

directions

Journal of the Association of Nature Center Administrators

the Future of Nature Centers: Perspectives on the Profession

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Introduction

This article is based on the 2015 ANCA Blue Ribbon Report, a research study conducted by Andrew Revelle, MS, while at the University of Wisconsin-Stevens Point, the ANCA Summit 2016 Blue Ribbon presentation, and a recent survey on evaluation for nature centers.

a great way to end a career as Director of Treehaven and Professor in the College of Natural Resources at UWSP was to work with Andrew Revelle, as his advisor and co-researcher, on the *ANCA Blue Ribbon Report*. (Revelle 2015)

This study was requested by ANCA in 2014 as part of their 25th anniversary and to update a Blue Ribbon



Report on nature centers conducted by the Natural Science for Youth Foundation in 1989. Andrew's complete work can be found on the ANCA website. [Click here.](#)

As I prepared to present the Blue Ribbon Report titled, "The Future of Nature Centers: A View From the Profession" at the 2016 ANCA Summit, I reflected on the beginning of my profession as a nature center director in 1975, how far we have come and what changes our profession has experienced. This article provides a concept of how nature centers have changed over the decades, interprets relevant

studies, and summarizes the Blue Ribbon Report. This article reports on the data collected at our Trends session at the 2016 ANCA Summit and introduces the

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Founded in 1989, the Association of Nature Center Administrators 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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photo of North Cascades National Park
by Daniel Hershman



Director's Notes

Amazing Space

Jen Levy
Executive Director
Association of Nature Center
Administrators
Logan, UT



My husband Sean and I just returned from eastern Iowa where we attended the grand opening weekend of the Indian Creek Nature Center's Amazing Space. The multi-day event included tours, live music, food trucks, and activities for all ages. Highlights of the weekend included a farm-to-table dinner, the connection ceremony to plug-in the building to the solar panels, and the dedication of the Patterson Family Amphitheater.

Amazing Space includes the only building in Iowa, and the only nature center in the country, to reach the International Living Future Institute's Living Building Challenge standards. The Living Building Challenge was established in 2006 by the Portland, Oregon-based Cascadia Green Building Council. In 2009, the International Living Future Institute was established to oversee the challenge. To date, 11 buildings — all in the United States — have

earned Living Building certification. The Living Building Challenge requires the Nature Center to protect the site and natural resources, source materials locally, manage rainwater on-site, meet indoor air-quality standards, and prove the building's performance. (The Living Building Challenge is a super charged LEED program that focuses on true sustainability.)

Features of the building include solar panels that power the building with more than 100% of their energy needs, locally sourced stone from less than 25 miles from the site, cement HardiePlank on the building exterior, EcoBatt insulation made from sand and recycled glass, tankless water

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heaters, and light sensor systems that control energy use.

In addition to the higher standard of sustainability achieved through green building practices, the nature center was built with community in mind and will include activities and programs that will attract a diverse audience. In addition to the classrooms and conference room, the new building includes an outdoor deck and patio overlooking a new pond, an auditorium with beautiful reclaimed wood walls, an exhibit hall featuring an interactive watershed exhibit, and a bird room that offers visitors

a quiet space to observe and listen to the birds that visit the center property. The glass panels in the bird room feature a product called ORNILUX, which has a patterned, UV-reflective coating, making it visible to birds but transparent to the human eye – like a spider web. This will lessen bird-window collisions.

The project was fully funded with \$7.6 million, which includes a \$1 million addition to the nature center’s endowment to support ongoing operations of the facility.

One of the most beautiful features of the Amazing Space Campus is the Patterson Family Amphitheater, named in honor of Rich Patterson and his family. Rich retired from Indian Creek Nature Center (ICNC) after a thirty-six year career as executive director. In addition to the signifi-

cant contributions he made to the Cedar Rapids community through his work at the nature center, Rich is one of the original founders of ANCA. When he started as director at ICNC there were no close peers and no network to turn to for support and sharing of best practices. Rich had limited experience with the administrative aspects of running a nonprofit nature center and recognized the need to connect with his peers. Rich and the other 11 founders began meeting

to discuss challenges and opportunities facing the profession and in 1989, ANCA was founded. It was an honor to be included

in the dedication in celebration of Rich and his family.

I am grateful to ICNC Executive Director John Myers and Director of Education Erin Anzalone for the invitation and the hospitality. Sean and I thoroughly enjoyed our time attending the festivities, exploring the site, and visiting with their staff and community as they celebrated Amazing Space!



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concept of a national effort to determine the impact of our centers. The purpose of this article is to look ahead, based on our perspectives, to determine how our nature centers remain relevant in our communities.

Our Legacy/Our Development

During the spring of 1976 I was guiding a group of 4th graders on our new boardwalk through a beautiful swamp of cinnamon ferns. As I stopped and began to talk about the ferns, a girl raised her hand and offered, “My mom and dad grow these!” I was a bit confused but replied, “Do they sell them”? “Oh no” she exclaimed, “They smoke them!” This story reminded me of the paradigm of our innocence in providing nature experiences and encounters for youth. As a concept, we were a special place located somewhere in or near a community that invited youth and others to come visit. In its simplest form we were interested in making aware and educating about nature. (Figure 1)



Figure 1

As our profession developed we learned more about creating links, networks, and collaborations within our communities. We learned more about what our stakeholders wanted from us. Our missions were challenged, broadened, and deepened. We were still about nature, but we became more sophisticated to our

methods, deliveries, outreach, and relationships. We no longer were just about nature awareness but we became interested in how to create future stewards for our environment. (Figure 2)

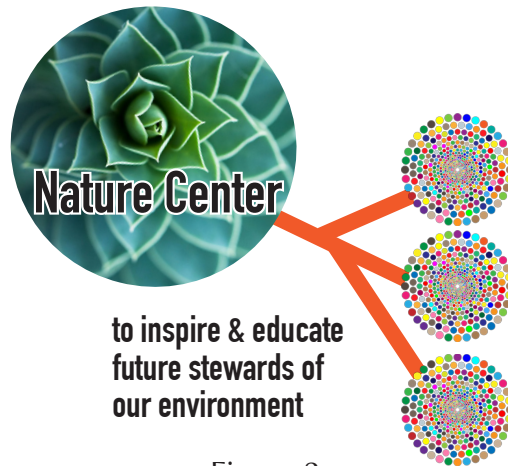


Figure 2

Our nature centers continue to transform through a combination of our need to achieve economic sustainability with a strong desire to remain true to our mission. We are becoming more centered within our community by engaging with and for our environment, rather than just teaching about the environment. Our mission, as a profession, has developed to build capacity for nature-based community engagement and stewardship. (Figure 3)



Figure 3

Interpreting Research

From teaching and providing nature-based experiences for individuals, we are now challenged to become providers and facilitators of nature-based community engagement. Figures 1-3 represent the changes our profession has experienced and this abbreviated review of research represents support to those changes. If we are committed to change and achieving positive impact to fulfill our mission, then we need to consider the implications of what the synthesis of these studies have recommended.

To increase impact we need:

- Longer Experiences – For example, a one to two hour one-shot program is not going to achieve impact when compared to 4-6 hour programs. A 4-6 hour program is not going to achieve the desired impact of an overnight program and so on. To achieve the impact we strive for, nature centers need to develop programs where we have longer, more in-depth experiences.

- Multiple Experiences – For example, a once a year experience at the nature center may not have the impact of three experiences once per season. Monthly day-long experiences are going to have more impact than visiting three times a year, and so on.

Shepard (1986), Bognar (1998), Palmberg (2000), Farmer (2007)

To increase environmental behavior we need to:

- Engage in Active Participation – Our programs need to engage our clients into active and authentic participation. We have long evolved past being “sages on the stage” to becoming “guides on the

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side.” Our program participants must be actively involved in all stages of their experience.

• **Remove Barriers** – We must be proactive in assessing and removing external social and cultural obstacles for our participants we are trying to serve. We can no longer be passive and hope they will come. We must also be aware of helping our participants with internal factors that can serve as barriers such as emotion, locus of control, taking personal responsibility, and priorities.

• **Increase Individual’s and Collective Competency** – To practice positive environmental behaviors and take action for the environment requires helping create personal competencies. Competencies are not just awareness and

knowledge about nature but must include an individual’s emotional, personal, and cultural confidence factors. Collective competency includes the ability to achieve goals by working together.

Zelezny (1999), Kollmus (2002),
Chawla (2007)

To be relevant in our communities we need to:

• **Support Environmental Connections** – Programs and experiences we provide need to relate, link, and support the participant’s experiences and environmental concerns. We must be proactive in helping make those connections.

• **Provide a Place for Leisure** – Healthy lifestyles while engaging in quiet but active leisure at the center are valued by our participants and supporters. We may have once seen ourselves as just

a place for learning about nature, but have now become integral to promoting and engaging in mission-based leisure.

• **Strengthen Community Resilience** – We are no longer apart from the community but a valued member of the community. Whatever befalls the community, our nature centers need to be part of the restoration and foundation of a community’s core values and culture.

• **Promote Civic Engagement** – Nature centers can be hubs for developing and promoting nature-based causes through skill building for community members, collaborations, and involvement.

Highlights of the 2015 Blue Ribbon Report

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Methods

A survey was developed and sent to the ANCA membership followed by a random and peer nominated selection of nature center directors that either had less than five years (Emerging leaders) or more than 15 years experience (Seasoned leaders). In-depth interviews were conducted with 14 Seasoned and six Emerging leaders.

Survey Results: Changes

Respondents predicted changes that will occur in the nature center profession include:

96% Raise funds from new sources, primarily by concentrating on entrepreneurship (earned income) and Legacy (long-term fund raising practices; i.e. endowment, wills, etc.).

77% The Executive Director's role will include stronger skill sets and experience in business, fund raising, and building external connections.

77% A nature center's role in the community will become a more active voice for the environment.

76% A nature center will develop more formal relationships with schools to create and provide increased authentic experiences. (i.e. STEM, meaningful research, citizen science).

57% A nature center will target audiences that will include more experiences for adults and families, less emphasis on schools.

Survey Results: Correlations

- Increase need for funding = increase staff
- Increase educational staff = increase fund raising and public relations staff
- Increase public relations staff = fund raising staff

- The recent recession will continue to impact strategic planning, staffing, and fund raising.

An interpretation of the staff correlations might mean there will be more cross over functions required of educational staff to be more involved in fund raising and public relations in addition to educational responsibilities. The recession is still fresh in the respondents' minds and has caused nature center directors to approach strategic directions and fund raising priorities differently than before the recession.

Interview Results: Comparisons

Emerging Leaders are more likely to:

- Be more technology focused;
- Incorporate climate change into programming;
- Collaborate with other non-profits;
- Expand programming beyond schools;

- Connect authentic experiences with programming;
- Volunteer efforts into rehabbing our environment.

Interview Results: Themes

The Future of Nature Centers: A View From the Profession identifies a set of sub-themes that have been expanded in this article into a core set of four themes. These four themes could guide our professional development and strategies for the changing roles we encounter.

A key, single phrase that can sum up the results of the research is *Being Relevant*. How do nature centers remain (or become) truly relevant in the communities or the regions we serve?

To be relevant, Nature Centers will be:

- Leaders in Conservation and Restoration – Our nature center sites and our off-site projects will reflect best practices and involve-

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ment in conservation and habitat restoration. We will not be silent partners but leaders in demonstrating, promoting, educating, and implementing best practices actively throughout our chosen service areas.

- **Leaders in Education and Advocacy** – Our nature centers will develop and embrace best practices in educational methods that provide authentic experiences that connects with our participant’s real life situations. Our nature centers will expand our role from education to include experiences that elevates our role as leaders in advocacy for environmental and related causes and concerns that fit our mission.

- **Leaders in Collaborations and Partnerships** – Nature centers will actively seek, form, and lead collaborations that will help implement strategic priorities. Nature centers will form true partnerships

with other organizations and other nature centers to fulfill broader causes that can only be accomplished through multiple stakeholders working together.

- **Leaders in Reflecting Our Community** – Nature centers will be leaders in establishing relationships with all members of the community service area and actively obtain involvement from those members as staff, board, and volunteers. The nature center will reflect the diversity of our community in programs and leadership.

Observation

Has our conceptual model changed? Are we developing into an entity that is becoming an integral member of the community and as relevant as our fire departments, libraries, hospitals, and coffee houses? As institutions we may have achieved or should strive to achieve a model that is more complex than when our centers first started. (Figure 4)

ANCA Summit 2016: Being Relevant

A tradition at the ANCA Summit is to facilitate a plenary session whereby we divide into small groups and tackle a topic. The discussions are documented and are used by the ANCA board in strategic planning to establish service priorities. This year the small group discussions were focused on six questions based on the 2015 Blue Ribbon Report presentation. Each group was asked to brainstorm, discuss, and finally choose their top three (or four) responses to their question. Each question and corresponding top responses are reported below.

I. How do we be relevant in our community?

1. Tell them our story, why we are relevant! Advocate for us.
2. Reflect the community in our staff and volunteers.
3. ASK – Find out what they want and need from our centers and programs or services.
4. Identify and develop true partnerships in the community that collaborate with and support community organizations.

II. How do we become leaders in conservation and advocacy?

1. Inventory our center’s natural resources and collaborate with other organization to inventory the conservation needs of our community.
2. Initiate action and establish strong communications.
3. Develop a seamless approach to education and advocacy.

III. How do we build our nature centers for resiliency?

1. Diversify funding and programmatic offerings.
2. Invest in our human capital focusing on staff compensation, professional development, and wellness.

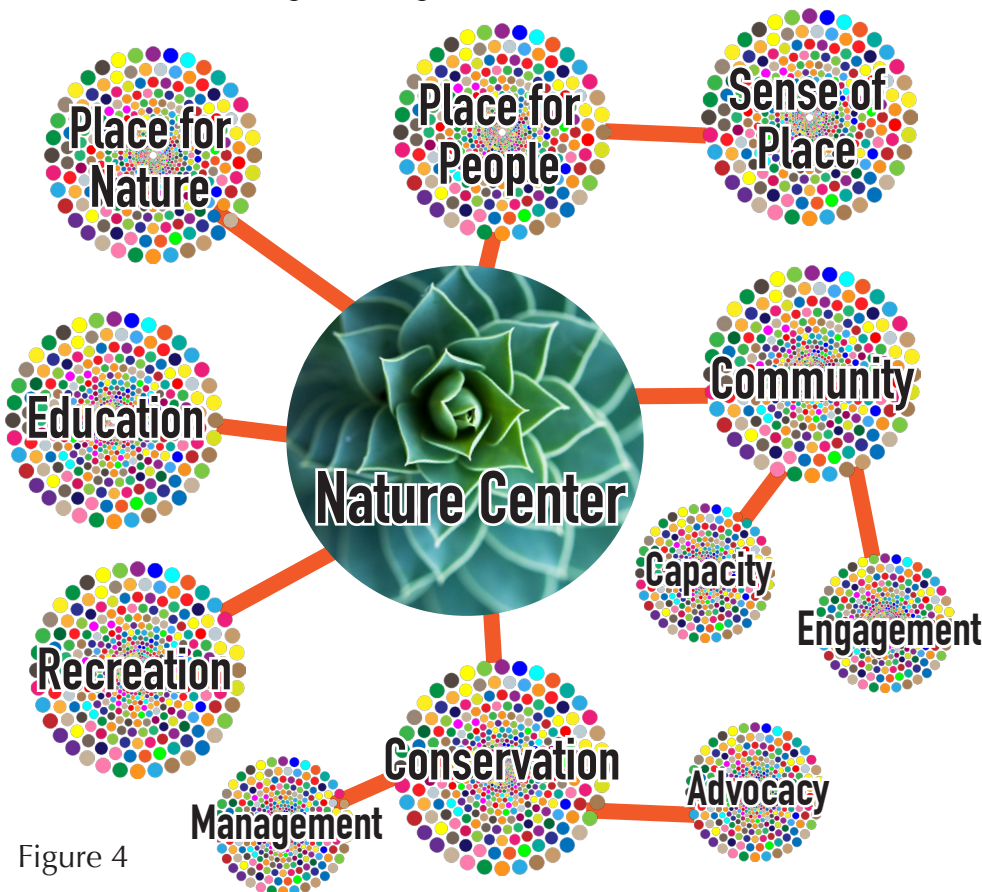


Figure 4

(continued on page 8)

3. Understand our stakeholders.
4. Develop and enhance sustainable facilities.

IV. What programs will achieve impact?

1. Research and develop authentic experiences that are connected to the real world such as monitoring, citizen science, university cooperation, and restoration.
2. Extended impact programming with schools focusing on self-driven activities.
3. Establish programs that are multi and cross-cultural.

V. What services do we provide that the community will view as relevant?

1. Find out what the community thinks is relevant.
2. Create our center’s environment that enhances a restorative recharge for our visitors.
3. Be known as the community asset that enhances quality of life.
4. Provide educational programming and work on curriculum support that our community views as relevant.

VI. How do we build leadership in our nature centers that reflect our communities?

1. Target recruitment of staff that reflects the community we serve.
2. Commit to it! Allocate resources, set goals and a timeframe.
3. Create opportunities for high school students to learn about careers in the environmental field, create and host a job fair.

Determining Our Impact

Last fall at the Alliance for Non-Profit Management I learned of a model for organizational evaluation, developed by Dialogues in Action, that could help determine the impact our nature centers are having in their community. In the past few months ANCA has been exploring the model, conducted a

membership survey, and is looking at funding sources to pilot the project. This seems to be a natural next step based on the Blue Ribbon Project and other recent studies.

The following is an excerpt and highlights from the survey results.

(McReynolds 2016)

(The complete survey results can be requested from corky@lead-teamconsulting.com or ANCA).

Project Impact

Are nature centers achieving mission-based impact? There is a growing body of research in environmental education, but it is often program or resource specific. To date, there has been no concerted effort to support the use of evaluation to understand organizational cycles of learning, growth, or impact. A trend in the nonprofit sector is to build the internal capacity of organizations to both use evaluation as a tool for learning and to measure impact.

ANCA has established an ad-hoc team to explore the feasibility of adopting a credible national model of evaluation that nature and environmental learning centers could participate with results that would help each center understand its impact within their community and our collective impact as a profession.

“Project Impact” is a process of training and implementing an internal evaluation developed by Dialogues In Action and will include questions that could be used to determine the impact of our nature centers on a national scale coupled with individually developed questions that are customized to each of the participating centers. The result would be two-fold. One, each participating center would engage in an evaluation process that would result in a self generated report that could be used

by the center to determine impact within their local community or service area, recommendations for improvement, and potential use in gaining support. Second, the results would be confidentially shared with ANCA that would establish a data bank that could be used to demonstrate the impact of nature centers nationwide. This collective information could be used to establish a national voice for the profession.

The purpose of the ANCA member survey was to determine if there was enough interest from the nature center community to continue exploring the feasibility of adopting a national evaluation model for measuring impact. The desired outcome of the survey was to obtain at least nine centers that expressed a positive response to participating in a pilot program.

Survey Highlights

In June 2016 all 346 ANCA member nature centers were surveyed with 90 responses or 26% response rate.

24 centers indicated they would like to participate in a pilot project.

Type of Center

| | |
|-------------|-----|
| Day | 77% |
| Residential | 6 |
| Combination | 10 |
| Other | 7 |

Governance

| | |
|---------------|-----|
| 501c3 | 58% |
| Institutional | 26 |
| Partnership | 11 |
| Other | 5 |

Year Established

| |
|-----------------|
| Range-1942-2018 |
| Mode-1964 |
| Median1979 |

Importance of determining impact
88% Very Important/Important
Willingness to share results with ANCA – 86% Yes

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The economic significance of the nature center profession may be more than we imagined. The mean annual budget of respondents was just over \$1million. Since this was a survey to the entire membership we can generalize a total ANCA membership annual budget of \$365,000,000.

There were six centers with budgets over \$1million and 16 centers with less than \$1million indicating yes to participating in the pilot. (Two centers did not provide their budget). There were 15 centers with budgets over \$1million and 18 centers with budgets less than \$1million indicating maybe on the survey. (Six centers did not provide a budget). The good news is that it is not just the centers with the largest budgets interested in participating in the pilot.

Respondents indicated three primary reasons to participate in Project Impact:

1. Determine a method so we can assess our impact.
2. Learn what we can do, changes we can make, that would impact our visitors and what programming would most impact our community.

3. Prove our benefits and growing needs among our constituents.

Respondents indicated three primary reasons for not participating in Project Impact:

1. Limited staff time
2. Limited funding
3. Timing

Next Steps

We have always considered our nature centers relevant, but the question and challenge is how do we know if the community views our nature centers as relevant. We have learned a lot about our profession and we still have lots to

learn but we do have opportunities to dig deeper into why, what, and how we do what we do to achieve the impact of our missions and to be relevant in our communities. As a profession we have been dedicated to identifying and embracing best practices for the leadership and administration for our nature centers. We are now at the edge of opportunity to establish our local and national impact and relevancy through programmatic changes, evaluation, and professional growth, as individuals and institutions. 🌱

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Feet On The Ground:



Recent & Upcoming ANCA Activities Around the World

The next Mid-Atlantic Regional Meeting will be held Oct. 7 at ➡ DuPont Environmental Education Center in Wilmington, DE. Click here for more info.

- Howell Nature Center in Howell, MI hosted the Michigan Regional on Sept. 9.
- The Florida Regional Meeting was on Sept. 16 at Highlands Hammock State Park in Sebring, FL.

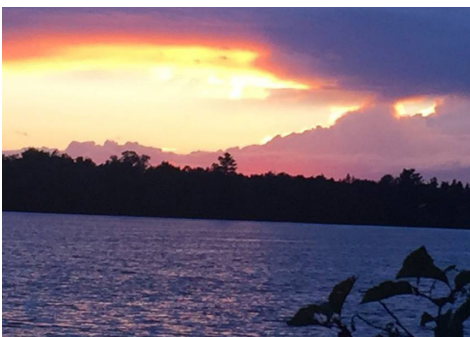


↩ This interactive solar panel, located by the entrance to the new building at the Indian Creek Nature Center, allows visitors to position the panel to achieve the optimum amount of sunlight.



↩ Indian Creek Nature Center Director of Education Erin Anzalone shows off their brand new interactive watershed exhibit during the grand opening of Amazing Space.

Find Your North Star Summit Audubon Center of the North Woods August 2016



“The Summit was truly a rewarding experience! I was a bit shy at first... but quickly made new acquaintances. It felt good to have connected with people with similar passions. The ANCA Summit opened my eyes...and touched my heart. I left the summit with a new perspective on many aspects of my life. Thank you again for providing me with this enriching experience. I would like to become more involved in ANCA in the near future!”

~ 2016 Summit Participant

Profile:

Elachee Nature Academy ~ Adds Kindergarten-1st Grade

This fall Elachee Nature Science Center is adding a new Nature-based Kindergarten-1st Grade program to their popular Elachee Nature Academy.

Thanks to demand from area parents for the continuation of the highly respected instructional philosophies developed in Elachee's accredited Nature-based Preschool, now in its third year, this expansion of services to include a K-1st grade classroom comes at a time when there is already a two-year waiting list for the private, tuition-based preschool program managed and operated by Elachee Nature Science Center.

"Expanding our program to offer kindergarten-1st grade is particularly exciting for me because it will open up the opportunity for children to be involved in Elachee's nature-based education for potentially four to five years," comments Rhonda Bailey, Elachee Nature Academy Director of Schools. "To be able to offer families the choice to have their children experience an educational method that is soundly backed by more and more research demonstrating the tangible academic benefits of meeting early learning standards and enhancing students' observant and inquisitive attitudes about learning, I believe will develop a strong foundation for these

children to build a lifelong love of discovery and an appreciation for their natural world."

Igniting each child's sense of wonder, Elachee Nature Academy uses a unique child-directed and discovery-based curriculum, that



meets Georgia learning standards, to instruct young students in engaging and meaningful ways. Characterized by innovative educational experiences in the classroom and in outdoor settings, Elachee's Nature Kindergarten-1st Grade is also SACS/AdvancEd-accredited, making it the first and only such K-1st nature-based program in the southeastern United States.


"With this new expansion that utilizes our natural environment as a classroom," says Andrea Timponi, President/CEO of Elachee Nature Science Center, "Elachee continues to fulfill its mission to

promote environmental understanding through education and conservation."

Led by a certified teacher, the Nature Kindergarten-1st Grade maximum class size will be 20 students, with a 1:10 teacher/student ratio. One significant aspect of Elachee Nature Academy's instructional day is that students spend 50 percent or more of their time outdoors.

Working parents will also have the option to select before/after care for their enrolled student as an add-on fee to their tuition payments. Each student's tuition includes an Elachee family membership which allows the entire family to enjoy the benefits of the Nature Center's many public special events and

programs, such as Snake Day, Raptor Fest, and the Trillium Trek Trail Run.

Elachee Nature Academy follows the Hall County Schools academic calendar. Click here for more details. 

Elachee Nature Science Center in north Georgia's 1,440-acre Chocopee Woods Nature Preserve is a private, independently operated 501(c)(3) not-for-profit organization. For more than 35 years, this premier SACS/AdvancEd-accredited nature center has been instrumental in building environmental literacy. Visit www.Elachee.org.

2017

Residential Environmental Learning Center Conference @ North Cascades Environmental Learning Center

Jan. 6 ~ 10

Registration Now Open!

About the RELC Conference:

A biennial gathering of administrators (directors and coordinators), and those with an interest in residential environmental education programs. This gathering of professionals seeks to advance the residential environmental education movement through the sharing of current ideas, concerns, solutions, and insights.



Photo Credit: Nick Mikula, North Cascades Institute

About the Location for the 2017 Conference:

The 2017 gathering of Directors of Residential Environmental Learning Centers is being held at the North Cascades Environmental Learning Center. This LEED Silver Certified facility was completed in July of 2005, in partnership with Seattle City Light and the North Cascades National Park. Take a look at this new *video* of the amazing location!

North Cascades Institute is a private non-profit that delivers environmental education programs for learners of all ages, a residential M.Ed. program (through a partnership with Western Washington University), and a variety of conferences and retreats.



Photo Credit: North Cascades Institute

Their sustainable facility is located on the shore of Diablo Lake in the heart of the North Cascades National Park. (3 hours by car from Seattle and Vancouver, B.C. - 2 hours from Bellingham) Guests to the Learning Center will stay in dorm-style bunkhouses, with common living rooms and bathrooms.

All meals are included and served in the dining hall, which uses over 70% local and organic food. Their kitchen staff is responsive to diet restrictions and preferences. The campus serves gatherings well with wireless internet throughout and a range of meeting spaces and resources to serve group needs.

Conference Dates: January 6-10, 2017

Registration Cost: \$325/person

Includes: 5 days/4 night accommodation, 12 meals (dinner Friday through lunch Tuesday)

[Register Here!](#)

Thank You to our Business Members!

We are grateful for the financial support and expertise of our Business Members. We hope the ANCA membership will consider these businesses when they are in need of market resources.

Platinum:

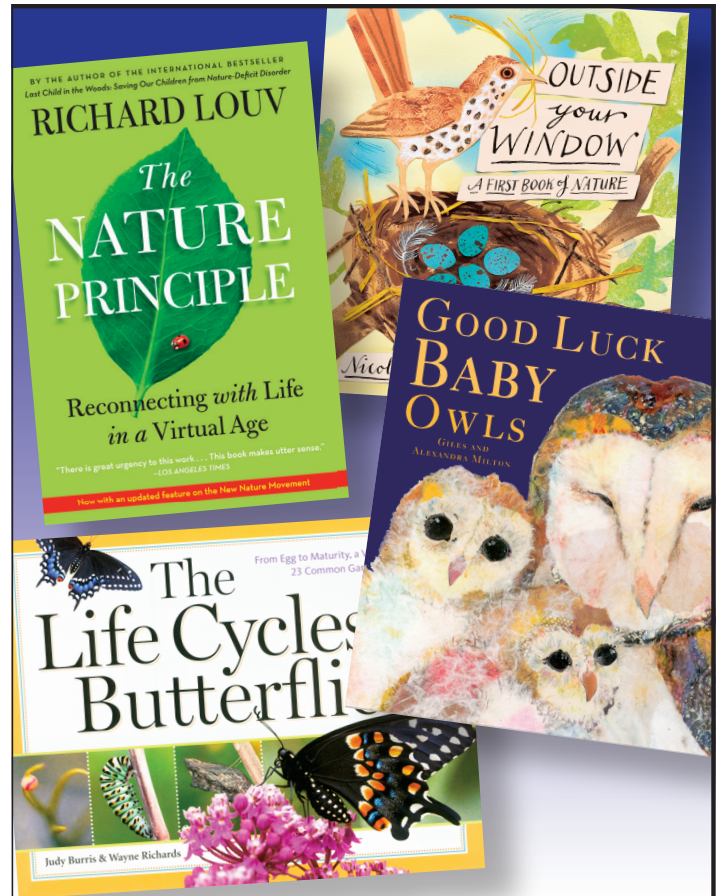
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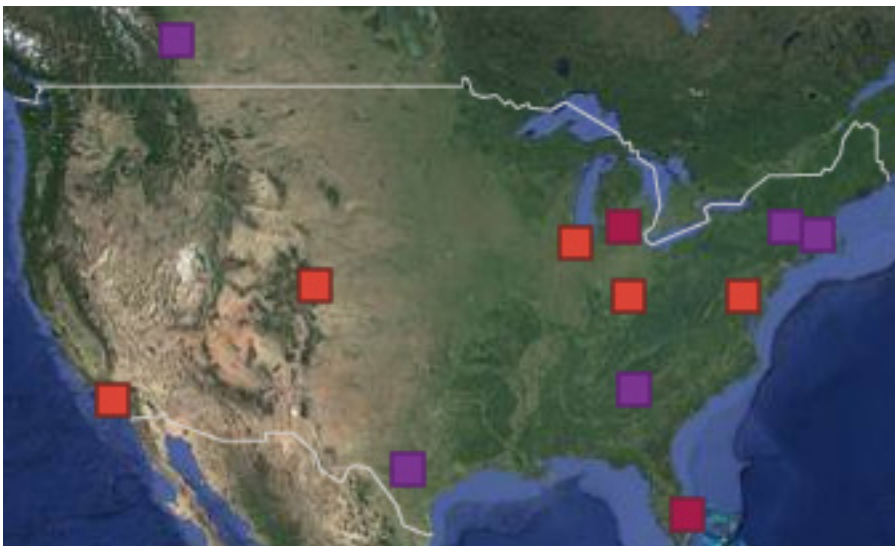


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ANCA Regional Meetings

In an effort to connect our members regionally, ANCA is now offering peer-to-peer opportunities for professional development in several regions across the country.

Click on the map to see if there's a meeting near you!

Upcoming ANCA Regional Meetings:

- Mid-Atlantic Meeting – Oct. 7
at DuPont Environmental Education Center
in Wilmington, DE

“Loved building my network of professional colleagues. Sometimes our work can be isolating and gathering together with like-minded people energizes me.”

~ 2014 Florida Regional Meeting Participant

Oct. 31 Deadline

Peer Consult Financial Assistance Program

ANCA has initiated a new program that will award financial assistance twice per year for peer consults

These consults are designed to promote greater success in the nature and environmental learning center profession and to assist organizations that may not otherwise be able to afford the full consult fee.

Learn More

Application Deadlines: March 15 & Oct. 31

Peer Consults - We know the business. We're in it too!

ANCA offers consulting assistance to nature centers and other environmental education organizations at very reasonable rates.

The cost includes transportation, lodging, and meals for the team, plus a \$3,250 fee that goes toward supporting ANCA's professional services. 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 facilities and trails
- Program evaluation
- Personnel & human resources issues
- Fundraising and fiscal management
- Green building
- Exhibits
- Starting a center
- Organizational structure

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 centers, and take home valuable knowledge for your own center.

Interested in serving on a Consult Team?
contact Jen at:
jenlevy@natctr.org

To find out more about
ANCA's Peer Consults contact:

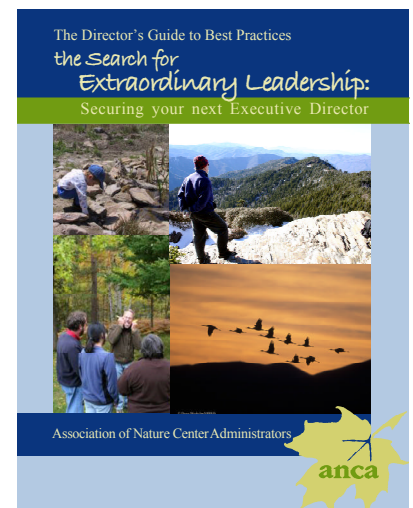
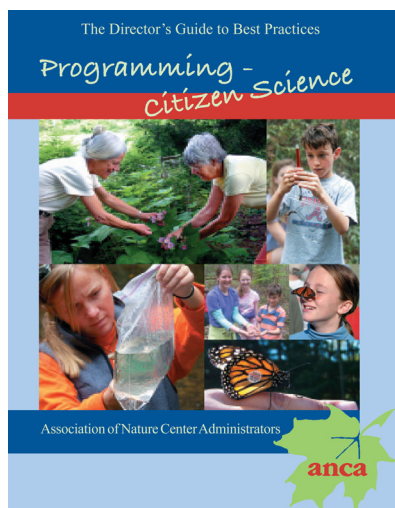
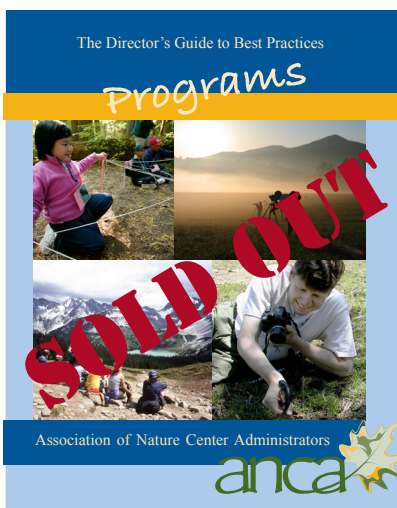
Ann Rilling
Marketing & Communications Director
970-375-7090
arilling@natctr.org

ANCA Publications - a Fabulous Educational Investment

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- Interpretive Design of Nature Centers: Buildings
- The Search for Extraordinary Leadership: Securing Your Next Executive Director
- Programming - Citizen Science
- Programs
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