

# directions

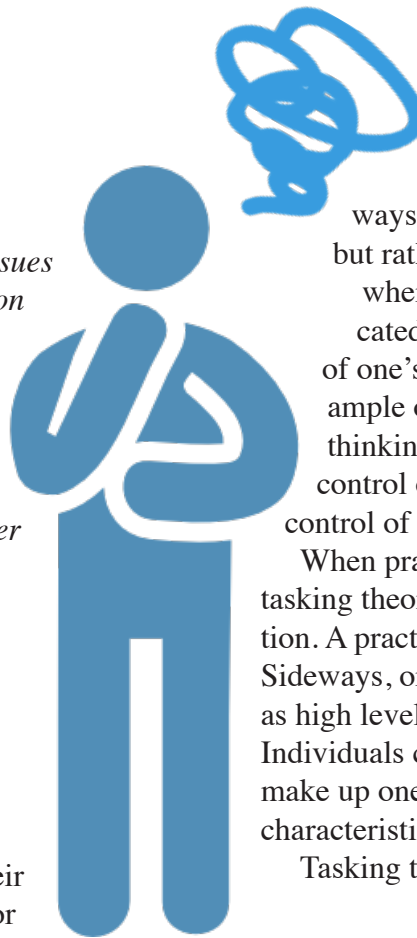
Journal of the Association of Nature Center Administrators

## Thinking Sideways for Effective Leadership

Corky McReynolds, PhD, CPF  
Professor Emeritus  
University of Wisconsin-Stevens Point  
Founder & Principal  
LeadTeam, LLC

*"In a well-designed organization, the only issues that should reach a senior manager's attention should be complex, dilemma-like `divergent' issues. These are the issues that require the thought and experience of the most senior people, in addition to the input of less experienced people. If top managers are handling twenty problems in a workday, either they are spending too much time on `convergent' problems that should be dealt with more locally in the organization, or they are giving insufficient time to complex problems."*  
(Senge 1990)

Leaders and managers face many challenges and frustrations in trying to attain their professional and interpretive goals within their organizations. Thinking Sideways is a tool for



the manager to apply self-knowledge to assess priorities and formulate a strategy for effective goal attainment. Thinking Sideways is not about time management, but rather about the self-discovery of where and how one's energy is allocated toward the multifaceted aspects of one's job. This self-awareness is an example of meta-cognition, a higher order thinking skill involving knowledge and control of self as well as knowledge and control of the process (Marzano 1988).

When practiced, Thinking Sideways or tasking theory is an example of meta-cognition. A practical way to implement a Thinking Sideways, or tasking theory, is to view tasks as high level, intermediate level or low level. Individuals can decide at what level tasks make up one's typical workload, based on the characteristics for the task levels (Figure 1).

Tasking theory was originally derived from

(continued on page 4)

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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.

Serving more than 600 members, ANCA is the leader in the profession.



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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.

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photo by Jeffrey Pang



# Director's Notes

## Staff Changes

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

Until recently we have been experiencing a classic northern Utah winter with a few feet of snow and single digit temps. The skiing has been great, and we have been treated to several moose and elk sightings in our local canyon as they have been pushed down from higher elevations. But in the past few days, warmer temps and rain have caused our beautiful snowpack to melt too quickly and mud season is here too early! I like spring, but not yet. For now, I am ignoring the mess and am focusing on the changes ahead for the ANCA staff.

Following the departure of Cameron Lawrence, Member Services Coordinator, in August, we took the opportunity to assess our staff structure and the needs of the organization. It became clear in our process that ANCA is in need of someone who can devote full-time to our marketing program. We are in the process of hiring a full-time Marketing and Development Assistant to support the development and implementation of a comprehensive multi-media marketing, communications, and development strategy. The Marketing and Development Assistant will be a key staff member and will play a significant role in the daily operations of our marketing, communications, and development



program. As the first person in this newly created position, the Marketing and Development Assistant will have the unique opportunity to craft their role at ANCA. You can view the full job announcement here.

The ANCA staff also includes a part-time Office/Membership Assistant and Taylia Farley, an undergrad at Utah State University, has been in that role since October. With the addition of the new marketing position there will be three ANCA staffers in the Logan, UT office and we are in the process of looking for a larger office space.

Ann Rilling, ANCA's Marketing and Communications Director, will step down from her staff position at the end of March. Ann has been in this part-time position since 2007 and prior to that, she served on the ANCA board for four years. Her board roles included Vice President of Professional Services and Chair of the Publications and Leadership Award Committees. Ann's contributions to ANCA have been many. Her

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primary responsibilities have been the production of the quarterly newsletter, *Directions*; management of our Business Partner and Summit Sponsor programs; and coordination of the Peer Consult program. In addition, Ann has served on 12 Peer Consult teams throughout the country. In 2008, Ann played a key part in the development of a multi-year marketing plan that resulted in a new look and foundation for our marketing program. She has also been the creative force behind the very successful (and fabulous!) live auction at the annual Summit and our Nature Nerd campaign. Ann will be joining us at the Magnolia Summit this August in Alabama and will continue to contribute her creative design work to ANCA.


In addition to a new staff structure we will be embarking on a new strategic planning program in August. We are in the final year of a strategic plan that was developed in 2012 and resulted in many accomplishments, including:

- establishing 9 ANCA Regions who meet regularly;
- annual membership growth of 10%;
- an Annual Campaign that raises dollars for operations, endowment, & scholarships;
- board & staff succession plans;
- participation in several research initiatives; and,
- the addition of a full-time staff member.

We are now in need of a new Strategic Plan to respond to staffing and organizational changes including significant retirement of

many of our founding members and a new generation of nature center leaders. I look forward to the process and to the work ahead, especially the opportunity to work with our members in developing programs and services that best serve the profession.

In late November I attended a meeting of the National Park Service Advisory Board's Education Committee in Yosemite National Park. A goal of this meeting was to get expert input on a research project designed by Professors Marc Stern at Virginia Tech and Bob Powell at Clemson. The study, funded by the National Science Foundation Advancing Informal STEM Learning Program and the Institute for Museum and Library Services, is designed to identify EE program characteristics that most powerfully drive participants' outcomes across diverse contexts. The study will involve the systematic observation of at least 200 EE programs for youth at nature centers and national parks in the U.S. and aims to achieve two primary goals of practical service to the field:

1. To develop valid and reliable measurements of common desired outcomes for EE programs that others can use.
  2. To identify key practices for developing and delivering programs that enhance their positive impacts on youth participants.
- The researchers expect the findings to help us gain a deeper understanding of what works best in EE programming and enhance training, programming, and evaluation across a wide array of organizations. 



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an extensive time/energy study of what a manager was doing with one's time.

High-level tasks are future-oriented and the impact on the organization is substantial. High-level tasks are sometimes difficult to identify but do require considerable strategic thinking. High-level tasks take time but when accomplished they provide deep, long-

goal setting and mission direction, enhancing organizational relations within the community, and engaging in strategic planning processes. Generally, high-level tasks focus on people building external to the organization.

Intermediate level tasks are medium range focused, located between today's agenda and the long-range future. Intermediate level tasks focus on internal relationships and responsibili-

intermediate level or lower level function. Intermediate level tasks could include staff communication, meeting management, grant writing, budget planning and marketing. Generally, intermediate level tasks focus on people and process building internal to the organization.

Low-level tasks are many times the most "fun" because these tasks have challenges that are easily defined and solved. Managers may find themselves accepting low level task responsibilities because, when completed, there is an immediate sense of accomplishment. The trap, however, is that low level tasks are very short-range focused and do not necessarily contribute to the long-range success of the organization (or the individual!). Low level tasks, once completed, remain low level tasks. Examples of low level tasks could include cleaning the toilets, deciding what color upholstery for new office furniture, painting signs, balancing petty cash accounts, constantly responding to emails and text messages, working on the copier, organizing the educational storage room and many others. Generally, low-level tasks focus on things rather than people or processes and should be delegated.

Characteristics of Task Levels

	High	Intermediate	Low
<b>Effect</b>	Long-range effect, future oriented, +6 years	Medium range effect, 0-4 years	Short-range effect - today
<b>Relationships</b>	Focuses on external relationships	Focuses on internal relationships	Internal-physical
<b>Results</b>	Immediate results not seen	Results within relatively short time	Results seen now
<b>Process/Product</b>	Process orientation, open, few conclusions	Product through process, some conclusions	Product, conclusion
<b>Feeling of Accomplishment</b>	Accomplishments are long-lasting, sometimes career defining	Accomplishments are attainable, meaningful, can build confidence, sometimes career developing	Immediate sense of accomplishment, but of short duration or of little consequence, sometimes career ending
<b>Delegation</b>	Task should not be delegated	Task could be delegated	Task should be delegated
<b>Evaluation</b>	Remains high level task, even after conclusion	Could remain intermediate or move to higher or lower level task	Remains low level task

Figure 1

lasting and meaningful feelings of accomplishment. Normally these tasks should not be delegated. High-level tasks usually remain high level even after completion because the task usually cycles. Examples of high level tasks for an interpretive manager might include establishing and maintaining relations with major donors, developing multi-faceted partnerships, developing vision scenarios for the organization's future, coordinating

ties such as staff communication, training and supervision. Projects are attainable and meaningful to the current structure and culture of the organization and are produced within a relatively short period of time. Project results are identifiable and concrete. Intermediate level tasks could be delegated to others. Once completed, an evaluation of the task is needed to determine if the task should be moved to a higher, remain at the

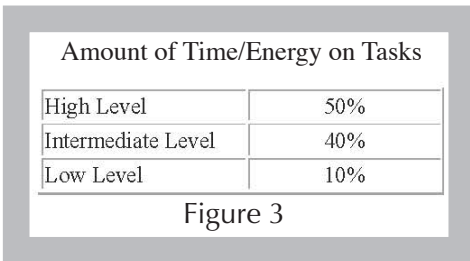
Amount of Time/Energy on Tasks

High Level	10%
Intermediate Level	40%
Low Level	50%

Figure 2

If a manager identifies sets of high, intermediate and low level tasks and determines that most of the time and energy is focused on low to intermediate level tasks, then that person and the organization have a problem. Too much energy is being spent on tasks that simply do not contribute to the long-range success of the organization.

The time on task goal for the director would be to try to flip the amount of time/energy on the tasks (Figure 3).



Thinking Sideways is something we all do as we mature in our profession, but it may not be something we have actively engaged in thinking about or placing into practice. The tasking model assumes the manager is working in an open learning organization and has some decision-making capabilities on how one's time on tasks is determined. The learning organization will embrace managers who can set and act upon future-oriented tasks. The non-learning organization, supervisor or board presents a challenge, but not one that is insurmountable. The move towards higher level tasks may take more time and come more slowly.

Before anyone decides never to empty the trash again, there are a few points to consider. Even if it were possible to eliminate the

lower level tasks completely, you would not want to do so. We all need to see some things reach closure and we can use low-level tasks for mental breaks.

The opposite is true, too. Even if it were possible to spend all your time on high level tasks, that would tend to isolate you from the on-going heartbeat of the internal organization. A good way to begin implementing the tasking model is to gather the staff together and ask each person to participate in a *self-assessment*. Individual and organizational action plans designed to move people in appropriate tasking levels will help assure a successful future-oriented organization. 🌱

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*"Successful organizations are learning organizations" (Senge 1990)*

*"Successful managers and leaders within the organization understand and participate in future-oriented activities" (Bennis 1985)*

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PhD, CPF

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# From The Field:

## Bringing Nature to City Dwellers

Chris Brusatte  
Interpretive Planner  
Taylor Studios, Inc.  
Rantoul, IL

According to the latest reports from the United Nations, more and more people are living in cities. Over half of the world's population now lives in urban areas, and by 2030 this number will swell to 5 billion people. With so many children and families living in cities, urban parks and nature centers are more important than ever. At Taylor Studios, Inc., we've been lucky to design and build exhibits for a number of parks and nature centers that are today bringing vital science education to families in America's cities.

At Beaver Lake Nature Center outside of Syracuse, NY, visitors can escape the urban bustle and hike over nine miles of trails. Brand new exhibits will grace their renowned visitor center, offering immersive hands-on displays that engage visitors of all ages. During all four seasons of the year, local families can learn about the diverse mix of habitat types present at Beaver Lake,



Beaver Lake Nature Center



Albany Pine Bush Discovery Center

embarking from the dynamic indoor exhibits out onto the trails themselves. The nature center is a leader in preservation and environmental stewardship, educating the local Syracuse community about the importance of the natural world.


Further east in New York, the Albany Pine Bush Discovery Center engages the local urban population through creative, immersive, and artistic exhibits that tell the story of one of the world's largest remaining pine barrens.

An old credit union building has been transformed into a LEED certified interpretive center full of state-of-the-art exhibit experiences. Through hands-on interactives, realistic animal and plant models, a dynamic theater experience, and numerous artifact cases, visitors engage with the area's unique natural world.

In the Tri-Cities hub of Central Michigan, Chippewa Nature Center gets local children and families out on the trails and engaged in the discovery of nature. At the visitor center, guests are immersed within numerous "closer-look" dioramas that replicate various habitat types found throughout the area. The life-like dioramas utilize realistic and captivating plant, animal, and insect models alongside a simulated riverbank and river bottom. Visitors might still be near the city, but in a sense, they could not be further away!



Chippewa Nature Center

These examples are but the tip of the figurative iceberg, as nature centers and parks are becoming more and more vibrant in urban areas throughout the country. As today's cities realize, growth and wellness depend not only on more skyscrapers and buildings, but also on preserving nature within the budding number of sites that today refresh and educate our urban families. 



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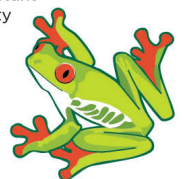
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# ANCA's Mentor Program

## We Need You!

*One of the challenges we face in our roles as leaders is finding other professionals in our field to network with, especially when we are looking for structured guidance or a colleague to help us grow professionally. We all recognize the importance of having someone outside of our local community to call on to share our highs and our lows, to ask for advice, or to help us reach beyond our comfort zone. The ANCA Mentor Program is designed specifically for our members to foster partnerships and collaboration by connecting those members who are facing challenges with an experienced nature center administrator. This is a unique service to the nature and environmental learning center profession and is a benefit of ANCA membership.*

*Since launching the ANCA Mentor Program in 2012 we have paired 192 ANCA members. Some of these mentor pairs have moved on after working on one issue or challenge and some pairs stay in touch for years. Maintaining confidentiality is important in the program, and although we don't ask our mentors to tell us what is discussed, every once in a while we hear from a mentor pair who have a great experience to share. Brittney Mulka, Program Director at the Woldumar Association, asked for a Mentor in 2015 and was paired with Amy Yeakel, Program Specialist at Newfound Regional High School. You can read about Brittney's experience below.*

*We need you! Please consider joining the program as a Mentor, a Mentee, or both! For information on how to join, [click here](#).*

Brittany Mulka  
Program Director  
Woldumar Nature Center  
Lansing, MI

I love being a part of a team. The energy, synergy, and camaraderie drives unity and success. The TEAM holds everyone accountable, and accountability allows individuals to strive for greatness. ANCA is the ultimate nature center team, and I am thankful to have the opportunity to play a role in its mission.

Kevin Wernet, Executive Director at Woldumar Nature Center in Lansing, Michigan, took a chance when he hired me as the Program Director. Though I had years of experience working as assistant camp director and naturalist at the Kalamazoo Nature Center, I had never held a Director position. I received a mentor from ANCA right away. Amy Yeakel instantly became my nature center teammate and cheerleader. She provided experience, encouragement, and support. We had many conversations about leadership, programs, community outreach, and every other aspect of the non-profit world. Amy spoke to me as a co-worker and as a friend.

I faced many challenges as a new Program Director. One specific challenge was deciding on which programs to continue or discontinue, and which new

programs to implement. Over the span of a couple months my mentor and I spoke about best practice. Amy introduced me to a logic model that helped me organize the way I thought about programing. I looked at each program's inputs, outputs, and short, medium, and long term outcomes. I used this model to write field trip curriculum, develop summer camp programing, and improve community engagement opportunities. Not only has this enhanced our programing outreach and content, it also has guided me when making calculated budgeting decisions.

Leadership is another topic Amy and I visited often. I have learned that communication, accountability from top down, and integrity all play an equally important role in leadership and team success. I know that I am not perfect. I am comfortable talking about my mistakes and sharing experiences. Amy has shown leadership by always being honest which has helped me excel. I have honest conversations with Woldumar's staff, members, and program participants. Receiving criticism and feedback from camp parents without getting defensive builds trust with the community and makes us as an organization better. If we continuously grow as professionals our mission reaps the benefits.

(continued on page 9)

ANCA's mission is to promote and support best leadership and management practices for the nature and environmental learning center profession. Asking for help is not admitting defeat or showing weakness. I believe it shows maturity and self-awareness. My fellow ANCA members and I are committed to serve our missions with vigor. Everyone involved in ANCA wants to see each member of the team succeed and flourish in our field. The mentorship program has been a linchpin to my success at Woldumar Nature Center, and I hope this program can bring support and clarity to others who may need it.

Recently I have become a mentor. I hope I can support my mentee the way Amy supported me. I encourage anyone willing to mentor an ANCA member to do so. Giving back to our community will further our mission as ANCA members, and strengthen our environmental causes. 🌱



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# Feet On The Ground:



## Recent & Upcoming ANCA Activities Around the World



↩ The Chihuahuan Desert Nature Center will host the 2017 Texas Region Meeting Feb. 16-17. Registration details can be found [here](#).

The next Michigan Region Meeting is April 7 at For-Mar Nature Preserve & Arboretum in Burton, MI. More info *coming soon!* ⇒



↩ April 13 is the next New England Region meeting at the Norman Bird Sanctuary in Middletown, RI. Todd McGuire of 11th Hour Racing will be a speaker. See the [agenda here](#).

The Mid-Atlantic Region will meet Sept. 15 at The Churchville Nature Center in Churchville, PA. The theme will be Big 'A' little 'a' Advocacy. This will be a meeting of both the Association of Nature Center Administrators and the Association of Conservation Executives. ⇒



## 2017 Residential Environmental Learning Centers Gathering

The 2017 gathering of Directors of Residential Environmental Learning Centers was held in early January at the North Cascades Environmental Learning Center in Washington. More than one hundred directors and educators from throughout North America attended the conference. The entire conference is planned utilizing the Open Space meeting format. The meeting topics included training and retaining staff; recruiting and preparing participants for multi-day experiences; keeping budgets vibrant during challenging times; facility, food service maintenance, and sustainability; program evaluation; and risk management. *Go here* for a map of the participants, a look at the Open Space agenda, and some of the meeting notes and shared resources.



photo by Jodi Rodwell  
Denali Education Center



photo by Richard & Selena Garber  
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photo by Amy Wilson  
Mount Rainier Institute at Pack Forest

# Profile:

## Successful Succession Planning ~ It Can Be Done!

Keanna Leonard  
Rowe Sanctuary (retired)  
Grand Island, NE

One of the challenges we face in our work is developing sustainable infrastructure that enables us to pass the reins to the next generation of leadership. Too often we hear of poorly organized transitions that result in chaos, uncertainty, and in some cases, failure. It takes courage to think about what's next and successful organizations will take the time to develop succession plans to ensure smooth transitions of leadership.

In 2010, in anticipation of the retirement of long-time executive director Rich Patterson, the Indian Creek Nature Center employed an ANCA Peer Consult, and as a result, developed and then implemented a Succession Plan to lead the organization through the transition.

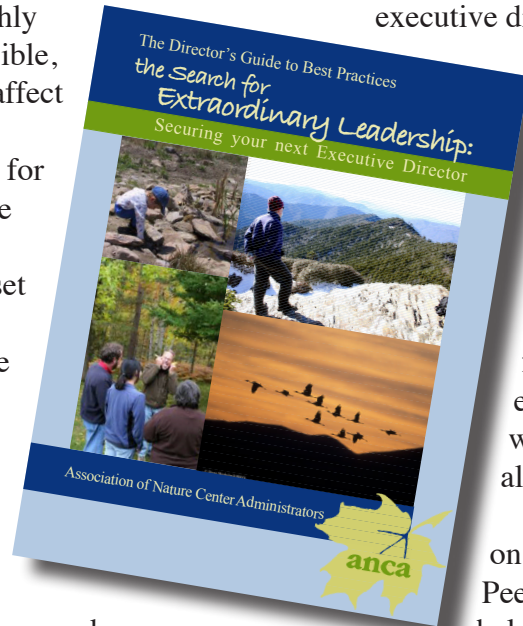
For close to forty years, Indian Creek Nature Center on the edge of Cedar Rapids, Iowa, headquartered out of an old renovated barn. With an annual attendance of over 40,000 people per year, the barn no longer met the needs of this vibrant, growing center. The Nature Center needed to expand and update its facilities to stay viable. But before beginning a major project like this, they wanted to take a serious look at their operations and the plans for expansion.

The most critical issue the center faced was the then executive director, Rich Patterson, would be departing in the not too distant future. The question was how would

the loss of this highly respected, very visible, longtime director affect the operations and fundraising efforts for the expansion. The center decided to contact ANCA to set up a Peer Consult to help assess these concerns before moving forward with any new plans and fundraising efforts.


"The Peer Consult Team of seasoned nature center professionals came to Indian Creek to interview staff, meet with board members and other stakeholders, and tour the facilities and grounds. From that information, the team made recommendations. That advice helped propel the center towards a promising future," Rich explained. "Having nature center professionals as consultants who have gone through many of the issues we were facing offered us very insightful advice. It is definitely one of the strengths of an ANCA consult."

One of the most important recommendations was that the center work to develop a leadership succession plan. Rich had been at the helm of Indian Creek Nature Center for thirty-four years. It could make it challenging for a new executive director to step up to lead the organization. But with a good working succession plan in place, the transition went smoothly. "The plan helped John Myers, the new



executive director, blaze his own path, kept the fundraising for expansion on track, and I could bow out gracefully," Rich explained. "It was good for all concerned."

John goes on to say, "The Peer Consult helped steer the center to develop a good succession framework, but it gave us so much more. I have used the recommendations of that consult over the past five or six years as one of the guiding documents to move the center forward. One of the more successful outcomes came to fruition this past year when we opened the Amazing Space, a new building and campus layout that addressed many of our limitations."

Rich went on to highly recommend that nature centers go through a formal evaluation process, like an ANCA Consult, at least once a decade even if they are not looking at major expansion or leadership change. "This type of consult is extremely valuable for obvious and not so obvious reasons. It keeps the organization relevant and credible and can even help with legal matters that may occur. It is just one of those best practice items all centers should have in their arsenal." 

# 25 Tips: Succession Planning

Executive transitions do not have to be difficult - the key is being prepared!

1. Do not think of succession planning as extra work, instead it is the practices, policies, and procedures that should be in place and functioning properly to run a strong and successful organization.
2. The transition begins long before and continues long after the actual departure. Be ready for a transition period that starts when a departure is announced and ends after the new person has been on the job for six months.
3. Identify where key information is located like insurance policies, passwords, bank accounts, donor records, by-laws, organization policies, and contracts.
4. Develop an annual executive director calendar with target dates for the budget approval, grant deadlines, the audit, meetings, events, etc.
5. Identify the process for seeking a new executive director in the event of an early departure. The process should offer clear direction on how to proceed and keep the hiring committee from panicking or worse, “settling” on an inappropriate candidate.
6. Does your organization have “Founders Syndrome”: A condition where the organization becomes dependent on an individual instead of its systems and structure? It is strongly recommended that you read up on founder transitions. Transitions are a time of uncertainty and change, if the leader is the founder, their departure can carry even more magnitude.
7. Hiring an executive director is one of the most important actions that the governing board of a nonprofit undertakes. Invest in, and share with your board, a few copies of *The Search for Extraordinary Leadership: Securing Your Next Executive Director* found here.
8. Identify who performs executive and financial functions in the absence of the executive director and make sure they are authorized to function in this capacity in the event of an emergency (for example, payroll!).
9. Identify the chain of communication in the event of an unplanned departure of the executive director.
10. Train senior staff or board to perform key functions in the absence of the executive director.
11. Have both up-to-date job descriptions and an annual performance review process for the executive director and senior staff.
12. Identify the role the rest of the staff will play in the succession process – this guidance will help relieve some of the angst staff may feel.
13. A good succession plan tells your funders that you have your act together and they have invested well! Many funders give because of the leader, so assure them the next leader will be equally deserving of their investment.
14. A Succession Plan must be connected to the organization’s Vision. Do you have a strategic plan with goals and objectives for the next 3-5 years? Without one, the board will have a hard time knowing the skills and talents it needs in the next executive director.
15. Consider that during an executive director transition, the organization’s leadership passes from one executive director to the board and then to the next executive director. The board should step up before and after the transition happens to insure it goes smoothly.
16. Have a Board Leadership Succession Plan that includes a pipeline of future leaders including board officers and committee chairs.
17. The only person who should invite the former executive director to serve for the organization in any capacity is the new executive director.
18. Organizational identity must extend beyond the executive director. Provide opportunities throughout the year for the staff of the organization to demonstrate their competency and talents.
19. There is a very good chance that the next executive director will cost more than the outgoing director. Have a competitive compensation package and a plan to finance it.
20. Did the outgoing executive director take on more than their job description? Will there be a need to add new senior management positions to the staff of the organization to take it to the next level?
21. What will the transition process look like to those inside your organization? Who will introduce the new executive director to the rest of the staff?
22. Make sure you have a sound external communication plan for the transition. How will you inform funders and local stakeholders?
23. What should the new director’s first two weeks look like? Will you plan some overlap between the outgoing and incoming director? Sometimes, foundations and major donors will be happy to fund this kind of transition overlap.
24. If you have any overlap, make it clear that the outgoing director will turn the office over to the incoming director on day 1.
25. Review and update your Succession Plan every 12 months.

# ANCA Leadership Awards

- Do you know someone who has demonstrated best practices in leading a nature or environmental learning center? Have you been mentored by a fellow nature center administrator or know of a new leader who is doing an exceptional job? Recognize this person by nominating them for an ANCA Leadership Award!
- The ANCA Nature Center Leadership Award recognizes outstanding professionals in the field of nature center administration. Candidates should be employed (or formerly employed) in a top leadership role in a nature center.
- The ANCA Outstanding New Leader Award recognizes outstanding new leaders with less than five years of full-time work experience as the director, president or other administrator at the highest administrative level at an environmental learning center.

Learn  
More

Applications are due April 1, 2017



## ANCA Region 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.

## Upcoming ANCA Regional Meetings:

- Feb. 16-17 - Texas Region Meeting at Chihuahuan Desert Nature Center
- April 7 - Michigan Region Meeting at For-Mar Nature Preserve & Arboretum
- April 13 - New England Region Meeting at the Norman Bird Sanctuary
- Sept. 15 - Mid-Atlantic Region Meeting at The Churchville Nature Center

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

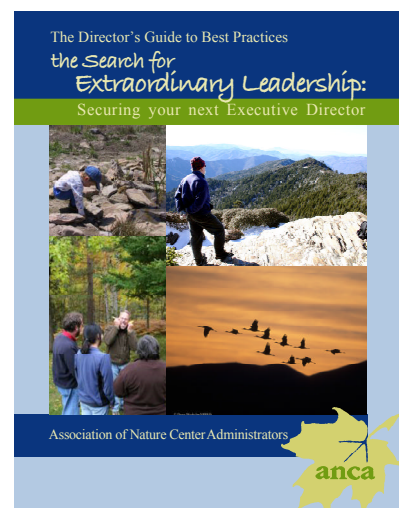
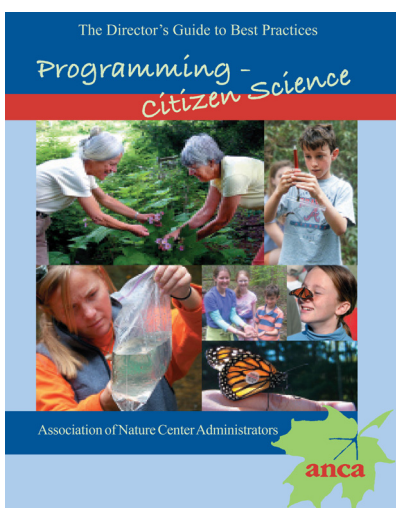
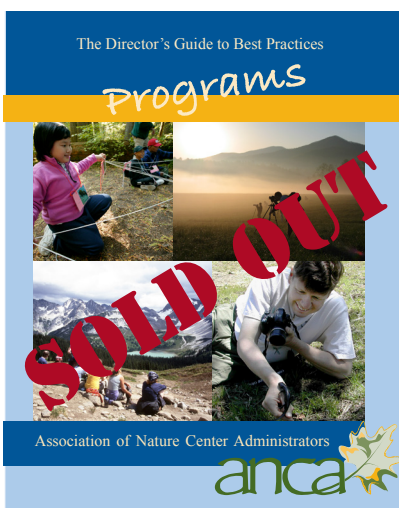
~ 2014 Florida Regional Meeting Participant

# ANCA Publications - a Fabulous Educational Investment

- Interpretive Design of Nature Centers: Exhibits
- Interpretive Design of Nature Centers: Buildings
- The Search for Extraordinary Leadership: Securing Your Next Executive Director
- Programming - Citizen Science
- Programs
- The Nature Center Book: How to Create and Nurture a Nature Center in Your Community

## To get your copies today:

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- Building your brand on a strong foundation
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- Staffing the Marketing Role
- Marketing and Branding Examples



# March 15<sup>th</sup> 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

# A Must-Read!

2<sup>nd</sup> Printing of the 2<sup>nd</sup> Edition



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