



We the Affiliate delegates, with the intent of future collaboration and agreement with the NWF Board of Directors, at the National Wildlife Federation 88th Annual Meeting, in our capacity as representatives of the Federation's 52 state and territorial Affiliates, hereby adopt by affirmation the following statement:

The National Wildlife Federation, a not-for-profit wildlife conservation corporation, acting through its Board of Directors, has embraced an essential 30-year vision and strategy to build a national movement to ensure that wildlife, people, and ecosystems thrive in a rapidly changing world. Achievement of this vision is now our unwavering goal.

The National Wildlife Federation is a corporation governed by a Board of Directors. That Board of Directors hires the corporation's Chief Executive Officer, who in turn manages the corporation's staff.

Certain essential governance functions of the corporation are reserved in its governing documents to Affiliate organizations as its Voting Members, which are independent nonprofit organizations whose missions include wildlife conservation. As the Voting Members, these Affiliates elect the majority of the members of the National Wildlife Federation's Board of Directors, set the corporation's conservation policy at its annual meetings, and amend the organization's Articles of Incorporation and Bylaws. All remaining governance functions are reserved by the corporation's Board of Directors.

This long-standing and deliberate organizational design is the "One Federation" concept of shared governance. The One Federation concept recognizes that by having the National Wildlife Federation staff, its Board and its Affiliates working together as a cohesive and collaborative organization it will achieve significantly greater results for wildlife and people.

Strong Affiliates increase the strength and impact of the National Wildlife Federation.

The National Wildlife Federation's Affiliates have adopted [We Believe](#) and [We Envision](#) statements expressing the conviction that the successful implementation of One Federation will help build an improved future for wildlife and a more sustainable balance between the needs of modern society and wildlife.

One Federation:

We are committed to implementing the National Wildlife Federation's strategic plan and its One Federation Foundation in the context of our We Believe and We Envision statements.

We recognize the position and power we have today to achieve results for wildlife and its habitat.

We recognize the incredible potential we have to achieve so much more in ways that are essential for the well-being of wildlife, and indeed for the well-being of humanity.

We commit, in support of the National Wildlife Federation's strategic plan, to remain focused and to do our best to enable the plan's success.

To accomplish our objectives/aspirations:

We will ensure that relationships are built on mutual respect for the autonomy of our organizations; awareness and knowledge of each other's programs, organizations and cultures; robust and timely communications; and trust that we keep our promises and commitments to each other.

We will support the development of relationships and partnerships among Affiliates to facilitate cross regional relations.

We will enhance communication, collaboration and build partnerships around shared strategies and programs at the local, state, regional, national, and Tribal levels to bring ourselves in closer alignment as One Federation.

We will leverage and grow organizational resources, including personnel, financial, and operational support, to ensure that the implementation of our One Federation concept provides the strength and sustainability to take bold action together that enhances our influence and conservation impact.

We Must:

Ensure alignment with the strategic plan's aspirations and its One Federation Foundation.

Embrace a culture of continuous improvement and adaptive change to ensure that the implementation of the One Federation concept evolves as necessary to achieve the outcomes of the strategic plan.

Maintain a nimbleness to address issues and opportunities that are not apparent today, all the while remaining focused on the attainment of the strategic plan's vision.

We Commit to:

Recognize that the National Wildlife Federation includes a collection of state and territorial Affiliates that serve as the Voting Members of the organization to achieve the organization's mission under the guidance and direction of the National Wildlife Federation's Board of Directors.

Utilize the National Wildlife Federation's governing and operational structure to identify opportunities for collaboration, growth, and development.

Target areas of greatest alignment between the three pieces of the Federation's governing and organizational structure (Board of Directors, Affiliates, and staff) where our combined strengths propel us toward accomplishment of the strategic plan's goals and strategies.

Seek out areas for shared improvement and identify those areas where our relationships need care and nurturing.

Improve communication within the National Wildlife Federation's governing and operational structure. Specifically, this means improving communication between the Board of Directors, staff and Affiliates keeping each other apprised of our activities, operations, successes and challenges. It includes ensuring early consultation when making an in-state appearance, developing an official position or program directly impacting a state or territory, so as to eliminate surprise and utilize the unique and special knowledge, skills, and relational bonds of our One Federation concept.

Strive toward consensus with respect to positions on issues, while allowing for alternative stances to be taken or to remain silent on issues within the Affiliate's respective state or territory.

Embrace the Affiliates' role as Voting Members within our National Wildlife Federation in the pursuit of conservation achievements through our conservation work.

Transform the National Wildlife Federation and the conservation movement.

We Commit.