

# Evaluating the impact of the first 10 years of the Cambridge Masters in Conservation Leadership

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SUPPLEMENTARY TABLE 1 Geographical distribution of Cambridge Masters in Conservation Leadership students by cohort.

Cohort	North America	South America	Europe	Asia	Australasia / Oceania	Africa	Total
2010-11	1	3	2	4	0	2	12
2011-12	1	0	3	5	0	3	12
2012-13	2	2	3	7	0	3	17
2013-14	2	4	5	6	2	4	23
2014-15	0	1	4	5	2	4	16
2015-16	3	5	5	4	1	4	22
2016-17	1	5	3	5	2	4	20
2017-18	1	1	4	6	3	6	21
2018-19	3	2	1	4	1	6	17
2019-20	2	3	3	7	1	5	21

SUPPLEMENTARY MATERIAL 1 We provide below copies of the various instruments used to collect data for our research. We hope these may prove useful to readers of this paper and those running related programmes. These are organized as follows:

- Welcome/entrance interview standard questions p. 3
- Exit interview standard questions p. 4
- Standard module feedback form p. 5
- Semi structured interview guide used for consultation on the new Masters in Conservation Leadership strategy for 2020-2030 p. 7
- Baseline career and leadership self-assessment p. 8
- 5 years on career and leadership self-assessment p. 40

**Masters in Conservation Leadership Welcome / Entrance Interview template**

STUDENT NAME

<i>Given your current experience, what are your career plans for 5 and 20 years from now?</i>
<i>Why did you choose this particular Masters?</i>
<i>What are your expectations of this Masters?</i>
<i>How do you hope the Masters will contribute to achieving your career goals?</i>
<i>Do you have any ideas for your professional placement so that we can help you to identify a host?</i>
<i>Do you have any preferences for the characteristics or experience of your professional mentor?</i>

**Masters in Conservation Leadership Exit Interview template**

<i>Has the Masters met your expectations?</i>
<i>What has been the best aspect of the course / experience?</i>
<i>What has been the most disappointing aspect?</i>
<i>What could we do better in future?</i>
<i>What difference has the Masters made to you and your career plans?</i>
<i>Please tell us about your experience of the professional placement</i>
<i>Please tell us about your experience of professional mentoring during the Masters</i>

# Dept. of Geography: MPhil Course Assessment

[A separate form is needed for each Module]

**Q1 Name of MPhil**  
MPHIL IN CONSERVATION LEADERSHIP

**Q2 Name of Module**  
CL1 - Conservation Leadership Problems & Practice

**Q3 How many lectures for this module have you attended?**

All.....

Most.....

About half.....

Less than half.....

**Q4 Was the subject matter of the module:**

Very Interesting.....

Moderately interesting.....

Fair.....

Poor.....

**Q5 Did the module meet your expectations?**

Yes, fully.....

Mostly.....

To some extent.....

Very little.....

**Q6 How would you rate the intellectual benefit of the module?**

Excellent.....

Good.....

Fair.....

Poor.....

**Q7 How would you rate the practical benefit of the module?**

Excellent.....

Good.....

Fair.....

Poor.....

**Q8 How logical was the progression of the module?**

Excellent.....

Good.....

Fair.....

Poor.....

**Q9 Overall, how satisfied were you with this module?**

Very satisfied.....

Satisfied.....

Dissatisfied.....

Very dissatisfied.....

**Q10 What were the MOST effective parts of the module?**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Q11 What were the LEAST effective parts of the module?**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Q12 Do you have any other comments or suggestions?**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Thank you very much for completing this survey. Please return to the Conservation Leadership Office (by email or hardcopy). Your response will be treated in confidence.**

# Dept. of Geography: MPhil Course Assessment

## Q13 Overall quality of this session

Session	Poor	Fair	Good	Excellent
<b>What is Conservation Leadership?</b> Speaker name redacted				
<b>Finding your way through the leadership jungle: what kind of leader are you?</b> Speaker name redacted				
<b>Conservation values</b> Speaker name redacted				
<b>Leadership as a force for change</b> Speaker name redacted				
<b>Context for organizational change</b> Speaker name redacted				
<b>Feeding the world without costing the earth</b> Speaker name redacted				
<b>Conservation Optimism</b> Speaker name redacted				
<b>Past and future threats to biodiversity</b> Speaker name redacted				
<b>Society, science and the policy interface</b> Speaker name redacted				
<b>The IUCN Red List: a scientific tool for informing and guiding conservation action</b> Speaker name redacted				
<b>How science underpins conservation</b> Speaker name redacted				
<b>Hotspot or hot air? Science, myth and the history of conservation policy in Madagascar</b> Speaker name redacted				
<b>The political ecology of conservation</b> Speaker name redacted				
<b>Building a cohesive conservation movement for nature</b> Speaker name redacted				
<b>Field Trip – Day 1 Trumpington Meadows</b> Speaker name redacted				
<b>Field Trip – Day 2 Cambridge University Botanic Gardens lecture and tour</b> Speaker name redacted				
<b>Field Trip – Day 3 NATURE - Why do I care?</b> Speaker name redacted				
<b>Field Trip – Day 3 Scavenger Hunt</b> Speaker name redacted				
<b>Module wrap-up</b> Speaker name redacted				

**Thank you very much for completing this survey. Please return to the Conservation Leadership Office (by email or hardcopy). Your response will be treated in confidence.**

## **Semi Structured Interview guide used for consultation on the new Masters in Conservation Leadership strategy for 2020-2030**

### 1) The Masters in Conservation Leadership

What elements of the Masters would you identify as being the programme's strengths?

What elements of the Masters would you identify as being the programme's weaknesses?

What changes would you suggest for the masters?

Are there key/emerging topics and or skills in Conservation and/or Leadership, which you believe that the Masters programme has not, or has not sufficiently, addressed in the current programme content?

Are there pedagogic techniques which you believe that the Masters programme can use more effectively to deliver training on the programme?

Do you believe that there are demographic groups (e.g. national, gender, disciplinary, economic etc.) which currently under-represented in the successive cohorts of students, which needs to be addressed

### 2) The alumni network

An outcome of the MPhil has been the emergence of a dynamic network of alumni. Do you believe that the continuing support of this alumni network should be a strategic focus of the Masters programme? How can the Master's programme best facilitate the network?

### 3) The wider CL landscape

In the decade since the development of the Masters there have been the emergence of a range of conservation leadership programmes globally (e.g. the new Directions Network). Do you believe that the Masters should make the development and strengthening of these conservation leadership networks an area of strategic focus?

Should new capacity development projects (such as short courses) be developed, and if so, should this be done alone or in partnership with others?

### 4) The whole package

Sustainability of financial support for student scholarships is an area of concern for the programme. Do you have any suggestions for emerging funding opportunities which the programme may exploit more effectively?

Do we need a new name for the wider programme of work that is now 'more than a Masters'?

Should we aim to continue to grow the team and activities over time, or consolidate?

Should we develop a Theory of Change to complement the new strategy? If so, what should it look like?

Any other ideas or suggestions?

### 1. Welcome

Welcome to the baseline survey for Masters in Conservation Leadership alumni. This survey is intended to help the course team understand the experience and leadership skills that you brought with you when you arrived to take the MPhil, so that we can use these as a baseline for comparison as you progress in your career. Completing the survey should take about 30 minutes. Your answers will only be available to the course team, who are responsible for storing the data. Data will be used to analyse the impact of the Masters course, and may lead to publications related to this analysis as well as improvements to the course itself. We will keep your data anonymous in any publications or other external communications.

\* 1. Please indicate below that you have read and understood the ethics statement above, in order to begin the survey.

- Yes, I understand and agree with the ethics statement
- No, I do not understand/agree with the ethics statement



## 2. Personal information

\* 1. What is your name?

\* 2. In which academic year did you take / are you taking the MPhil in Conservation Leadership?

- 2010-11
- 2011-12
- 2012-13
- 2013-14
- 2014-15
- 2015-16
- 2016-17
- 2017-18
- 2018-19
- 2019-20
- 2020-21

### 3. Conservation leadership self assessment

1. To what extent do you feel that your work immediately before joining the MPhil included responsibility for the following:

	Not applicable	To a limited extent	To a considerable extent	To a large extent	I can't remember
Managing budgets and finances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
External communications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Please provide an assessment of your leadership abilities immediately before joining the MPhil in terms of the following characteristics commonly associated with leadership

	Terrible	Very poor	Poor	Neither good nor poor	Good	Very good	Excellent	I can't remember
Establishing a vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Solving problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Motivating / inspiring others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Treating others with respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being innovative / creative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicating effectively to different audiences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being charismatic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being a good networker	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having self-awareness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being confident	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having credibility / expertise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Achieving a good work / life balance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Please provide an assessment of your leadership abilities immediately before joining the MPhil in terms of the following processes commonly associated with leadership

	Terrible	Very poor	Poor	Neither good nor poor	Good	Very good	Excellent	I can't remember
Walking the walk - leading by example	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establishing partnerships and collaborations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seeing the bigger picture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing conflicts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Raising funds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing the capacity of others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing financial resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Before joining the course, to what extent do you think you had had a positive impact on:

	No impact	Some impact	Small impact	Considerable impact	Large impact	I can't remember
Other people you work with (e.g. individuals, your team)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organisations you work with directly (e.g. your employer, your university)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The wider system within which you work (e.g. communities, other organisations)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Achieving conservation success (however you wish to define it)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please give any further details to explain your answers



#### 4. Information about your working life

1. Immediately before joining the MPhil, were you undertaking any kind of professional or academic work (including employment, self-employment, voluntary work, acting as a trustee or director, training or further education)?

Yes

No

5. Information about your working life

1. Immediately before joining the MPhil in Conservation Leadership, did you have a paid job?  
(Conservation or otherwise. Do not include freelance, consultancy or trustee work)

Yes

No

## 6. Paid employment details

If you had more than one paid job immediately before joining the MPhil, please complete the following questions for what you consider to be your most important paid job at that time. We will ask you about second and subsequent paid jobs later.

1. What was the name of your employer at that time? (include organization, branch, division, etc. as appropriate)

2. Please describe the work of your employer at that time in a sentence

3. What was your job title?

4. Please describe your role at that time in a sentence

5. What % of full time was this job? (e.g. 20% = 1 day per week)

0 % 100 %

6. In which country or countries were you based for this job?

Multiple countries - please specify

7. Which of the following best describes your employer at that time?

- Non Governmental Organisation
- Private Sector
- Governmental Organisation
- Inter-Governmental Organisation
- Academic Institution
- Other (please specify)

8. How many staff did your employer have? (please use Full Time Equivalents)

- Fewer than 10
- 10-50
- 50-100
- 100-500
- More than 500
- I can't remember

9. At what level was your position?

- Assistant / Associate Officer
- Officer
- Senior Officer / Manager
- Head of a group / programme
- Directorate
- Chief Executive Officer or equivalent
- Student / Postdoc
- University academic (e.g. Lecturer, Reader, Professor, Researcher)
- Other (please specify)

10. How many people did you have reporting to you? (Enter ? if you can't remember)

Directly (e.g. you were their line manager)

Indirectly (e.g. they reported to someone who reported to you)



11. If possible, please can you tell us how much of your organisation's budget you managed? (USD) (Enter ? if you can't remember)

In absolute terms (i.e. the amount)

In relative terms, if you know (i.e. the proportion of the total budget of the organisation as a %)

12. How relevant to conservation was your work in this role?

Not at all relevant    Slightly relevant    Moderately relevant    Relevant    Very relevant

Relevance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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13. Please indicate the % of your working time in that role that you spent doing each of the following. (Enter ? if you can't remember)

Fieldwork

Office work

Other

14. Please indicate the % of your working time in that role that you spent on each of the following. (Enter ? if you can't remember)

Management / admin

Technical / applied work

Other

15. At what spatial scale(s) did you do most of your work in your job? (tick all that apply)

- Local level
- Higher level within one country (e.g. state, province)
- National level
- Regional level (e.g. several nearby countries)
- International level (e.g. global policy work)
- Not applicable
- I can't remember

16. Were you involved in setting up the organisation for which you worked?

Yes

No

If yes, please give details:

7. Information about your working life

1. Immediately before joining the MPhil in Conservation Leadership, did you have any other paid jobs?  
(Conservation or otherwise. Do not include freelance, consultancy or trustee work)

Yes

No

## 8. Second paid employment details

If you had more than two paid jobs immediately before starting the MPhil, please complete the following questions for what you consider to be your second most important paid job at that time.

1. What was the name of your employer? (include organization, branch, division, etc. as appropriate)

2. Please describe the work of your employer at that time in a sentence

3. What was your job title?

4. Please describe your role at that time in a sentence

5. What % of full time was this job? (e.g. 20% = 1 day per week)

0 % 100 %

6. In which country or countries were you based for this job?

Multiple countries - please specify

7. Which of the following best describes your employer at that time?

- Non Governmental Organisation
- Private Sector
- Governmental Organisation
- Inter-Governmental Organisation
- Academic Institution
- Other (please specify)

8. How many staff did your employer have? (please use Full Time Equivalents)

- Fewer than 10
- 10-50
- 50-100
- 100-500
- More than 500
- I can't remember

9. At what level was your position?

- Assistant / Associate Officer
- Officer
- Senior Officer / Manager
- Head of a group / unit / programme
- Senior management team
- Chief Executive Officer or equivalent
- Postdoc
- University academic (e.g. Lecturer, Reader, Professor)
- Other (please specify)

10. How many people did you have reporting to you? (Enter ? if you can't remember)

Directly (e.g. you were their line manager)

Indirectly (e.g. they reported to someone who reported to you)

11. If possible, please can you tell us how much of your organisation's budget you managed? (USD) (Enter ? if you can't remember)

In absolute terms (i.e. the amount)

In relative terms, if you know (i.e. the proportion of the total budget of the organisation as a %)

12. How relevant to conservation was your work in this role?

Not at all relevant    Slightly relevant    Moderately relevant    Relevant    Very relevant

Relevance

- 
- 
- 
- 
-

13. Please indicate the % of your working time in that role that you spent doing each of the following: (Enter ? if you can't remember)

Fieldwork

Office work

Other

14. Please indicate the % of your working time in that role that you spent on each of the following: (Enter ? if you can't remember)

Management / admin

Technical / applied work

Other

15. At what spatial scale(s) did you do most of your work in your job? (tick all that apply)

- Local level
- Higher level within one country (e.g. state, province)
- National level
- Regional level (e.g. several nearby countries)
- International level (e.g. global policy work)
- Not applicable
- I can't remember

16. Were you involved in setting up the organisation for which you worked?

- Yes
- No
- If yes, please give details:

17. How many part time positions did you hold in total at that time?

- 2
- 3
- 4 or more

18. What % of full time were all your part time positions combined?

0 100

9. Information about your working life

1. Immediately before joining the MPhil in Conservation Leadership, were you doing any freelance or consultancy work? (conservation or otherwise)

Yes

No

10. Freelance / consultancy work details

1. Please describe the nature of your freelance / consultancy work at that time in a single sentence

2. For which organisations did you do paid freelance or consultancy work in year prior to joining the MPhil?

3. In which country or countries did you do most of your freelance work prior to joining the MPhil?

Multiple countries - please specify

4. Which of the following best describes the organisations for which you did freelance / consultancy work in the year prior to joining the MPhil?

- Non Governmental Organisation
- Private Sector
- Governmental Organisation
- Inter-Governmental Organisation
- Academic Institution

Other (please specify)

5. How relevant to conservation was your work in this role?

Not at all relevant    Slightly relevant    Moderately relevant    Relevant    Very relevant

Relevance

6. Please indicate the % of your working time spent doing each of the following: (Enter ? if you can't remember)

Fieldwork

Office work

Other



7. At what spatial scale(s) did you do most of your freelance / consultancy work? (tick all that apply)

- Local level
- Higher level within one country (e.g. state, province)
- National level
- Regional level (e.g. several nearby countries)
- International level (e.g. global policy work)
- Not applicable
- I can't remember

8. Were you involved in setting up the organisation for which you did freelance/consultancy work at that time?

- Yes
- No
- If yes, please give details:

9. What % of full time was your freelance / consultancy work immediately prior to joining the MPhil? (e.g. 20% = 1 day per week)

0 % 100 %

11. Information about your working life

1. Immediately prior to joining the MPhil in Conservation Leadership, did you have one or more Trustee or non-executive directorship roles? (conservation or otherwise)

Yes

No

12. Trustee / Directorship details

1. How many trustee or non-executive director positions did you hold at that time?

- 1
- 2
- 3
- 4 or more
- I can't remember

If you had more than one trustee or non-executive director position, please complete the rest of this section for the position you consider most important at that time

2. What is the name of the organisation for which you acted as a trustee or non-executive director at that time? (include organization, branch, division, etc. as appropriate)

3. Please describe the work of the organisation in a single sentence

4. In which country or countries was this organisation based?

Multiple countries - please specify

5. Which of the following best describes the organisation you worked with as a trustee or non-executive director?

- Non Governmental Organisation
- Private Sector
- Governmental Organisation
- Inter-Governmental Organisation
- Academic Institution
- Other (please specify)

6. How relevant to conservation was your work in this role?

Not at all relevant    Slightly relevant    Moderately relevant    Relevant    Very relevant

Relevance

7. Were you involved in setting up the organisation for which you worked?

- Yes
- No
- If yes, please give details:

8. Did you play a specific role for your organisation (e.g. Treasurer, Chairperson)?

- Yes
- No

If yes, please specify

9. Was your work in this role paid or unpaid?

- Paid
- Unpaid
- I would rather not say

10. What % of full time was your trustee / directorship work? (e.g. 20% = 1 day per week)

0 % 100 %

13. Information about your working life

1. Immediately prior to joining the MPhil in Conservation Leadership, did you do any voluntary conservation work?

Yes

No

14. Voluntary work details

1. For how many different organisations were you volunteering at that time?

- 1
- 2
- 3
- 4 or more
- I can't remember

If you volunteer for more than one organisation, please complete the rest of this section for the one you consider most important

2. What is the name of the organisation for which you volunteered? (include organization, branch, division, etc. as appropriate)

3. Please describe the work of the organisation in a single sentence

4. In which country or countries was this organisation based?

Multiple countries - please specify

5. Which of the following best describes the organisation for which you volunteered?

- Non Governmental Organisation
- Private Sector
- Governmental Organisation
- Inter-Governmental Organisation
- Academic Institution
- Other (please specify)

6. Were you involved in setting up the organisation for which you volunteered?

- Yes
- No
- If yes, please give details:

7. Did you play a specific role for your organisation in your voluntary work?

- Yes
- No

If yes, please specify

8. What % of full time was your voluntary work? (e.g. 20% = 1 day per week)

0 % 100 %

9. What was your motivation for volunteering in this role? (tick all that apply)

- Pleasure
- Helping contribute to a conservation objective
- Personal social benefits (e.g. meeting new people)
- Career development
- I can't remember
- Other (please specify)

15. Information about your working life

1. Immediately prior to joining the MPhil in Conservation Leadership, were you undertaking any accredited training programme? (e.g. diploma, degree)

Yes

No



## 16. Training details

1. How many different training programmes were you undertaking at that time?

- 1
- 2
- 3
- 4 or more

If you were in more than one training programme, please complete the rest of this section for the one you consider most important

2. What is the name of the institution which provided your training programme?

3. In which country is this institution located?

Multiple countries - please specify

4. What is the name of the training programme you were undertaking?

5. What is the level of the training programme?

- Masters degree (other than the MPhil in CL)
- Doctoral degree
- Diploma / Certificate
- Other (please specify)

6. What % of full time did you spend on your training programme? (e.g. 20% = 1 day per week)

0 % 100 %

7. How long was your training programme in total? (e.g. 3 years)

17. Information about non-work activities

1. Which of the following best describes your situation immediately prior to joining the MPhil in Conservation Leadership?

- Taking a career break to have children
- Taking a career break for personal development
- Seeking employment
- I would rather not say
- I can't remember
- Other (please specify)

2. Was it your intention to return to work in conservation at some point in the future?

- Yes
- No
- Unsure at this time

18. Wider Conservation Achievements

1. Prior to joining the MPhil in Conservation Leadership, had you received any significant conservation grant, award or prize? (e.g. Whitley Award, Darwin Initiative Funding, etc.)

- No
- Yes: please give details of all grants, awards and prizes

2. Prior to joining the MPhil in Conservation Leadership, had you served the conservation community as a representative on a panel or council? (e.g. Board Member for Society for Conservation Biology Working Group, IUCN Regional Councillor, Organising Committee for major conference)

- No
- Yes: Please give details, including dates

3. Prior to joining the MPhil in Conservation Leadership, had you set up (or started to set up) a new conservation organisation or initiative?

- No
- Yes: Please give details, including dates



19. Contact details

1. Please provide us with any email addresses we can use to contact you. We will never share your email address with anyone else without your permission.

Address 1:

Address 2:

Address 3:

2. Please provide us with your current mailing address:

3. Please let us know your Twitter handle, if you have one (e.g. @ConsLeader)

20. Comments

1. Please share with us any final comments or suggestions you may have

## 21. Thank you!

Thank you very much for taking the time to complete this survey. The results are very important for monitoring the impact of the MPhil in Conservation Leadership. We look forward to sharing the results with you.

### 1. Welcome

Welcome to the survey for Masters in Conservation Leadership alumni. This survey is intended to help the course team keep track of the progress of alumni, and to monitor the impact of the Masters against its aim to create a new generation of global conservation leaders. Completing the survey should take about 30 minutes. Your answers will only be available to the course team, who are responsible for storing the data. Data will be used to research and analyse the impact of the Masters course, and may lead to publications related to this analysis as well as improvements to the course itself. We will keep your data anonymous in any publications or other external communications.

\* 1. Please indicate below that you have read and understood the ethics statement above, in order to begin the survey.

- Yes, I understand and agree with the ethics statement
- No, I do not understand/agree with the ethics statement



## 2. Personal information

\* 1. What is your name?

\* 2. In which academic year did you take the MPhil in Conservation Leadership?

- 2010-11
- 2011-12
- 2012-13
- 2013-14
- 2014-15
- 2015-16

3. Conservation leadership self assessment

1. To what extent do you feel that your current work includes responsibility for the following:

	Not applicable	To a limited extent	To a considerable extent	To a large extent
Managing budgets and finances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
External communications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Please provide an assessment of your current abilities in terms of the following characteristics commonly associated with leadership

	Terrible	Very poor	Poor	Neither good nor poor	Good	Very good	Excellent	I don't know
Establishing a vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Solving problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Motivating / inspiring others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Treating others with respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being innovative / creative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicating effectively to different audiences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being charismatic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being a good networker	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having self-awareness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being confident	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having credibility / expertise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Achieving a good work / life balance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Please provide an assessment of your current abilities in terms of the following processes commonly associated with leadership

	Terrible	Very poor	Poor	Neither good nor poor	Good	Very good	Excellent	I don't know
Walking the walk - leading by example	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establishing partnerships and collaborations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seeing the bigger picture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing conflicts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Raising funds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing the capacity of others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing financial resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Since graduating, to what extent do you think you have had a positive impact on:

	No impact	Some impact	Small impact	Considerable impact	Large impact
Other people you work with (e.g. individuals, your team)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organisations you work with directly (e.g. your employer, your university)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The wider system within which you work (e.g. communities, other organisations)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Achieving conservation success (however you wish to define it)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please give any further details to explain your answers

5. By what mechanisms do you think you have achieved the impacts described in your answer to the previous question?

- Through passing on what you learned on the MPhil to others
- Through using the skills you learned on the course (e.g. strategic planning)
- Through using personal characteristics you developed on the course (e.g. confidence)
- Through other mechanisms (please specify below)

Please provide any further details to explain your answers

#### 4. Impact of the MPhil in Conservation Leadership

1. How would you rate the contribution of the MPhil in Conservation leadership to your leadership abilities today?

- Very negative
- Negative
- Neither negative nor positive
- Positive
- Very positive
- I'm not sure

Please give details

2. What other factors have contributed to the development of your leadership abilities since graduating from the MPhil in Conservation Leadership?

3. How would you rate the impact of the MPhil in Conservation Leadership on your professional career development since graduating?

- Very negative
- Somewhat negative
- Neither negative nor positive
- Somewhat positive
- Very positive
- I'm not sure

Please give details

4. At what stages since graduating do you feel the MPhil in Conservation Leadership has had its impact on your professional career? (tick all that apply)

- Within the first year after graduating
- 1-2 years after graduating
- 2-3 years after graduating
- 3-5 years after graduating

5. How would you rate the impact of the MPhil in Conservation Leadership on you personally, outside your professional career?

- Very negative
- Somewhat negative
- Neither negative nor positive
- Somewhat positive
- Very positive
- I'm not sure

Please give details

6. How do you think the MPhil has affected your current level of income?

- Negative impact
- No impact
- Positive impact
- Not sure

Please provide any relevant details, if you are comfortable to do so

7. Which aspect of the MPhil have you found most useful in your professional work since graduating?

8. Which aspect of the MPhil have you found least useful in your professional work since graduating?

9. Are there any particular gaps in your capacity that you would like to fill in future? If so, please specify

- No
- Yes (please specify)

10. How do you think your career would have progressed if you had *not* done the MPhil in Conservation Leadership?

- Much more slowly
- More slowly
- At the same pace
- More quickly
- Much more quickly
- I'm not sure

11. How many MPhil in Conservation Leadership alumni are you currently in regular contact with (i.e. once a month or more) from:

YOUR cohort

All OTHER cohorts

12. In what ways have you interacted with MPhil in Conservation Leadership alumni since graduating? (tick all that apply)

	YOUR cohort	OTHER cohorts
Social / personal	<input type="checkbox"/>	<input type="checkbox"/>
Information and opportunity sharing (e.g., circulating jobs, reports, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Networking	<input type="checkbox"/>	<input type="checkbox"/>
Professional advice (e.g., specific topics, challenges, personal insight)	<input type="checkbox"/>	<input type="checkbox"/>
Job/project/collaboration opportunity/ies	<input type="checkbox"/>	<input type="checkbox"/>

Please provide any details that you think might be of interest to us

5. Information about your working life

1. Are you currently undertaking any kind of professional or academic work (including employment, self-employment, voluntary work, acting as a trustee or director, training or further education)?

Yes

No



6. Information about your working life

1. Do you currently have a paid job? (Conservation or otherwise. Do not include freelance, consultancy or trustee work)

Yes

No

## 7. Paid employment details

If you have more than one paid job, please complete the following questions for what you consider to be your most important paid job. We will ask you about second and subsequent paid jobs later.

1. What is the name of your employer? (include organization, branch, division, etc. as appropriate)

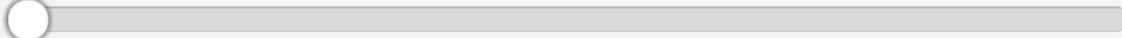
2. Please describe the work of your employer in a sentence

3. What is your job title?

4. Please describe your role in a sentence

5. What % of full time is this job? (e.g. 20% = 1 day per week)

0 % 100 %



6. In which country or countries are you based for this job?

Multiple countries - please specify

7. Which of the following best describes your employer?

- Non Governmental Organisation
- Private Sector
- Governmental Organisation
- Inter-Governmental Organisation
- Academic Institution
- Other (please specify)

8. How many staff does your employer have? (please use Full Time Equivalents)

- Fewer than 10
- 10-50
- 50-100
- 100-500
- More than 500

9. At what level is your position?

- Assistant / Associate Officer
- Officer
- Senior Officer / Manager
- Head of a group / programme
- Directorate
- Chief Executive Officer or equivalent
- Student / Postdoc
- University academic (e.g. Lecturer, Reader, Professor, Researcher)
- Other (please specify)

10. How many people do you have reporting to you, either:

Directly (e.g. you are their line manager)

Indirectly (e.g. they report to someone who reports to you)

11. If possible, please can you tell us how much of your organisation's budget you currently manage? (USD)

In absolute terms (i.e. the amount)

In relative terms, if you know (i.e. the proportion of the total budget of the organisation as a %)

12. How relevant to conservation is your work in this role?

	Not at all relevant	Slightly relevant	Moderately relevant	Relevant	Very relevant
Relevance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Please indicate the % of your working time spent doing each of the following

Fieldwork

Office work

Other

14. Please indicate the % of your working time spent on each of the following

Management / admin

Technical / applied work

Other

15. At what spatial scale(s) do you do most of your work in your job? (tick all that apply)

- Local level
- Higher level within one country (e.g. state, province)
- National level
- Regional level (e.g. several nearby countries)
- International level (e.g. global policy work)
- Not applicable

16. Were you involved in setting up the organisation for which you work?

- Yes
- No
- If yes, please give details:

8. Information about your working life

1. Do you have any other paid jobs? (Conservation or otherwise. Do not include freelance, consultancy or trustee work)

Yes

No

### 9. Second paid employment details

If you have more than two paid jobs, please complete the following questions for what you consider to be your second most important paid job.

1. What is the name of your employer? (include organization, branch, division, etc. as appropriate)

2. Please describe the work of your employer in a sentence

3. What is your job title?

4. Please describe your role in a sentence

5. What % of full time is this job? (e.g. 20% = 1 day per week)

0 % 100 %

6. In which country or countries are you based for this job?

Multiple countries - please specify

7. Which of the following best describes your employer?

- Non Governmental Organisation
- Private Sector
- Governmental Organisation
- Inter-Governmental Organisation
- Academic Institution
- Other (please specify)

8. How many staff does your employer have? (please use Full Time Equivalents)

- Fewer than 10
- 10-50
- 50-100
- 100-500
- More than 500

9. At what level is your position?

- Assistant / Associate Officer
- Officer
- Senior Officer / Manager
- Head of a group / unit / programme
- Senior management team
- Chief Executive Officer or equivalent
- Postdoc
- University academic (e.g. Lecturer, Reader, Professor)
- Other (please specify)

10. How many people do you have reporting to you, either:

Directly (e.g. you are their line manager)

Indirectly (e.g. they report to someone who reports to you)

11. How much of your organisation's budget do you manage? (USD)

In absolute terms (i.e. the amount - please also give the currency)

In relative terms, if you know (i.e. the proportion of the total budget of the organisation as a %)

12. How relevant to conservation is your work in this role?

	Not at all relevant	Slightly relevant	Moderately relevant	Relevant	Very relevant
Relevance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Please indicate the % of your working time spent doing each of the following

Fieldwork

Office work

Other

14. Please indicate the % of your working time spent on each of the following

Management / admin

Technical / applied work

Other

15. At what spatial scale(s) do you do most of your work in your job? (tick all that apply)

- Local level
- Higher level within one country (e.g. state, province)
- National level
- Regional level (e.g. several nearby countries)
- International level (e.g. global policy work)
- Not applicable

16. Were you involved in setting up the organisation for which you work?

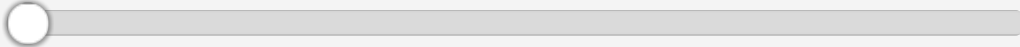
- Yes
- No
- If yes, please give details:

17. How many part time positions do you currently hold in total?

- 2
- 3
- 4 or more

18. What % of full time are all your part time positions combined?

0 100





10. Information about your working life

1. Are you currently doing any freelance or consultancy work? (conservation or otherwise)

Yes

No

11. Freelance / consultancy work details

1. Please describe the nature of your freelance / consultancy work in a single sentence

2. For which organisations have you done paid freelance or consultancy work in the last year?

3. In which country or countries do you do most of your freelance work?

Multiple countries - please specify

4. Which of the following best describes the organisations for which you have done freelance / consultancy work in the last year?

- Non Governmental Organisation
- Private Sector
- Governmental Organisation
- Inter-Governmental Organisation
- Academic Institution

Other (please specify)

5. How relevant to conservation is your work in this role?

Not at all relevant    Slightly relevant    Moderately relevant    Relevant    Very relevant

Relevance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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6. Please indicate the % of your working time spent doing each of the following

Fieldwork	<input type="text"/>
Office work	<input type="text"/>
Other	<input type="text"/>

7. At what spatial scale(s) do you do most of your freelance / consultancy work? (tick all that apply)

- Local level
- Higher level within one country (e.g. state, province)
- National level
- Regional level (e.g. several nearby countries)
- International level (e.g. global policy work)
- Not applicable

8. Were you involved in setting up the organisation for which you work?

- Yes
- No
- If yes, please give details:

9. What % of full time is your freelance / consultancy work? (e.g. 20% = 1 day per week)

0 % 100 %

12. Information about your working life

1. Do you currently have one or more Trustee or non-executive Directorship roles? (conservation or otherwise)

Yes

No

13. Trustee / Directorship details

1. How many trustee or non-executive director positions do you currently hold?

- 1
- 2
- 3
- 4 or more

If you have more than one trustee or non-executive director position, please complete the rest of this section for the position you consider most important

2. What is the name of the organisation for which you act as a trustee or non-executive director? (include organization, branch, division, etc. as appropriate)

3. Please describe the work of the organisation in a single sentence

4. In which country or countries is this organisation based?

Multiple countries - please specify

5. Which of the following best describes the organisation you work with as a trustee or non-executive director?

- Non Governmental Organisation
- Private Sector
- Governmental Organisation
- Inter-Governmental Organisation
- Academic Institution
- Other (please specify)

6. How relevant to conservation is your work in this role?

Not at all relevant    Slightly relevant    Moderately relevant    Relevant    Very relevant

Relevance

7. Were you involved in setting up the organisation for which you work?

- Yes
- No
- If yes, please give details:

8. Do you play a specific role for your organisation (e.g. Treasurer, Chairperson)?

- Yes
- No

If yes, please specify

9. Is your work in this role paid or unpaid?

- Paid
- Unpaid
- I would rather not say

10. What % of full time is your trustee / directorship work? (e.g. 20% = 1 day per week)

0 % 100 %

14. Information about your working life

1. Do you currently do any voluntary conservation work?

Yes

No

15. Voluntary work details

1. For how many different organisations are you currently volunteering?

- 1
- 2
- 3
- 4 or more

If you volunteer for more than one organisation, please complete the rest of this section for the one you consider most important

2. What is the name of the organisation for which you volunteer? (include organization, branch, division, etc. as appropriate)

3. Please describe the work of the organisation in a single sentence

4. In which country or countries is this organisation based?

Multiple countries - please specify

5. Which of the following best describes the organisation for which you volunteer?

- Non Governmental Organisation
- Private Sector
- Governmental Organisation
- Inter-Governmental Organisation
- Academic Institution
- Other (please specify)



6. Were you involved in setting up the organisation for which you work?

- Yes
- No
- If yes, please give details:

7. Do you play a specific role for your organisation in your voluntary work?

- Yes
- No

If yes, please specify

8. What % of full time is your voluntary work? (e.g. 20% = 1 day per week)

0 % 100 %

9. What is your motivation for volunteering in this role? (tick all that apply)

- Pleasure
- Helping contribute to a conservation objective
- Personal social benefits (e.g. meeting new people)
- Career development
- Other (please specify)

16. Information about your working life

1. Are you currently undertaking any accredited training programme? (e.g. diploma, degree)

Yes

No

17. Training details

1. How many different training programmes are you currently undertaking?

- 1
- 2
- 3
- 4 or more

If you are in more than one training programme, please complete the rest of this section for the one you consider most important

2. What is the name of the institution which provides your training programme?

3. In which country is this institution located?

Multiple countries - please specify

4. What is the name of the training programme you are undertaking?

5. What is the level of the training programme?

- Masters degree (other than the MPhil in CL)
- Doctoral degree
- Diploma / Certificate
- Other (please specify)

6. What % of full time do you spend on your training programme? (e.g. 20% = 1 day per week)

0 % 100 %

7. How long is your training programme in total? (e.g. 3 years)

18. Information about non-work activities

1. Which of the following best describes your current situation?

- Taking a career break to have children
- Taking a career break for personal development
- Seeking employment
- I would rather not say
- Other (please specify)

2. Is it your intention to return to work in conservation at some point in the future?

- Yes
- No
- Unsure at this time

19. Activities since graduating

1. Please provide details of your professional situation at the following times (include employers, job titles, taking a career break, etc.). Enter N/A for years prior to your graduation

October 2012	<input type="text"/>
October 2013	<input type="text"/>
October 2014	<input type="text"/>
October 2015	<input type="text"/>

2. Have you been awarded any of the following qualifications since you graduated from the MPhil in Conservation Leadership? If yes, please give the title, year and awarding institution. If no, please skip the question.

Masters degree	<input type="text"/>
Doctoral degree	<input type="text"/>
Diploma / Certificate	<input type="text"/>
Other (please specify)	<input type="text"/>

20. Wider Conservation Achievements

1. Since graduating, have you received any significant conservation grant, award or prize? (e.g. Whitley Award, Darwin Initiative Funding, etc.)

- No
- Yes: please give details of all grants, awards and prizes

2. Since graduating, have you served the conservation community as a representative on a panel or council? (e.g. Board Member for Society for Conservation Biology Working Group, IUCN Regional Councillor, Organising Committee for major conference)

- No
- Yes: Please give details, including dates

3. Since graduating, have you set up (or started to set up) a new conservation organisation or initiative?

- No
- Yes: Please give details, including dates



## 21. Future prospects

1. How do you feel about your current work situation?

- Very dissatisfied
- Dissatisfied
- Neither satisfied nor dissatisfied
- Satisfied
- Very satisfied

2. If you are seeking to make any change in your work situation, please indicate the reason

- I am seeking a more senior position
- I am seeking to move to another organisation
- I am seeking to shift to a different kind of conservation work (e.g. from policy to site management)
- I am seeking to shift away from conservation altogether
- I am seeking to shift back in to conservation if you have been doing other work or taking a break
- I am seeking to start a new organisation or initiative
- Other (please specify)

Please feel free to explain your answer in more detail



## 22. Contact details

1. Please provide us with any email addresses we can use to contact you. We will never share your email address with anyone else without your permission.

Address 1:

Address 2:

Address 3:

2. Please provide us with your current mailing address:

3. Please let us know your Twitter handle, if you have one (e.g. @ConsLeader)

23. Comments

1. Please share with us any final comments or suggestions you may have

## 24. Thank you!

Thank you very much for taking the time to complete this survey. The results are very important for monitoring the impact of the MPhil in Conservation Leadership. We look forward to sharing the results with you.