



# Directions

The digest of the Association of Nature Center Administrators

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For more information on ANCA call our toll-free number:  
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*Directions* is a quarterly publication of the Association of Nature Center Administrators, distributed to members of ANCA as a membership benefit. 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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## 7 Principles for Effective Boards

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Board development is vital to the health of any organization, but few organizations dedicate time or resources toward building their board. This is understandable, given staff and volunteers are already stretched beyond capacity and the energy given by the volunteers serving on boards is – in the best cases – dedicated to some aspect of the organization’s current or future situation. Unfortunately, without an effort by the board to continually remind, rebuild and replace itself, the very energy a board is supposed to generate and expend becomes diluted and the long-term needs of the organization are weakened.

The purpose of this article is to provide a summary of best practices that an existing board can use to orient new and potential board members and to quickly assess its own effectiveness.

The information has been developed and used in workshops for several nonprofit boards.

### Principle 1: Believe the Mission

- Know why the organization exists.

Starting with the biggest picture every potential and existing board member needs to know the mission of this organization. The mission statement should be clear,

concise and preferably memorable, but at least everyone (including all staff) should be able to articulate the meaning, significance and purpose. Orientation to new board members would not only include the mission statement, but also the definition of the words within the statement.

- Who it serves.

The target audiences, the diversity of visitors and programs, and why those audiences and programs are important to the mission are important for everyone to understand.

- Accept responsibility toward the mission.

The single most important factor for a volunteer to serve on the board is the understanding of its mission, supporting that mission, and accepting the responsibility toward achieving that mission.

### Principle 2: Know the Legacy

- Understand the history.

Knowing how and why the organization was founded, its history, accomplishments and past are important to understand its

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present and its future. The past should not drive its future, because all things change, but its legacy is important to maintain its sense of being and its culture.

- Work within its culture.

All organizations have a culture; a way of being that is mostly an unwritten code, atmosphere of beliefs, values and behaviors. Hopefully, the culture is supportive and positive. It encourages new and existing members to be creative, critical, reflective and active toward the mission. New members need to be mentored onto the board and its culture to be effective and productive. Too often board members become alienated when the atmosphere of the culture is negative, or they do not know how to best work within its culture.

- Celebrate its accomplishments.

Articulate and boldly speak of the organization's successes, accomplishments, milestones, and highlights. Celebrate together as a board and staff what is positive. People are drawn to success.

- Articulate the legacy.

Board members should be able to talk with potential members and the public, and clearly articulate the legacy – history, culture and accomplishments of the organization.

#### Principle 3: Plan the Future

- What is/should be its direction?

The board and the staff should be involved in an ongoing strategic process of direction setting that

fully enables the organization to reach toward accomplishing its mission. Everyone on the board should be able to articulate the answer as to where the organization is heading toward its desired direction.

- What are the strategies needed?

Within the overarching direction, the board/staff should have written major goals for the next 3 years. Sharing these goals with potential new board members can be an excellent method to match needed skills with the goals.

- What are the priorities?

Within a three-year time frame the annual priorities are determined by the board so individual members and the collective board can support staff toward its accomplishment.

- Support the direction, strategies and priorities.

Once collectively determined, the direction, strategies and priorities need to be actively supported by the board. Use the statements of each to match skills needed or to engage non-board committee members. Not all board members may become active in each annual priority, but all members need to be supportive and active toward the organizational direction and strategies.



#### Principle 4: Manage Its Resources

- What are the financial needs, revenues and expenses?

Although not everyone on the board will serve on the finance committee, everyone on the board

should have the basic understanding and ability to interpret the financial picture of the organization. Placing revenues/expenses and cash balance in a simple pie chart can be used during the board solicitation and orientation process.

- What are the human resource needs?

The board, through staff analysis, should be fully aware of the current human resource extension and the desired needs. This includes paid staff, volunteers and cooperative agreements.

- What are the physical needs?

As with human resource needs, the board should be fully aware of the physical limitations of the facility and its strengths, always keeping in mind potential resources to overcome the limitations.

#### Principle 5: Follow the Rules

- Establish and practice effective meeting management and decision making practices.

Attending ineffective meetings is one of the top sources of frustration for staff and board. The board should take time to develop and orient itself to types of meetings, appropriate meeting management procedures and decision-making protocols. Everyone on the board and orientation to new board members should include inservice to how the board functions when it meets.

- Establish and practice board protocol.

In addition to meeting management, a board protocol is the rules which it follows during interaction at meetings, with each other and with staff. Clear lines of communication between staff and board, with appropriate behavior during meetings,

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will protect everyone's safety and effectiveness while reducing frustration and alienation.

**Principle 6: Know Your Role**

- What can I offer this organization?

Each potential or existing board member should learn the mission, legacy, future and resources of the organization, then ask themselves "what role can I provide?"

- What level of commitment can I provide?

Knowing one's role is important, but the board's effectiveness can only be achieved through realistic expectations of commitment. Commitment to serving on the board may mean financial, but most often means a dedication of time and energy toward completing tasks.

- How can I assist other board members and the executive director to be successful?

Working as a team toward a common mission and tasks will move the organization towards its strategic goals. Often just a positive attitude toward others is the assistance needed, sometimes it may mean placing pet projects aside and helping others complete tasks.

- Do I lead, follow or get out of the way?

Organizations are dynamic, needs change. Serving on a volunteer board can be daunting, but should never be easy! The complexity and even the atmosphere or culture of the board can change, and each member needs to decide when it's time; time to step up in a leadership role, time to step back as a supporting follower, or time to step aside for nurturing new leadership and participation.

**Principle 7: Follow Through With Tasks**

- Within my role, what am I responsible for?

Individual members should have a "job description" within the role or formal positions within the board structure. The job description may or may not be written, except for officers and chairs.

- How well do I follow through?

Everyone should occasionally take time to ask themselves and reflect on the ability and timeliness of following through with tasks and assignments. If follow through is missing, then ask why?

- What am I currently and specifically assigned to do?

Identify the specific task that I am supposed to be working for the organization at this time. All tasks in progress should be directed toward accomplishing the organization's mission, direction, strategies or priorities. Too many tasks per person? Not any for others? Realignment may be necessary to avoid burnout and to renew the board's energy.

*(Editor's note: A "Seven Principles" worksheet has been developed and successfully used in many board workshops. To request a copy call me at 1-800-490-2622 or email at lbrown@audubon.org) 🌿*

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*"I do not intend that our natural resources shall be exploited by the few against the interests of the many."*

President Theodore Roosevelt

**Director's Guide to Best Practices**



The *Director's Guide* includes chapters on five essential areas: leadership, strategic planning, boards, staff, and fund raising.

ANCA developed this book for busy directors and staff people with many roles and responsibilities. It is a handbook for those new to the profession and will also challenge and inspire the most experienced directors and their staffs. ANCA members have also found it valuable to give to board members, and volunteers.

Directors from 23 states and 40 different facilities reviewed and commented on the chapter drafts and evaluated the book's effectiveness.

Price of the book is \$60.00 plus \$5.00 shipping and handling.

Send to:  
ANCA  
1000 Aullwood Road  
Dayton, OH 45414  
Or call 1-800-490-2622

## 4 Directions

### Crisis Management

Alan Barnhardt  
Carolina Raptor Center  
3335 Willow Oak Rd.  
Charlotte, NC 28209  
(704) 875-6521, alanb2@mindspring.com

What started as a normal day quickly changed as a flurry of phone calls jammed the switchboard. Reporters from the Boston Globe and USA Today were calling about an eagle that had attacked a small girl. The band on the eagle's leg had a number similar to one that was released by Carolina Raptor Center a month earlier. Was it the same bird? Why was it attacking people? Had something happened in the rehabilitation process that predisposed this bird to attacking humans? Was our operation liable?

Questions were flying and the situation could get ugly. The story was already on the Associated Press wire and could be going national. So how do you deal with this situation? As soon as possible our Board member, assigned to public relations, was called and apprised of the situation. She drafted a statement that included several key points:

1. Be sympathetic to anyone who may have been injured in the event.
2. State that we are willing to work with authorities on any relevant issues.
3. Outline the process that is used in rehabilitation and emphasize that there was no indication of abnormal behavior prior to the

release.

4. Restate any information that was available that could have contributed to the "attack."
5. Issue a warning that people should not feed wild animals because it can change the animal's normal behavior patterns.



A meeting of staff was called to discuss the incident. They were given the following instructions:

1. Regardless of our personal opinions of the cause of the attack, everyone was to treat this event seriously behind the scenes as well as in public. You never know when someone will overhear a misdirected comment.
2. Everyone was to practice a prepared statement until it was memorized.
3. Everyone was to direct the media to a designated point person.

4. The point person was to offer to seek out any missing information and return calls to the media. An answer of "no comment" should not be used since it can be twisted to sound like something is being hidden.

The Director of Volunteer Programs was directed to meet with all volunteers working in areas where they might be in contact with the public. Volunteers would follow the same directions as staff members.

In the end most of the media recognized that Carolina Raptor Center was a credible non-profit organization that had followed proper procedures. A biologist was quoted as saying that the public had contributed to the attack by feeding the eagle. The eagle was captured and is being studied at a rehabilitation facility.

Here are several closing points.

- Establish relations with the media before the event. Build relationships so they are your advocates.
- Plan ahead
- Assign a point person
- Know the points to make.
- View your body language to be sure that it agrees with your statement. 🌿

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### ANCA on the Web

Visit ANCA's web site at:

[www.natctr.org](http://www.natctr.org)

**Be sure and check the site for expanded Summit information.**

Pricing and scholarship information will be available as well as pictures from the Summit site.

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*"To the sane and free, it will hardly seem necessary to cross the continent in search of wild beauty, however easy the way, for they find it in abundance wherever they chance to be."*

-- John Muir

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### Endowment Update

Recent contributors include:

Jenny Harmon	Richard Parker
Bo Glover	Norma Jeanne Byrd

To make a pledge for 2002 call the ANCA office at 1-800-490-2622 or email at lbrown@audubon.org.



# SUMMIT VIII - "The Summit With Altitude"

## Lookout Mountain Nature Center – Golden, CO

### August 22 - 25, 2002



Come to learn, come to renew, come to connect. This year's Summit, nestled in the foothills of the Rocky Mountains, promises to have you soaring to new heights.

#### Summit Workshops - Thursday, August 22nd

**Sustainable Design for Nature Centers** - Find out how your center can model sustainable design principles with retrofitting, new construction, site management and more.

**Applying Technology Successfully** - Get advice from a panel of experts. Share successes and challenges with peers. Take away tips for integrating technology at your center.

**Proactive Personnel Management Practices** - From recruitment to retention, explore current best practices for creating peak performing people.

**Introduction to Visitor Studies** - Learn principles and techniques for capturing, evaluating, and using information about visitor needs, desires and expectations, and the quality of their experiences with your center's services.

**Small Nature Center Survival Skills II ~ Understanding Ourselves & Others** - Learn to build and lead the best working team possible! Reveal your personality type and those of your team with the Myers-Briggs Type Indicator. For small center managers only (budget < \$300,000).

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#### **Facilitated and Open Space Sessions - Friday & Saturday, August 23rd & 24th**

*More than 24 facilitated sessions are available that span the gamut of issues facing today's leaders!*

**Question:** Do you have a question or problem of special interest to your organization?

**Answer:** "Open Space" sessions allow you to customize your Summit experience.

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#### **Social Activities**

After spending the day "working," relax with friends at a number of social activities planned each evening. Highlights include the always popular ANCA auction, a real "western" dinner at Pine Valley Ranch, or relax and view the night sky treasures at an historic observatory. You can enjoy a variety of peer talent performances, continue to network with friends old and new, and more! The choice is up to you.

#### **Field Trips!**

Sunday field trips complete the "Rocky Mountain" experience. Explore Rocky Mountain National Park, raft the Arkansas River, enjoy an overnight Ed-venture in the Gore Range, or visit the wonderful nature centers in Colorado Springs. Any one of these adventures will have you climbing higher as you make your way home.



**Watch your mail!** Registration packets will be mailed in early May. "Early Bird" pricing will be in effect until July 17th.

Scholarships are available.

Visit the ANCA website at [www.natctr.org](http://www.natctr.org) for more details and pictures of the Summit site and facilities.



**April - June, 2002**

## What Is Your Harbinger Of Spring?

Ken Voorhis  
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 9275 Tremont Rd.  
 Townsend, TN 37882  
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As nature center administrators it is important that we remain true to the heart of what we are about - "nature" - as we spend the bulk of our time doing that administrative work. That we continue to have a strong "heart" is obvious from the responses in this article.

The anticipation of spring is something that people have probably celebrated since the first spring flower blossomed. I was interested in what other people around the country looked forward to as "signs of spring", so I e-mailed the following comments and follow-up question to various friends and colleagues at centers nationwide.

Here in the Smokies, one of our earliest harbingers is the migration of wood frogs to a nearby pond. Last week during a warm rainy night hundreds of wood frogs emerged and began moving to the ponds to mate. My wife and son estimated 1,600 frogs in one pond. While the frogs are an early sign, little typically warns us of spring until when a few wildflowers begin to bloom on sunny slopes on warming days. Trailing arbutus is usually the first; last year actually on January 22.

The sign that most says to me "spring has arrived" is the call of a Louisiana Waterthrush by the river. The first of our warblers to return, this boisterous bird leads the way for Black-throated green and Yellow-throated warblers to follow. Spring is brewing. Bring it on!

What harbingers of spring are unique to your "place" that shout "spring is on the way?" I hope you enjoy the responses from around the country as much as I did. For many of us, teaching

about one's "sense of place" is a key objective. These comments certainly support the idea that everyone's place is special and that when one knows a place well he/she will more likely cherish and desire to care for it.

"Here in NE CT, the first harbinger for me is the call of a male red-winged blackbird. Next would be wood frogs and then springpeepers, then marsh marigolds."

- Annie Guion, Connecticut Audubon, Connecticut



"On the dry side of Washington State (east of the Cascades that is) the first and most notable harbinger of spring has to be the WIND! It starts raging in late February and early March and doesn't usually stop until June or July. It has to do with the temperature variances between the warm valley air and the cool mountain air - the wind rushes down from the Cascades and pushes the warmer valley air out of the way and voila - seems like the windiest spot on the planet sometimes."

"Everything seems to bend to the will of the wind - including the wonderful shrub-steppe wildflowers that are the next harbingers, showing up in early May."

- Jill Arango, Kittitas Environmental Education Network, Washington

"Here in Southern Florida, we're getting resident birds (e.g. red-bellied woodpeckers and cardinals) setting up their territories in early January. Ospreys are courting and nest-building at that time, too."

- Steve Bass, Environmental Education and Conservation, Florida

"In the flatlands of East Central Illinois where the tall grass prairie once ruled, spring is on its way when the fairy shrimp are swimming in the pond, the salamander eggs can be found along the pond edge, the woodcock flies up in your face as you almost step on him, and the junco has moved on to the north."

"Our first flowers are the spring beauties and bloodroot and the ground hog has returned to browse at the feeder. As the March winds blow across the open fields, the white oak finally loses its hold on last year's long dead leaves."

- Judy Miller, Anita Purves Nature Center, Illinois

"Here in downtown Trenton, New Jersey spring is marked more by the movement of people rather than birds, flower and groundhogs. As the days warm and the light lengthens people return to the front porch. This greatly increases the number of hellos, waves, smiles and head nods it take to get down the street. The sound of children playing rises to a pitch not heard since late November."

"The street trees begin to leaf out and the flowers appear on the Paulownia tree, the only visible tree above 15 feet. Simply magic."

- Kevin Kopp, Isles, Inc., New Jersey

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"I feel compelled to add a decidedly human element and twist! At Riveredge Nature Center in Wisconsin, the first harbinger arrives in early January at our homes, where we receive a plethora of annual seed catalogues."

"This is soon followed by Lands End, LLBean, and Cabelas..."  
 - Rick Flood, Riveredge Nature Center, Wisconsin

"Spring? For those of us at Stokes Nature Center it is the return of the sun shining on our building. We start to watch it advance in early February. Each day it creeps closer as it moves down the canyon walls, crosses the road, the Logan River, our parking lot, until finally it shines through the windows again after a long absence. My pick in the sunshine office pool this year is February 18th."

"Other signs include sandhill cranes returning to the valley as early as February and glacier lilies popping up through the snow in early April at lower elevations."  
 - Jen Levy, Stokes Nature Center, Utah

"Blooming Witchhazel is one of our early signs and my favorite is the

maple sap flowing which is made into maple syrup poured over pancakes and devoured by one and all here at our Maple Fest on March 16 and 17."

"Another harbinger of spring is the warm season migration of snow birds back to the beautiful north once the snow is gone and temperatures reach 70+."  
 - Bill Rose, Kalamazoo Nature Center, Michigan

"Here along the New Jersey Coast the songs of the red-winged blackbirds, chorus frogs and spring peepers sound out the arrival of spring. The first few green strands of salt marsh cord grass aren't far behind."  
 - Chris Claus, Cooper Environmental Center, Cattus Island Park

"Spring? What is that? We generally go from a month of "winter" to summer, and spring occurs between a few flutters of the eyelashes. If you aren't looking you'll probably miss it. You can't use daffodils as indicators, they start blooming around Christmas. Redbuds are so impatient that they can't wait for their leaves to open. They have to get excited and strut their

colors early in the year."

"The first few warm (80 degree) days are enough of an excuse for these feisty little flowers. They are one of the best indicators that spring has arrived."

"In mid to late March the golden cheeked warblers fly in from Central America to nest in our junipers and by that time we are pretty close to summer. They heard about snow in northern Texas and are hiding out for a few more days. They heard that temperatures will return to the 60s and 70s this weekend."  
 - Carol Knepp, Wild Basin Wilderness Preserve, Texas

"Here in Yellowstone, we anxiously await the arrival of the Mountain Bluebird, which usually occurs in the middle of March."  
 - Jeff Brown, Yellowstone Institute, Wyoming

"Here in da northwoods, eh, da harbinger of spring is usually da 4th of July fireworks, ya, don'tcha know."  
 - Corky McReynolds, Treehaven, Wisconsin 🌿

## Position Openings

### DIRECTOR OF EDUCATION

Puget Sound Environmental Learning Center  
 Bainbridge Island, Washington

Compensation:

Negotiable, commensurate with experience

Contact:

Director of Education Search Committee  
 Puget Sound Environmental Center  
 4450 Blakely Avenue NE  
 Bainbridge Island, WA 98110  
 E-mail: search@pselc.org

### NATURE CENTER DIRECTOR-AUDUBON

Grand Junction, Colorado

Contact:

Nature Center Director Search  
 3107 28th St  
 Boulder, CO 80301

### GRADUATE RESIDENT

Pine Jog Environmental Education Center  
 West Palm Beach, Florida

Annual Fee

\$11,000

Contact:

Karen Aubry  
 (561) 686-6600  
 E-mail: kaubry@fau.edu

### DIRECTOR OF BUSINESS OPERATIONS

Gore Range Natural Science School  
 Red Cliff, Colorado

Compensation:

\$35,000 - \$45,000 annual

Contact:

Executive Director  
 Gore Range Natural Science School  
 PO Box 250  
 Red Cliff, CO 81649  
 E-mail: kiml@gorerange.org

### FARM EDUCATOR

Aullwood Audubon Center & Farm  
 Dayton, Ohio

Contact:

Tom Hissong  
 (937) 890-7360

### ANCA Board of Directors

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**Tim Sandsmark**

Greenway and Nature Center

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**Ken Voorhis**

Great Smoky Mountains Institute

(865) 448-6709 Fax (865) 448-9250

## The Action Agenda

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*(Editor's note: This article is reprinted from Directions, January/February 1994)*

One of the most frustrating experiences of a non-profit executive has to be the common phenomena that can occur in a business meeting of the governance board - wandering without focus. A board president who lacks the meeting management skills to keep a meeting on track will allow it to consume incredible quantities of time on an issue of no importance and leave a critical budget or operational decision to be made in too little time or delayed to a future meeting. The executive usually does not control this process but the organization can be protected from meeting mismanagement by coaching for the use of an approach that mitigates the problem.

The Action Agenda is a valuable tool in meeting management. It is based by design on:

- prioritized agenda items in 3 categories
- strict time control during the meeting

### Agenda Items

**Action items** - These require definite decisions to be made during the meeting. They should command the most time and should be in order from most important to least important. Encouraging board members to have motions written out in advance can mitigate the time consuming process of framing a new motion during the meeting. The latter would be appropriate in the discussion mode but not during handling of action items. These are those critical decisions that cannot be delayed. It is reasonable to set time limits on comments before voting on action items.

**Discussion items** - These may involve a motion or decision but might also result in any decision being held over for a future meeting. They should also be in priority order from most to least important. Time should be limited for each discussion item at the beginning.

**Information items** - These should be very short presentations of information without any discussion. Encouraging committee reports and staff reports to be presented in writing during this time can cause this to be very fast and efficient.

### Time Control

The control of time in this entire process is critical. The chairperson or president must set limits on discussion of even the most controversial issues to insure that a timely decision is made. Asking people to not repeat the points made by others is helpful. If you agree with someone else's comments it is easy to say just that. If the chair is not a good timekeeper, encourage her or him to appoint another member to watch the clock and help pace the meeting.

Setting a finish time for the meeting and sticking to it is also critical in this agenda. The group learns that everyone will leave at the announced time and they all become participants in holding discussion down to salient points. Those items that do not get covered will simply be deferred to the next meeting. That is the reason for written informational reports which can be handed out

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without explanation.

One important matter when using the Action Agenda is to review agenda item placement at the beginning of the meeting. That can be done by asking, "Do we have a motion for certain for each Action Item?" Or you can ask, "Are any of our discussion items really reports?" Moving agenda items at the beginning can be very time saving, especially if you have a particularly long agenda for the meeting.

Controversial issues can often be



held to a specific time allotment by asking that each member hold comments to 2 minutes and then take comments on a round robin basis allowing members to pass on the first go-round if unready to comment. The second round for those who passed will usually insure that every-one gets input. It also keeps the aggressive members who usually dominate commentary from overwhelming others through repetitious remarks.

The Action Agenda can radically reduce meeting time for organizations that meet infrequently. I presided over a national organization for several years that held bi-annual meetings. The meetings often had over 100 agenda items and meetings usually lasted for 22 to 24 hours. That meant that we would fly into a meeting location and stay in the meeting room for the entire weekend and often some of our most important discussions were held when the fatigue factor could affect the quality of decision making.

We put in place the Action Agenda and reduced meetings to 6 to 8 hours after a year or so of experimentation with the process. The free

time at meeting sites permitted more social interaction and that was very constructive for informal resolution of controversial issues.

Organizational meetings are not the only settings for Action Agendas. The weekly staff meeting can also be made more concise through this process. Having a one hour meeting each week that ends on time is much less frustrating and maintains a high quality communications environment. Hold the meeting even if key members are out of town to allow everyone to continue to communicate about weekly business.

If the person controlling the meeting is really the problem, get someone to suggest the Action Agenda who is perceived by the leader as a peer. Some chairpersons and executives do not take suggestions well unless it comes from a person of equal status in the organization.

Using the Action Agenda layout without the control of time may only serve to frustrate you. Have your timekeeper monitor the next meeting or two you have without time control and see how much time you devote to the issues of substance compared to information items. That often reveals how critical it is to control the meeting up front with the agenda and time constraints.

The Action Agenda does not resolve all meeting problems but with a little practice it will place you on a better track for greater efficiency. Doing first things first is always the right way to do business.

The quality of work done in meetings often relates directly to the planning quality in preparing for the meeting. Try the Action Agenda for one year and see the difference. You'll have more time to move that stack of untouched paperwork on your desk into the recycling bin. Good luck! 🌟

## Calling All Authors!!

If you have a desire to share your ideas and experiences with the ANCA membership. We Need You!!

The best articles come from you - the members. Articles need to be 1 - 2 pages ( 700 - 1,400 words ). Technical language can be used as needed, but, remember your audience may not have your level of expertise in the subject. Fun, light-hearted, and inspirational articles are always welcome as well.

Submit your articles to:

ANCA  
1000 Aullwood Rd.  
Dayton, OH 45414  
lbrown@audubon.org

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## EdGateway Discussion Group

The procedure for signing up to the ANCA listserv on EdGateway has changed. Below are the steps.

- In your browser, go to [www.edgateway.net](http://www.edgateway.net)
- Click on "enter here>>"
- In the My EdGateway box select "My Profile"
- Select bullet #2 - registration form
- Complete the form and submit
- When the screen returns, select "My Profile"
- Update your profile
- When the screen returns, select "My Discussions"
- Choose "list discussions"
- Select "ANCA Association of Nature Center Administrators"
- Choose "subscribe"

## ANCA Membership Form

If you would like to become a member of ANCA, please fill out this form and mail it to the address given. Members receive 4 quarterly issues of *Directions*, special publications, and admission to ANCA Summits and workshops. Institutional memberships allow for two staff members to receive benefits. Questions? Call 1-800-490-2622.



Name: \_\_\_\_\_

Title: \_\_\_\_\_ Organization: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

Please check the desired membership level

\$60 Individual

\$90 Institutional

Additional staff member \_\_\_\_\_

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

ANCA

Aullwood Audubon Center

1000 Aullwood Road

Dayton, OH 45414

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### Directions

c/o Aullwood Audubon Center

1000 Aullwood Road

Dayton, OH 45414