



Management TRACKS

Fall 2015

wildlifeplanners.org

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Communicating Effectively about Wildlife Conservation

ABOUT THIS ISSUE: Every fish and wildlife management agency must communicate regularly with a wide variety of audiences to effectively conserve and manage wildlife. Often these topics are complex or even politicized, but the need to educate, inform and engage with different stakeholders is more important than ever. This issue is dedicated to providing some best practices, strategies and tools that can strengthen your ability to communicate clearly and effectively with others.

“You won’t get the support you need if others don’t understand what you’re doing.”

Dr. Ruth Kirschstein, former National Institutes of Health Director

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U.S. Army Corps of Engineers Headquarters/Flickr Creative Commons

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The Organization of Wildlife Planners

Dedicated to improving the management of fish and wildlife agencies and to supporting the professional lives of people who participate in our organization.



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The Prez Sez ...

A Few Words from Our President

By Ann Forstchen, Florida Fish and Wildlife Conservation Commission

Communication

Without a doubt, communication is necessary for conservation success and an important part of our jobs. A significant portion of fish and wildlife management involves managing people and their actions, and that work requires effective two-way communications. Yet, it seems that every survey or poll indicates we need to improve our communication skills.



There are many reasons why communication is an essential process in fish and wildlife management. Stakeholders expect clear and timely updates about management decisions. Governance and management of our public trust resources cannot occur without communication – it enables us to increase general understanding of fish and wildlife management; engage with our partners, stakeholders and the general public in management decision-making processes; implement management actions; and garner general support for fish and wildlife management.

Studies have shown that the more contact stakeholders have with conservation organization employees, the more positively they regard these professionals. In other words, the public image and support of the organization rely heavily on how well it communicates.

We've all seen the power of colleagues with innate or honed communication skills weave complex and technical details of their conservation efforts into compelling stories. These stories not only tell an interesting or exciting account of their work, but they also communicate information about how that effort is relevant or meaningful to a broader public.

As wildlife professionals, it's our job to help partners, stakeholders and the public understand the species, habitats and people issues we are working on, and why it's important to them. We must improve how we communicate with diverse audiences and better understand how they want us to communicate with them. At the same time, we need to understand which communication tools are the most effective in different scenarios and how to use them. Instant news is part of our daily lives and we all must adapt to new styles of communication and different platforms.

In this newsletter, we address why wildlife professionals must think strategically about the why, who, what, when and how of our communications. Interestingly, "more communication" is not always better if the message isn't reaching the intending target or if it is misunderstood. Take the time to ensure your messages are understandable and evaluate your communications regularly to determine if they are effective with your target audiences.

We hope you will join us for our annual meeting in Portland, Oregon to learn more about communications. As our public participation efforts and communications are so closely related, OWP is hosting its annual meeting in conjunction with International Association for Public Participation (IAP2) in Portland in September. In future years we will look for opportunities to partner with other organizations that share mutual interests. If you have any suggestions, please contact anyone on the Executive Committee.

Regards, Ann



COMMUNICATING EFFECTIVELY ABOUT WILDLIFE CONSERVATION *continued from pg. 1*

Whether it's working with lawmakers, garnering public support, briefing reporters or encouraging behavioral shifts among a group of people, the ability to communicate clearly and effectively is one of the most important aspects of conserving wildlife



species and habitats. Many scientists, however, tend to be knowledgeable about analytical thinking and research methodologies, but they are rarely trained to communicate with non-scientists. Following are some best practices to help get your message across with the general public:

Know Your Audience

Fish and wildlife managers are often called upon to work with people ranging from other scientists and policymakers to local hunters, anglers and citizens with limited knowledge of science. Each of these audiences has a different understanding and interest level about a particular conservation issue or even the science behind certain wildlife policies.

When you communicate, always consider the audience you are addressing: are they policymakers, subject experts, fellow scientists, reporters, non-scientists or kids? What do they know already about the topic? Are there political tensions surrounding the issues?

It helps to consider that scientists and the general public communicate differently, according to the American Association of the Advancement of Science (AAAS). "While scientists often start by placing research in a historical context, the public wants to know the point from the beginning," reports AAAS.org.

Here's one way to look at how these two groups communicate differently:

Scientists

- 1) Background
- 2) Details
- 3) Results or Main Point



General Public

- 1) Results or Main Point
- 2) It Matters Because...
- 3) Details



Organize Your Thoughts

If scientists and the general public communicate differently, how can you speak their language effectively, especially when communicating about complex scientific principles?

First, it helps to organize your information into concise and clear messages. Your audience's attention span is very short, and your message is competing with many other headlines. Make sure you get to the point right away. A valuable tool for organizing your thoughts is The Message Box from the book *Escape from the Ivory Tower: A Guide to Making Your Science Matter* by Nancy Baron. The author encourages scientists to consider these questions:

- What is the main problem?
- Why should my audience care?
- What do I want my audience to do or support?
- How will my audience benefit if the problem is resolved?

Once you've answered these questions, develop clear, concise and compelling message points that will resonate with this particular group of people. Work to get your point down to a few lines for each message. Keep asking yourself why this audience should care about this topic, and continue to refine your messages so they improve over time. This method can be applied to everything from media interviews and public presentations to brochures and websites.

"If you can't explain what you're doing and why you're doing it to any intelligent layman, that really means that you don't understand it yourself."

Allan Bromley, former president of American Physical Society

For planning communications programs, the easy-to-remember RACES process has helped Judy Stokes Weber, a communications consultant who was the Public Affairs Division Chief at New Hampshire Fish and Game Department for 24 years.

"RACES means Research, Action Planning, Communication, Evaluation and Stewardship," explains Weber. "Make sure you and your team have a clear understanding of the problem or opportunity you face. You can't collaborate unless your team is all trying to solve the same problem."

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Communicating Politicized Topics



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From climate change to gray wolves to various environmental protection laws, fish and wildlife agencies often find themselves dealing with issues that have become politicized because of important disagreements about them.

Brad Miley of the Human Dimensions Branch of USFWS National Wildlife Refuge System explains, “Operating in a landscape of politicized environmental issues creates unique challenges for science communicators. Traditional communications strategies are often less effective in such environments.”

As Arthur Lupia writes in “Communicating Science in Politicized Environments” for *PNAS Early Edition*, “Complicating matters is the fact that politicized environments often induce suspicions about science communicators’ true motives or expertise. Therefore, questions arise about whether scientists can really be trusted.”

In these politicized situations, people’s cultural values affect what they believe about scientific research, according to Dan Kahan, a Yale University law professor who wrote “Fixing the Communications Failure” in *Nature*, January 2010.

“People endorse whichever position reinforces their connection to others with whom they share important commitments,” writes Kahan. “The same groups who disagree on ‘cultural issues’ – abortion, same-sex marriage and school prayer – also disagree on whether climate change is real...”

This group influence is called “cultural cognition” and can cause people to interpret scientific data in a biased way, which reinforces already-held opinions. People tend to select “credible experts” with whom they share common values. “They take their cue about what they should feel, and hence believe, from the cheers and boos of the home crowd,” writes Kahan.

What Works, What Doesn’t

The science community should rethink how it communicates on these sensitive and politicized issues, so that the cultural implications are also considered.

“The prevailing approach is still simply to flood the public with as much sound data as possible on the assumption that truth is bound, eventually, to drown out the competitors,” writes Kahan. Yet, as long as this data contradicts your audience’s cultural values, then this approach “is likely to harden their resistance and increase their willingness to support alternative arguments, no matter how lacking in evidence.”

When dealing with politicized issues, Kahan and Lupia recommend science communicators try these methods:

- **Present information in a way that affirms rather than threatens people’s values.** “Emphasizing common interests and relative expertise can help science communicators more effectively convey their findings in politicized environments,” writes Lupia.
- **Ensure a diverse set of experts support this information.** “People feel that it is safe to consider evidence with an open mind when they know that a knowledgeable member of their cultural community accepts it,” Kahan adds. Look for members of different cultural groups who would make respected spokespersons on certain issues with typically skeptical audiences. A recent example is Pope Francis and his 2015 encyclical about climate change.

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wildlifeplanners.org



COMMUNICATING EFFECTIVELY ABOUT WILDLIFE CONSERVATION *continued from pg. 3*

Speak Their Language

If you want the public to listen, use language that non-scientists can understand and appreciate. The general public rarely understands scientific terms. Often scientists in different fields don't even use the same scientific terms in the same way. Avoid jargon, shorten your sentences and use simpler, non-scientific words to explain your point. You don't have to simplify your science; instead, simplify the language you use to describe it.

According to Arthur Lupia of University of Michigan's Department of Political Science and Institute for Social Research, "Many nonscientists ... find our lexicon difficult to access. They see many scientific presentations as needlessly abstract and disconnected from their lives," he writes in the Proceedings of the National Academy of Sciences (PNAS) article "Communicating Science in Politicized Environments."

Ask your non-scientific family and friends to review your PowerPoint presentation, press release, website content or pamphlet. Can they understand everything? Was anything unclear? Did they find it interesting or helpful?

You may not even see the scientific terms in your documents, but your layman friends probably will. Keep refining your communications, based on what you learn. Continue to try to simplify your message so it will be better heard.

Show, Don't Just Tell

A picture says a thousand words. How can you use photos or graphic images to reinforce your message, simplify complex topics quickly or grab the public's attention?



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Between 80 to 90 percent of information that comes into the brain is visual.

David Hyerle, ThinkingFoundation.org

Remember graphics should be tied to your audience's interest level and knowledge of the subject. Just as with written communications, don't overcomplicate graphics with information that distracts from the main message and won't be easily understood or appreciated by your audience.

Each year, the journal *Science* and the National Science Foundation host the International Science & Engineering Visualization Challenge, which recognizes some of the most illustrative and impactful visualizations in science and engineering. If you need some inspiration, visit this website www.nsf.gov/news/special_reports/scivis/.

Deal with Social Media

It's no secret that social media such as Twitter, Facebook and YouTube have become an integral part of our society and have important implications for wildlife planners, according to Katie Clower, Fish and Wildlife Policy and Planning Coordinator at Minnesota Department of Natural Resources (DNR).

"One reason is the increased pace of information exchange," says Clower. "Messages – and therefore all of the emotions and reactions those messages generate – travel very quickly these days and cannot be easily contained or controlled. This can create enormous energy around a project or decision. And that energy may be supportive or destructive."

The balance between responding quickly and yet providing accurate and thoughtful information requires both flexibility and consistent messaging across the organization. As Kelly Siciliano Carter of Michigan DNR adds, "If we aren't part of the conversation than we will be the conversation. We have very active Facebook and Twitter accounts for the Michigan DNR. We are quick to share information, and we are open and direct with our conversations. It is definitely paying off."

Make Commitment to Communications

Succeeding in communications requires a commitment to developing the skills and staff for public outreach. At the Michigan DNR, Carter supervises eight full-time employees and two students focused on communicating with customers via everything from videos, annual reports and brochures to educational posters and social media outreach. Team members have backgrounds in wildlife management or wildlife programming, but they also are good communicators.

"My unit is responsible for sharing our stories, marketing our products and demonstrating the relevance of our agency," says Carter. She recommends that fish and wildlife agencies, "Hire the go getters, give them some room, positive energy and guidance, and they will change the way your agency communicates."



Case Study

Monarchs—A Global Communications Effort

In the last 20 years, the population of North American monarch butterflies (*Danaus plexippus*) has declined by 90 percent. This has led to the creation of the Monarch Joint Venture (MJV), a partnership between federal and state agencies, non-governmental agencies, and academic programs working together to protect monarchs and their migration.

Partnering throughout the United States, MJV is working to “conserve and protect monarch populations and their migratory phenomena by implementing science-based habitat conservation and restoration measures in collaboration with multiple stakeholders,” according to its website. “Today, monarchs in the U.S. are particularly vulnerable due to reduced abundance of milkweed and nectar plants in the landscape, and diminishing overwintering habitat in California. MJV partners are engaged in work focused on improving habitat availability and quality for eastern and western monarch populations.”

Key MJV Projects include:

- Habitat Conservation and Enhancement
- Milkweed Conservation
- Research and Monitoring
- Education and Outreach

For each of these projects, communications and outreach are playing important roles in reaching educators, land managers, decision-makers and citizen volunteers to engage about monarchs, their migration and ways to monitor and protect them.

Communications with a Goal

An aggressive outreach program is working hard to:

- **Describe the cause and effect of the situation** – Shifting land management practices have led to habitat decline estimated at more than 165 million acres, an area about the size of Texas, according to The Xerces Society.
- **Convey a sense of urgency** – A 90 percent decline in monarch population in 20 years.
- **Convince citizens to act** – The importance of planting regionally specific milkweed for monarchs. Milkweed is the only plant monarch caterpillars eat, and monarch butterflies need milkweed to lay eggs.



photo by Lisa Cox/USFWS Headquarters Flickr Creative Commons

MonarchWatch.org offers a highly publicized online milkweed market and directory of milkweed vendors to help citizens find native milkweed seeds and plants for their region. The Xerces Society also launched a Milkweed Seed Finder database to make locating regional-specific plants easier to find.

Members of Monarch Joint Venture

- U.S. Forest Service
- U.S. Fish and Wildlife Service
- U.S. Geological Survey
- Bureau of Land Management
- National Park Service
- Natural Resources Conservation Service
- Iowa Department of Natural Resources
- Cibolo Nature Center
- Cincinnati Nature Center
- Green Schools Alliance
- Journey North
- Lady Bird Johnson Wildflower Center
- Loudoun Wildlife Conservancy
- Monarch Alert
- Monarch Butterfly Fund
- Monarch Health
- University of Minnesota Monarch Lab
- Monarch Watch, University of Kansas
- National Wildlife Federation
- North American Butterfly Association
- Pacific Grove Museum of Natural History
- Pheasants Forever and Quail Forever
- Pollinator Partnership
- Southwest Monarch Study
- Tallgrass Prairie Center
- Wild Ones: Native Plants, Natural Landscapes
- The Xerces Society for Invertebrate Conservation



The National Wildlife Federation (NWF) is implementing a multi-faceted communications plan that features:

- **Be Informed:** Articles about the monarch decline in NWF magazine and website.
- **Identify Monarchs:** A quiz for the public—"Can You Tell Monarchs from Their Look-Alikes?"
- **Understand the Life Cycle:** An article that visually shows the monarch's life cycle.
- **Take Action:** A way for people to take political action by sending a message to protect native grasslands.
- **Create Habitats:** How-to information on finding and choosing native milkweeds for monarchs.
- **Take the Pledge:** Become a "Butterfly Hero" by planting a garden for monarchs.

"EVERYWHERE YOU LOOK, THERE ARE BUTTERFLIES IN DECLINE. THAT REALLY TELLS US SOMETHING IS WRONG."

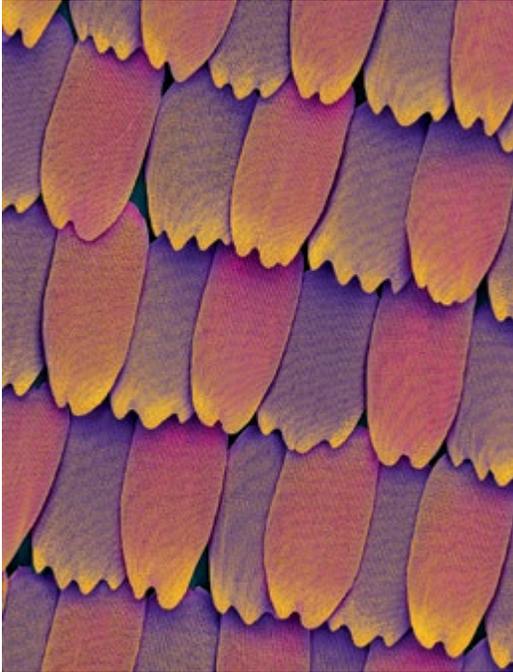
flies may cause the species' habitat to vanish completely. Rising temperatures can also cause butterflies to get out of sync with the food plants they depend on. Along North America's West Coast, a study led by Camille Parmesan, a biologist at the University of Texas at Austin, showed that the range of Edith's checkerspot is contracting. According to Parmesan, who has studied the species for more than two decades, 80 percent of the populations in the southern portion of its range in Mexico have become extinct. The reason, she believes, is that warmer temperatures are causing host plants on which butterflies lay their eggs to dry up before caterpillars hatch. Fortunately, the plight of checkerspots, fritillaries and other butterflies has begun to rally a wide variety of organizations trying to save the insects. Many efforts focus on the obvious goal of restoring habitat, but some butterfly lovers are trying more radical solutions: In many states, scientists from universities, zoos and conservation groups have reared generations of butterflies in captivity so they can be reintroduced. Portland's Oregon Zoo, for instance, has partnered with The Nature Conservancy and Seattle's Woodland Park Zoo to raise Oregon silverspots until they pupate, then return them to their native coastal headland habitat. Once common from northern California to Washington, only 57 Oregon silverspots were tallied in 1998. Today, though still imperiled, they number in the hundreds.

A handful of conservation biologists are even floating the idea of "assisted migration"—taking butterflies from places where they are threatened and moving them to more congenial locales. The critically endangered bay checkerspot, for example, could be whisked from its native San Francisco Bay Area—becoming too developed and too warm—north to a cooler, more rural place. But the issues are complex: Do you just move the butterfly? Or do you have to move its host plant and other elements of its habitat? And

A MONARCH BUTTERFLY WING, magnified 380 times by a scanning electron microscope (and computer colored), is covered with thousands of scales overlapping the shingles on a roof.

MOTELS FOR MONARCHS?
If a person can identify just a single butterfly, it's most likely to be a monarch, with its beautiful paired wings of yellow, orange and black. Yet these familiar insects are under threat from dwindling habitat, both in the United States and where they winter in Mexico. Each day, development gobble up thousands of acres of U.S. rural land, where 90 percent of monarch habitat lies. Widespread use of herbicides kills milkweed where larvae must feed (caterpillar on common milkweed, right) and nectar plants adults depend on for food, especially during their epic 1,500-mile migrations each spring and fall.

Launched in 2005, the Monarch Waystation program helps landowners create oases of monarch-friendly plants that allow the insects to reproduce during summer and refuel during migration. Sponsored by Monarch Watch, a coalition of scientists, students and butterfly fanciers based at the University of Kansas, the program has already helped establish more than 1,000 waystations in 43 states. A certified station must include at least two kinds of milkweeds and four other nectar plants that bloom at different times. To learn more, go to www.monarchwatch.org.



Reprinted from "Restoring Rare Beauties," National Wildlife's June/July 2008.

According to an ActionSprout.com interview with NWF's Community Manager Dani Tinker, "Quality content and strong visuals are critical to success," says Tinker. "We developed content that is relevant and useful. We also found strong visuals to inspire folks to protect the monarch butterfly. As a result, our posts were shared far and wide."

Not Without Controversy

In August 2014, the Center for Biological Diversity and Center for Food Safety as co-lead petitioners joined by the Xerces Society and renowned monarch scientist Dr. Lincoln Brower filed a legal petition to the U.S. Fish and Wildlife Service seeking Endangered Species Act protection for monarch butterflies.

"The butterfly's dramatic decline is being driven by the widespread planting of genetically engineered crops in the Midwest, where most monarchs are born," writes the Xerces Society. "The vast majority of genetically engineered crops are made to be resistant to Monsanto's Roundup herbicide, a uniquely potent killer of milkweed, the monarch caterpillar's only food. The dramatic surge in Roundup use with Roundup Ready crops has virtually wiped out milkweed plants in Midwestern corn and soybean fields."

The Iowa Farm Bureau does not agree. Rick Robinson, environmental policy adviser for the Iowa Farm Bureau, told the *Des Moines Register* on Aug. 29, 2014 the study that blamed herbicide use was faulty because there was no control portion, so other factors in crop production could be causing the habitat decline. "The ecology of the system is too complex to blame Roundup for the decline of milkweed or monarchs," he says.

In May 2015, Monsanto pledged to provide \$4 million to the monarch conservation effort, reports the *Des Moines Register*.

As they navigate their way through these monarch restoration efforts, fish and wildlife managers will need to focus on their communications goals and their organizations' role in advocacy on this matter.



Upcoming Events

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Join us in Portland, Oregon for TWO back-to-back conferences!

What's Brewing in Communications Planning?

**2015 OWP Annual Workshop
September 8-9, 2015**

Register: wildlifeplanners.org

*Registration is \$140 for members and \$170 for non-members (includes individual membership).
Lunch included with registration cost.*

Guest speakers include:

- **Rod Sando, “Drivers of the Science/Policy Debate”** – Former Executive Director of Columbia Basin Fish and Wildlife Authority will discuss the current trend of discrediting science and how we might change the debate, as well as communicate the foundations of science to counteract denial of scientific evidence in the face of ideological-based disinformation.
- **Jennifer Bleiker, “Social Media Isn’t What You Think It’s About”** – Drawing from skills as a professional firefighter in Boston area, a Master of Public Policy, and over 15 years as a partner of Institute for Participatory Management & Planning (IPMP), Bleiker will address best-kept secrets of effective social media. She’ll share a four-step recipe for Twitter, Facebook, Instagram, YouTube and more to develop and nurture informed consent with the general public, including critics.
- **Tony Faast, “The Problem with Problems ... in a Group!”** – This 37 year veteran of state and federal fish and wildlife agencies will discuss (in the spirit of David Letterman): “The Top Ten Reasons Groups Can’t Solve Problems!” Whether you’re working in task forces, self-directed teams or blue ribbon panels, this collaboration training for natural resource professionals increases your efficiency and ability to solve problems in groups.
- **Aaron Jenkins, “Fish and Wildlife Funding: Securing a Sustainable Future”** – Faced with a near-term budget shortfall and longer-term funding uncertainty, Oregon Department of Fish and Wildlife developed a multi-pronged approach to tackle the former and address the latter with support of stakeholders and state legislators. This session discusses the complex drivers of the budget gap, the agency’s strategy to deal with it, and alternative funding possibilities for a more sustainable future for Oregon’s fish and wildlife.
- **Tony Anderson, “Communications Planning for Results”** – The era of simply sending a press release or posting a meeting notice are remnants of a bygone era. Information is accessible everywhere now – and government and public agencies often struggle to keep up with the new requirements. Communication by public agencies is a twofold art: engaging stakeholders on the front-end before problems arise, and fulfilling our obligation to share what we do with the public. In this session, we dive into successful communications planning and review how governments around the Portland, Oregon metropolitan area are achieving real results.

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What's Brewing in Public Participation?

**2015 International Association for Public Participation
(IAP2) North American Conference**

September 9-11, 2015

Register: iap2usa.org/na2015conf

The IAP2 conference starts with an evening reception on Sept. 9, followed by two days of sessions featuring more than 50 break-outs and four groundbreaking keynote speakers, including:

- **Andrew DeVigal**, Emmy-award winning innovative strategist who builds bridges by connecting ideas and people to produce meaningful and interactive stories.
- **Denis Hayes**, organizer of first Earth Day, one of *Look* magazine's 100 Most Influential Americans of the 20th Century, a *Time* magazine Hero of the Planet, and Jefferson Medal for Outstanding Public Service winner, who offers a message of hope for those working towards a more just and sustainable world.
- **Anne Udall**, Vice Chair of Udall Foundation, which is dedicated to leadership development and conflict resolution in key policy areas.
- **Nanci Luna Jimenez**, internationally recognized trainer who tailors programs to help diverse ages, cultures and industries grapple with internal barriers and biases as a pathway to creating a more just and equitable workplace and world.

Both conferences are at Doubletree by Hilton at Lloyd Center - just steps away from MAX light rail connecting PDX airport and downtown Portland. Visit iap2usa.org/na2015conf for more information about lodging. Don't wait!

Pathways Kenya Conference 2016

**Theme: Conflict and Co-existence
January 10-13, 2016**

Location: Fairmont Mount Kenya Safari Club, Nanyuki, Kenya

Mark your calendar for the 2016 Pathways annual conference in Africa. This innovative conference and training program is sponsored by the Department of Human Dimensions of Natural Resources at Colorado State University (with whom OWP has partnered with on past conferences); Conservation Solutions Africa; San Diego Zoo Global; and Taylor & Francis Group.

Pathways Kenya will set the precedent for future research, innovation and collaboration as well as further the application of research in the human dimensions of fish and wildlife management in Sub-Saharan Africa and beyond.

A concurrent training track for early career field staff will be held onsite at Mount Kenya Safari Club. This training provides a unique and valuable opportunity for African conservation and wildlife management practitioners to exchange ideas and build their human dimensions tool box. Training sessions will focus on community-based conservation and monitoring, education, human-wildlife conflict mitigation, communication and more.

Learn more at hdfwconference.org



Go-To Resources

Articles, Books and Journals

“Communicating Science in Politicized Environments”
by Arthur Lupia In *PNAS Early Edition*, Aug. 20, 2013
(http://www.pnas.org/content/110/Supplement_3/14048.full?sid=eedd86b7-5b82-4f55-aea1-450fa5887894)

Don't Be Such a Scientist: Talking Substance in an Age of Style by Randy Olson (<http://www.amazon.com/Dont-Be-Such-Scientist-Substance/dp/1597265632>)

Escape from the Ivory tower: A Guide to Making Your Science Matter by Nancy Baron (<http://www.amazon.com/Escapes-Ivory-Tower-Making-Science/dp/1597266647>)

Expand Your View: Insights for Public Communicators from Behavioral Research by Joe Cone, Oregon Sea Grant (<http://seagrant.oregonstate.edu/files/sgpubs/onlinepubs/h08006.pdf>)

“Fixing the Communications Failure” by Dan Kahan in *Nature*, January 2010 (<http://www.nature.com/nature/journal/v463/n7279/full/463296a.html#top>)

Getting to Yes by Roger Fisher, et al. (<http://www.amazon.com/Getting-Yes-Negotiate-Agreement-Without/dp/0743526937>)

Hold That Thought: Questioning Five Common Assumptions about Communicating with the Public by Joe Cone, Oregon Sea Grant (<http://seagrant.oregonstate.edu/files/sgpubs/onlinepubs/h08005.pdf>)

Nonviolent Communication: A Language of Life by Marshall Rosenberg (<http://www.amazon.com/Nonviolent-Communication-A-Language-Life/dp/1892005034>)

Sitting in the Fire: Large Group Transformation Using Conflict and Diversity by Arnold Mindell (<http://www.amazon.com/Sitting-Fire-Transformation-Conflict-Diversity/dp/1619710242>)

Say It Right the First Time by Dr. Loretta Malandro (<http://www.amazon.com/Say-It-Right-First-Time/dp/0071408614>)

The Strategic Marketing Process: How To Structure Your Marketing Activities to Achieve Better Results by Moderandi, Inc. (<http://www.marketingmo.com/wp-content/uploads/2013/12/The-Strategic-Marketing-Process-eBook.pdf>)

Websites

Alan Alda Center for Communicating Science – Workshops to Help Scientists Communicate More Directly (<http://www.centerforcommunicatingscience.org/alan-alda/>)

American Association for the Advancement of Science – Tools and Resources for Communicating Science (<http://www.aaas.org/pes/communicatingscience>)

Audubon Tools of Engagement – A Toolkit for Engaging People in Conservation (<http://web4.audubon.org/educate/toolkit/>)

Institute of Participatory Management and Planning Classes (www.consentbuilding.com)

International Association for Public Participation (<http://www.iap2.org/>)

Videos, Movies

Cape Spin! An American Power Struggle – Award-Winning Documentary about Wind Energy Battles near Cape Cod (<http://www.capespin.com/>)

The Science Communicators: Interview Series with Experts in Science Communications <http://wildlensinc.org/the-science-communicators-rob-nelson/>

Simon Sinek, Leadership Expert, TEDx presentations https://www.ted.com/speakers/simon_sinek

Don't forget to send a request to the OWP listserv!

*“I closed my mouth and spoke
to you in a hundred silent ways.”*

Rumi, 13th century, translated by Coleman Barks



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Wild for Webinars

Interested in presenting a webinar?

Contact **Shawna Wilson** at wildlifeplanners@gmail.com

Check out past OWP webinars at wildlifeplanners.com



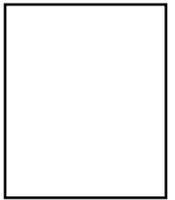
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Next Issue:

What's the best way to approach long-term strategic planning in a time of rapid change? Stay tuned for the OWP Spring 2016 issue of Management Tracks.



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