

# directions



The journal of the Association of Nature Center Administrators

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**PRINTED ON RECYCLED PAPER**  
**RECYCLE THIS NEWSLETTER -**  
**GIVE IT TO A FRIEND**

## the Forming & Filling of a Nature Center Endowment

Rich Patterson  
Dave Kibicek  
Jim Seifert  
Indian Creek Nature Center  
Cedar Rapids, IA

The early 1980's Midwest economy was dismal. Factories were closing, people were being laid off, and general business activity was slowing. Although attendance at the Indian Creek Nature Center was strong, contributions were diminishing, and generating income was a struggle.

Each month our board looked at grim financial statements, and someone would say, "We ought to have an endowment." Finally, a board member attorney piped up, "You're right. I'll draw up the papers." He did, and the Indian Creek Nature Center Charitable Trust was founded. It's now nearly 20 years old.

The Trust is a separate 501(c)(3) organization with its own board of directors. Its sole purpose is to manage and invest endowed assets and distribute earnings. Trust board members are elected by the regular board and include bankers, accountants, attorneys, and investment professionals. Many are retired and several served on our regular board.

We founded the Trust with no assets but quickly learned that some people prefer to contribute to endowments, especially when they know that their money cannot be "raided" by the board to support a project or offset an operations deficit. Merely setting up an effective endowment structure attracted some

(continued on page 4)

*"In the environment, every victory is temporary, every defeat permanent."*  
—Thomas Jefferson

ANCA is a private, non-profit organization, dedicated to promoting and supporting best leadership and management practices for nature and environmental learning centers.

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# President's Message

**Tim Sandsmark  
Executive Director  
Lookout Mountain Nature  
Center, Golden, CO**



board meeting at McKinney Roughs Nature Park near Austin, Texas which is the site of this summer's ANCA Summit, August 24-26.

Spring is usually a busy time for most nature and environmental centers especially those located in climates where winter means cold weather. School program demand is often at its peak during these months as the weather warms and teachers and students want to get out of the traditional walls of the indoor classroom. Although it may be hectic, during this season and every season, pat yourselves on the back for the great work you are doing in connecting people to nature in a positive and meaningful way.

Your ANCA Board of Directors has also been busy trying to ensure that the organization is meeting your needs and bringing high quality products and services to you. To help do this, the Board meets five times a year. To keep expenses in check, three of these meetings are telephone conference calls and two are in person. One is the day before the annual Summit and the other is typically during the winter and is more extensive and is critical for the long-term health and success of the organization.

The winter meeting is held over a two-day period with the board meeting on one day and a strategic planning session the next. Although, it is not set in stone, we try to meet at the facility that will host the Summit either that summer or the next. This gives the board a chance to visit the site and help the Summit host plan the upcoming Summit. In February we had the privilege to hold our 2006 winter

McKinney Roughs Nature Park is a part of the Lower Colorado River Authority (LCRA). LCRA's primary responsibility is to serve as a steward of the lower Colorado River in central Texas. Within this stewardship mission, the two fundamental elements of protecting the water and lands of the lower Colorado basin and informing the public about how the river affects their lives are carried out by the Community Services Division of LCRA. This division operates several education facilities with McKinney Roughs being their largest center and home base to most of their educational staff (for more info. on LCRA and McKinney Roughs see their web site at <http://www.lcra.org/community/centers.html>). LCRA's Natural Science Center Supervisor, Carolyn Nelson and Education Director, Beth Banks were wonderful hosts and gave the board a great overview of the upcoming summit. Plan to attend, because the "Lone Star" Summit promises to be great!

At the 2005 winter board meeting in Michigan, the ANCA board went through a comprehensive strategic planning process to develop a realistic plan for the three year time period from 2005-2008. Several envisioned future statements were developed and from these, five strategic initiatives were identified with accompanying long and short-term goals and action steps and people assigned to carry out these steps.

(continued on next page)

Many of these action steps were accomplished last year, some are continuing and others have been added as a result of our February meeting. In this planning session, we reviewed the envisioned future and updated the organizational goals.

While many of these are long term and may not be achievable in the three-year time strategic planning timeframe, they represent the collective broader vision of the organization.

**The envisioned future statements for ANCA are:**

- ANCA is well known as the leading resource for nature center professionals. In this role, we have a profound impact on developing environmental literacy everywhere.
- Our strategic partnerships with like-minded organizations have greatly increased our visibility and influence, as well as our access to resources to accomplish our goals.
- Our comprehensive approach to fund development has secured our financial future through a substantial endowment and ongoing sponsorships and foundation support, supplemented by revenues from our educational services and membership fees.
- Thanks to our secure finances, we now have an

Executive Director who manages a high performance team of specialists in marketing, fund development, educational outreach, meeting planning and web communications, which allows us to reach our goals year after year.

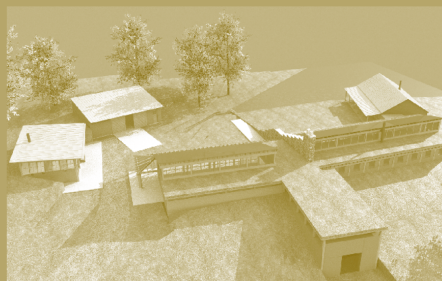
- As a result of our increased services and visibility, we have achieved significant membership growth, with members representing nature center directors, senior staff their board and community supporters of nature based learning.
- Our organizational future is secured through our succession and mentoring program that identifies and grooms future leaders for ANCA.
- Today, nature centers are regarded as a valuable educational, recreational and entertainment resource on par with zoos and museums.
- ANCA is sought out and heard on environmental and nature center management issues, allowing us to make a real and lasting difference in the health of our profession and the health of the environment.

To work towards this envisioned future; several strategic initiatives and goals to carry these were developed. Each short-term goal or action step had a projected completion date and ANCA board members and other interested ANCA members assigned to carry them.

(continued on page 7)



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## Endowment

(continued from page 1)

money. We diverted unexpected cash to the endowment, and lifetime membership income went there. With no particular fund raising effort endowed assets gradually rose to about \$500,000 in 15 years.

In 1998 we received a one-year grant funding a new staff position. We accepted the grant and initiated an aggressive campaign to raise the endowment by another half million dollars to the \$1 million level. Our reasoning was that this new \$500,000 with a 5% return would generate nearly enough money to pay the perpetual employment costs of the new staff member after the grant ended. The campaign was successful, and we went over the million-dollar mark just before the stock market started its long deep slide!

On a basic level the endowment concept is simple. Accumulate money, invest it, and distribute or reinvest the earnings. When our endowed assets were modest and bank certificates of deposit were paying high yields investing was simple. It isn't any more.

Erratic investment markets, changing regulations, and demographic and social changes make raising and managing an endowment portfolio a complex task. If managed too conservatively yields will be less than optimal. If managed with too much risk the potential for significant loss in a down market can easily wipe out years of gain. As the assets of our endowment reached the million-dollar mark it became obvious that sophisticated

management is essential to continue to attract new dollars and obtain an optimal yield.

Locating endowed dollars and charting a long-term investment course takes skill and diligence but endowments add security and stability to an organization by pumping needed dollars into the operations account.

### INVESTING ENDOWED DOLLARS

A healthy endowment is the key to long term nature center financial growth and health. In 2003, the Indian Creek Nature Center's 30th anniversary, our board and staff launched the HALF-CENTURY PROJECT with a goal of raising endowed funds from about \$1 million to \$13 million by our 50th anniversary in 20 years. A \$13 million endowment will yield enough money to cover half the operating costs of an organization about twice our current size.

Developing endowment goals is easy. Finding money isn't quite so simple. In general we have increased our endowment assets in the following ways:

- Gifts of cash. During campaigns we've asked for direct contributions and had a three-year pledge system.
- Lifetime memberships. We offer a lifetime membership for \$800. This income is invested perpetually. In theory it generates about as much money as an annual membership check but is perpetual.



photo by Chris Cooper

*The Cibolo Nature Center, in Boerne TX, started its endowment when it launched a capital campaign for land and facilities in 2002. The campaign helped CNC make many good friends who it is hoped will endow the center further through planned gifts.*

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• **Planned Giving.** This is the most effective way to grow an endowment over time. There are many aspects of planned giving but the key factor is that the donor plans the gift from a lifetime giving or estate planning perspective. Usually this is through a bequest, although there are other techniques where the donor receives a tax-advantage by making a gift during their lifetime. We have asked people to name the Trust as a beneficiary of their will, and we have received a number of bequests. Several people have also purchased life insurance policies with the Nature Center as a beneficiary. As a general rule planned gifts tend to yield much larger dollars than direct contributions, but it is difficult to determine when, and how much, money will come in.

Our campaign has an ambitious goal, and we have a long way to go to reach it. Endowment fund raising comes on top of an annual operations campaign and occasional capital campaigns. A key to our strategy is simply planting seeds.

### MANAGING ENDOWED ASSETS

The endowment needs to generate a high enough yield to overcome inflation, provide cash flow for nature center operations, and allow for some fund growth. This was easy in the high flying days of the late 1990's. We invested about 60% of our endowment assets in stock mutual funds and 40% in "cash" or fixed income investments like bank certificates of deposit. Back then it was relatively easy to generate at least a 10% annual return. Of this 2.5% was reinvested to cover inflation, 5% was turned over to the Nature Center to spend, and 2.5% was reinvested for fund growth. Our million-dollar endowment would yield \$50,000 to the budget and still allow the investment to grow 2.5% beyond the rate of inflation. It all seemed so simple.

The declining market and interest rates has made investing more complex, and we now anticipate a 4% spending rate and a 2.5% inflation rate. We're not allowing for fund growth in our formula. However, these figures reflect today's investment climate. Tomorrow's will be different, but we don't know just how.

That's where effective management steps in. Good fund management means developing an investment and distribution policy that incorporates the needs of the organization and is designed to drive predictability of cash flow over a long-term period. Fund Trustees need to remain focused on reducing investment cost to the organization, identifying and reducing investment risk, and creating distribution policies so the organization can depend on a steady stream of cash flow from the endowment.

Optimally investing large sums of money is a skill beyond that of most nature center directors. Our volunteer trust

board provides this service free, however some endowment boards hire an investment professional to provide advice or actually do the investing. Some invest their money with a community foundation for investment. Regardless of how the investment process is done, the organization is still responsible for ensuring the trust is efficiently invested and can disburse funds in a predictable manner.

An efficient and successful endowment involves close coordination between the organization's executive director and endowment trustees. The function of an endowment is solely to support the organization for which it has been established. Trustees need to work hard to develop an investment policy that maximizes return while maintaining a fund distribution policy that does not subject the organization to wild swings in annual fund distributions. 🍁

*David Kubicek is a Cedar Rapids, Iowa based attorney and is Chair of the Indian Creek Nature Center Charitable Trust.*

*Jim Seifert is an investment professional based in Cedar Rapids and is a member of the Indian Creek Nature Center Board of Directors.*

*Rich Patterson has been Director of the Indian Creek Nature Center since 1978.*

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**Janea Little**  
**Senior Naturalist**  
**Chippewa Nature Center**  
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## Windows: Indiscriminate Killers:

You're sitting at the dining room table, reading the paper and glancing occasionally at your bird feeders, when SMACK!, something slams into the window. It's happened a few times in the past, so you know what you'll find, you just don't yet know whether the victim will be a cardinal, mourning dove, Cooper's hawk, or perhaps a migrating ovenbird.

These fatal collisions don't happen often at any one house, so most of us don't address the problem. Even at Chippewa Nature Center, our efforts to reduce the number of birds killed when flying into Visitor Center windows had for years gone no further than putting up a few hawk silhouettes to break up the reflection of the glass.

So a dozen die here, and a few die at your house - it doesn't sound like a serious problem, does it? The numbers add up, though, house by house, skyscraper by skyscraper, until each year, over one BILLION birds die in window collisions. And that's a conservative estimate, according to Dr. Daniel Klem, who has studied this conservation issue for nearly three decades. Klem is a research ornithologist from Muhlenberg College in Allentown, Pennsylvania. He studies not just the scope of the problem, but viable solutions as well.

The basic problem for birds is that they see trees and sky reflected in windows.

They don't recognize the window as part of a building, and continue ahead at full steam. Even at times when there is no



reflection, windows placed across from each other, as with the River Overlook of our Visitor Center, create the illusion that birds can fly through to what they see on the other side.

Window kills occur on all sizes of windows, all sizes of buildings, and in all four seasons. So what can you do to lessen the impact (literally!) of windows at your home or nature center? Klem has studied many possible solutions, including placing bird feeders closer to windows, using decals to break up reflections, and architectural and glass style options such as angling windows outwards, using glass with imbedded dots (resulting in a frosted appearance), and designing buildings with deeply recessed windows.

The most commonly used but least effective method is placement of decals on "problem" windows. The problem is, birds are used to dodging through forests, seeking out very narrow gaps between sturdy tree trunks. Unless decals are literally no more than four inches apart, birds still hit the reflective space in between them. Window screens are quite effective, if you are willing to sacrifice the sharp image you get through a screen-free window.

Another effective solution for windows used for viewing bird feeders is to move at least some of the feeders right up to the windows. Klem's research found that if feeders are within three feet of a window, mortality from strikes is nearly zero. The greatest potential for solving the problem appears to lie in architectural design and window manufacturing arenas. Glass with tiny imbedded dots spaced only a few inches apart is proving to be very effective at reducing, or eliminating altogether, window strikes. If you have the luxury of starting a design from scratch, use windows angled outwards at 20 degrees or more, so the reflection is of the ground, not trees and sky.

Klem welcomes the opportunity to educate the public on this topic and share the results of his research. Contact him at [klem@muhlenberg.edu](mailto:klem@muhlenberg.edu) to arrange a presentation of his research or assessment of buildings at your nature center.

For further information on this topic, check out [www.birdsandbuildings.org](http://www.birdsandbuildings.org). 

## Message

(continued from page 3)

These initiatives and goals are as follows:

- **Members and Marketing** - Members: Reach the maximum number of professionals with valuable, relevant, and timely services. Marketing: Nature centers are recognized as a valuable educational, recreational, and entertainment resource for developing environmental ethic among individuals and institutions, with ANCA recognized as the authority in achieving these goals.

The long-term goals are to 1) define the true prospect pool for ANCA membership; 2) consider creating additional ANCA mini-Summits and encourage membership for attendees (educators, volunteer coordinators, farm/residential, regional meetings); and 3) develop a comprehensive marketing plan for internal and external markets.

Numerous short-term goals/action steps were developed to work towards these long term goals which are too numerous to list in detail but in general included: 1) providing a summary of ANCA listserv topics; 2) determining future Summit sites; 3) completing the web-based salary survey; 4) publishing four monographs; 5) completing a Summit manual; 6) identifying ANCA's target audience; 7) analyzing current membership statistics; 8) continuing to explore and develop mini and themed Summits (regional, farm, residential, etc.); and 9) develop a marketing plan.

- **Partnerships** - To create strategic partnerships with like-minded organizations in order to greatly increase our visibility, influence, and access to resources to accomplish our goals.

The long-term goal is to pursue formalized alliances/partnerships with NAI (National Association of Interpretation) and NAS (National Audubon Society).

The short-term goals are to: 1) continue dialogue with NAS looking for commonalities and win-win relationships and 2) continue exploring partnering/cooperating opportunities with NAI as appropriate.

- **Funding** - To ensure the long-term financial stability of ANCA.

The long-term goals are to: 1) generate funding necessary to fulfill staffing and administrative needs and 2) develop business/corporate sponsorship program to provide 10% of total budget.

The short-term goals primarily focus on recruiting, providing services for and maintaining new and existing business members and sponsors and enhancing and continuing existing fundraising venues such as the ANCA endowment, the Summit auction and fund-a-need program.

- **Staffing** - Maintain staffing and volunteer levels that ensure adequate funding is available to provide member services, maintain operations, carry out implementation of board policies and initiatives that enable us to reach our goals year after year.

The long-term goal is for a task force(s) and the board to create and implement a staffing plan.

The short-term goals are to: 1) assess current staffing, volunteer, and board capacity and optimize relative to current goals and 2) draft a case statement

and job descriptions for fully staffed ANCA office based on overall strategic plan.

- **Consults** - A new initiative was established at the planning meeting to help provide for additional consults that are affordable and responsive to ANCA member needs.

Several short-term goals and action steps were developed that include: 1) creating a skills-bank from ANCA members for potential consult team members; 2) updating and reviewing consult guidelines and contract; 3) developing a consult evaluation procedure; 4) exploring a sliding-scale consult fee; and 5) streamlining some of the administrative aspects of consults.

If you would like more information on these initiatives or would like to join us in advancing these goals, we would welcome your help. If interested, please contact Larry Brown or myself or any board member. 🍁



photo by Dick Touvell

*ANCA's Board of Directors had a productive planning meeting at McKinney Rough's Nature Park, host of the Lone Star Summit in August 2006, just outside of Austin, TX.*

# Profiles:

## North Cascades Environmental Learning Center

Nestled in the woods on the shores of Diablo Lake in North Cascades National Park is the new Learning Center operated by North Cascades Institute. The 16 building facility includes two labs, a classroom, library, dining hall, sleeping lodges, graduate student housing, and is surrounded by the towering peaks of the North Cascades.

North Cascades Institute seeks to inspire a close relationship with nature through direct experiences in the natural world. Since 1986 they have helped connect people, nature, and community in the Pacific Northwest through science, art, literature, and hands-on study of natural and cultural history. The Learning Center is a gateway to the wilderness and is an opportunity for the Institute to expand its audience.

“There are many people who think they might like the outdoors but need someone to show them,” said Jeff Muse, Learning Center director. “Not everybody is a backpacker or an REI customer. Some people need a little help and mentorship, and that’s what we do. We let the mountains do the talking.”

Family Getaways, Summer Naturalists Retreat as well as courses on grizzly bears, poetry, hawk migration, Tsimshian Basketry, and mushrooms are some of the program highlights for the first season. Mountain School, the award winning school program, begins in September utilizing the many trails

around the Learning Center to study forest ecology, natural and cultural history of the North Cascades.

Institute operates the facility.

The Learning Center was designed for sustainability using green practices and



photo by David Plueth

*North Cascades Institute recently opened their Environmental Learning Center which received a “silver” rating by LEED for its sustainable design and green architecture.*

The Learning Center was built in cooperation with North Cascades National Park, North Cascades Institute, and Seattle City Light. It is a central component of mitigation required for Seattle City Light’s 1995 federal hydroelectric license. Seattle City Light funded site preparation, design, and most construction costs of the buildings. The National Park Service dedicated land and will provide educational support and services such as water, sewer, and fire management. North Cascades

earned a “silver” rating by LEED (Leadership in Energy and Environmental Design). “The goals are to protect the health of participants, preserve natural resources, and teach people more about conservation through the way the Learning Center was designed and operates,” said Saul Weisberg, executive director of North Cascades Institute.

To view photos of the Learning Center and learn more about North Cascades Institute visit [www.ncascades.org](http://www.ncascades.org). 🍂

## Looking to Teach More Astronomy? A New Program for Informal Educators Provides Hands-On Professional Development and Networking Opportunities

The National Science Foundation's (NSF) Division of Informal Science Education has awarded the Astronomical Society of the Pacific (ASP) a major grant to help launch ***Astronomy From the Ground Up!*** (AFGU), a new professional development program for educators at small- to medium-sized science centers, nature centers, and natural history museums across the country. Through AFGU, the ASP and its major partners – the National Optical Astronomy Observatory, the Association of Science-Technology Centers and the Institute for Learning Innovation – will offer hundreds of informal science education (ISE) practitioners the following suite of services to help them deliver effective astronomy programming for their visitors: 1) workshops to build their astronomy knowledge, skills, and confidence; 2) hands-on astronomy activity toolkits; and (3) an ongoing online “community of practice” network in which practitioners work together and learn from one another.

We know that, collectively, smaller ISE institutions reach millions of Americans every year. But individually, most struggle with limited resources, small staffs, and very modest budgets. That is why participation in AFGU (during the NSF-funded phase) comes at little or no expense to qualifying educators and their home institutions willing to make at least a one-year commitment to the program.

To find out more about AFGU and building your capacity to communicate modern astronomy (including many current astronomical events and discoveries) and deliver astronomy content and hands-on activities to your visitors, and [how you can apply for an AFGU workshop near you](#), visit the program web site at: [www.astrosociety.org/afgu](http://www.astrosociety.org/afgu).

## A Good Read

*Setting High Standards: EE Builds a Home in Teacher Education Accreditation* features the work being done by the North American Association for Environmental Education to have environmental education incorporated into the accreditation of teacher preparation programs.

Read it online or download it from:  
[http://eetap.org/pages/fetch.php?fid=accreditation.pdf@pdf\\_url](http://eetap.org/pages/fetch.php?fid=accreditation.pdf@pdf_url)

## Fund the Need!

Thanks to the following members for supporting ANCA's new web services

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## Annual Appeal

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If you would like to make a pledge please contact the ANCA Office at 1-800-490-2622 or email [lbrown@audubon.org](mailto:lbrown@audubon.org)



Check it out at:  
[www.CampinaCan.com](http://www.CampinaCan.com)

# Lone Star Summit

August 24-26, 2006  
McKinney Roughs  
Nature Park  
Austin, TX

This year the ANCA Summit is being held deep in the heart of Texas. McKinney Roughs Nature Park, host of the 2006 Lone Star Summit, is nestled just outside of the "Live Music Capital of the World."

#### **Austin is the "heart" of all that is great about Texas.**

From the largest urban colony of bats to the Texas Longhorns, four-star restaurants to down-home barbecue joints, corporate CEOs to budding musicians, Texas' capital city stands apart from the rest. It's hip and trendy, yet in a vintage sort of way. It's eclectic by nature and creative by design. Most of all, it's a place where people like to have a good time and enjoy the outdoors.

#### **The Lone Star Summit promises to be a great time.**

Informative sessions, live music, great food, cool field trips, and a beautiful host facility will make this year's Summit a shining star. The Lone Star Summit is designed to give you the tools to take your nature center to the next level. Session and workshop topics will cover:

- Staffing issues
- Land and facilities management
- Financial planning
- Creative programming

**It's all about the outdoors.** Field trips include: observing the largest urban colony of Mexican free-tailed bats in the U.S.; kayaking down the waters of the Colorado River; birding at McKinney Roughs with an LCRA biologist; and visiting the Austin Nature Science Center, Wild Basin Preserve, and the Cibolo Nature Center in Boerne, TX. Lodging is available in Bastrop and at McKinney Roughs Nature Park.

**You can't afford to miss the 2006 Lone Star Summit!**



## ANCA Business Membership

Attention all businesses and organizations that support the nature center profession. What better way to reach the decision-makers in our field than to join ANCA as a Business Member? We appreciate your interest and believe that ANCA members would be a good market for your products and services. Join us as a business member, which includes advertising opportunities, Summit exhibitor space, and many other benefits.

#### **Business Membership - \$250 Annually**

- All benefits of ANCA Membership plus:
- Special recognition in Directions and on web-site
- Exclusive right to one time rental of ANCA member mailing list

#### **Bronze Summit Sponsor - \$500**

- All benefits of Business Membership plus:
- Free 1/4 page advertisement in 4 issues of Directions
- Free display table at ANCA's annual Summit (includes registration and meals for Friday and Saturday)

#### **Silver Summit Sponsor - \$1,000**

- All benefits of Bronze Sponsor plus:
- Display Sponsor Banner at ANCA Annual Summit
- Special recognition in Summit Registration Packet

#### **Gold Summit Sponsor - \$5,000**

- All benefits of Silver Sponsor plus:
- Recognition as sponsor of opening reception, lunch, dinner or auction at the Summit
- Web-site link until end of calendar year
- Insert business brochure in Summit Registration Packet

#### **Platinum Summit Sponsor - \$10,000**

- All benefits of Platinum Sponsor plus:
- Recognition on all printed materials as "Official Summit Sponsor"

## Thank you to our new Business Members!

#### **Bronze:**

- MPR Museum Consulting
- Split Rock Studios
- World Discovery Safaris

#### **Business:**

- Design Craftsman
- Nature Watch

If you would like to become a business member or have any questions, please call Larry Brown at the ANCA Office at 1-800-490-2622 or email at [lbrown@audubon.org](mailto:lbrown@audubon.org)

# ANCA Membership Form

## Please Join Us!

Membership Benefits: Quarterly Issues of Directions • Invitation to ANCA Summits and Workshops  
• Special Publications • Reciprocal Admission Program • Membership Guide

Please check the desired membership level: \_\_\_ \$70 Individual or \_\_\_ \$110 Institutional (two staff members receive benefits)  
\_\_\_ \$25 Student (copy of full-time student ID required)

\_\_\_ ANCA also offers several Business Membership options. Check here if you would like more information.

NAME 1: \_\_\_\_\_ TITLE: \_\_\_\_\_

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ADDRESS: \_\_\_\_\_ CITY: \_\_\_\_\_ STATE: \_\_\_\_\_ ZIP: \_\_\_\_\_

PHONE: \_\_\_\_\_ Ext: \_\_\_\_\_ FAX: \_\_\_\_\_

- ANCA offers a reciprocal admissions program for our members. Please check the reciprocal benefits your institution will provide: \_\_\_\_\_ Free Admission \_\_\_\_\_ Store Discount of \_\_\_\_\_% \_\_\_\_\_ Not Interested \_\_\_\_\_ N/A
- If you would like to participate in ANCA's reciprocal website link program please note your web address below. ANCA's website is [www.natctr.org](http://www.natctr.org). (Inclusion is subject to review.) \_\_\_\_\_
- ANCA provides our members with an annual membership guide. Please list my institution in the brochure as follows:

Name: \_\_\_\_\_ Web Site: \_\_\_\_\_

City & State: \_\_\_\_\_ Phone: \_\_\_\_\_

- ANCA is funded entirely by the generosity of members like you through membership dues, Summit registrations, grants, and donations. If you would like to make a donation at this time to support the operation of the organization, please note the amount here and add to your membership fees. \$ \_\_\_\_\_

Total Membership Dues & Donation: \$ \_\_\_\_\_

Payment Method: Cash \_\_\_\_\_ Check \_\_\_\_\_ Charge: Visa \_\_\_\_\_ Master Card \_\_\_\_\_  
Card # \_\_\_\_\_ Expires \_\_\_\_\_

Make checks payable to ANCA and mail with this form to:

ANCA  
1000 Aullwood Road  
Dayton, OH 45414



Questions? Call 1 • 800 • 490 • 2622

# ANCA Technical Consults: YOUR FRIEND IN THE BUSINESS!

ANCA offers consulting assistance to nature centers and other environmental education organizations at very reasonable rates. The fee includes the cost of transportation, lodging, and meals for the team, plus a \$2,750 fee that goes toward supporting ANCA's professional services and planning. Our Board of Directors, and members, provide these services with no personal financial gain, while you gain the advantage of advice and guidance from some of the profession's most respected and experienced leaders.

What can be covered? Well, just about anything involved with planning, funding, and operations. Some topics include:

- Assistance with long range and strategic planning
- Review education programs, exhibits, or trails
- Mission focus
- Fundraising and fiscal management
- Facility planning
- Starting a center
- Management strategies and use planning

We know the business, we're in it too!

## JOIN THE TEAM!

ANCA's Consult Services are a success because of it's members' participation on Consult Teams. Please consider sharing your experiences and lessons learned.

Consult Team members donate their time but all expenses are paid. Participating in a Consult is a great way to see other parts of the country, learn about other nature and environmental learning centers, and take home valuable knowledge for your own center.

So don't delay!!! PLEASE fill out the enclosed skills survey and return to the ANCA Office asap so we can tap into your experiences and skills!

## To find out more about

ANCA's Peer Consults, contact any  
ANCA board member or  
Bo Glover at 949-645-8489  
boglo@aol.com

directions

c/o Aullwood Audubon Center  
1000 Aullwood Road  
Dayton, OH 45414



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