrella organization and communications hub for American Wildlife Conservation Partners and other conservation organizations.
- Continue to use the records system and the triennial big game awards to highlight the value of Fair Chase and scientific management, and to show conservation successes.
- Increase number of records program entries to enhance the value of data.
- Make records data more accessible and useful to wildlife managers, especially in the area of wildlife health, and develop areas for increased scientific use of records (such as ecological metrics).
- Leverage Club's annual Conservation and Stewardship Award to highlight Club's leadership in conservation.
- Continue to modernize communication methods to ensure delivery methods stay competitive and relevant to reach broader audiences.
- Utilize the Theodore Roosevelt Memorial Ranch to demonstrate integrated livestock management, wildlife conservation, and working lands sustainability.

Performance Measures:

- Increase in number of articles about the Club written by the outdoor and mainstream media.
- Increase in participation by writers, bloggers, and electronic media components commenting on the Club's communications.
- Increased number of records program entries and number of Official Measurers.
- Higher level of awareness of a digitally available data set for wildlife professionals.
- Conservation and Stewardship Award is presented annually at the North American Wildlife and Natural Resources Conference.

Implementation Team: Communications (Lead), Records, Hunter Ethics, Club Committees/Subcommittees

## **Strategic Goal #4: Optimize Financial Sustainability and Operational Effectiveness**

### **Objective 4.1 Diversify revenue sources**

Recommended Strategies:

- Continue to seek funding from public and private sources; identify what resources (human or financial) are needed to capitalize on this goal.
- Continue to encourage Associates to upgrade to increasingly higher levels of giving and engage in planned giving.

Performance Measures:

- Increase in revenue streams from private and public sources.
- Increase in the number of existing Associates who donate beyond the initial level and/or participate in planned giving.
- Increase in Lifetime Associates.

Implementation Team: Communications/Development (Leads), all Club Committees/Sub-Committees

### **Objective 4.2 Enhance coordination between Club and Foundation**

Recommended Strategies:

- Create an endowment funding projection by working with the Planned Giving Committee to estimate incoming endowment allocation support to Club.
- Continue to work with the Foundation on achieving balance between the competing goals of endowment growth and supporting mission-based work.

Performance Measures:

- Funding projection for matured bequests is established and tracked.
- Monitor the endowment funding projection and adjust based off actual results through the budgeting process.

Implementation Team: Budget & Finance/Development (Leads), Foundation Planned Giving Committee, Foundation and Club Boards

### **Objective 4.3 Further rationalize operations**

Recommended Strategies:

- Create a long-term financial model to align with the Strategic Plan.
- Evaluate current and additional staffing needs to implement the Strategic Plan and include in the long-term financial model.
- Maintain a work environment and compensation that will recruit and retain effective, efficient, and motivated employees.
- Committees/Sub-Committees continue to evaluate their activities in terms of adding value to the Club and impacting mission.

Performance Measure:

- Long-term financial model is established.
- Track actual performance based off the long-term financial model through the budgeting process.
- Include and track staffing needs in the long-term financial model.
- Budget aligns with and supports the work of the committees implementing the Plan.
- Club's performance-based compensation plan appropriately rewards and incentivizes staff.
- A successful cultural assessment is conducted periodically (every 3-4 years).

Implementation Team: Budget & Finance (Lead), Compensation, all Club Committees/Sub-Committees, Club Board

**Approved by the B&C Board of Directors October 31, 2025**